

TRAINERS' TOOLKIT:

GENDER-RESPONSIVE PROCUREMENT FOR COMPANIES





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IMPLEMENTING GENDER-RESPONSIVE PROCUREMENT IN YOUR BUSINESS

Training Manual for Gender-responsive Procurement in the Private Sector

TRAINERS' TOOLKIT

This training manual, developed by the UN Women Europe and Central Asia Regional Office in collaboration with UN Women Headquarters, targets company representatives working on procurement, corporate sustainability and gender equality issues, as well as other stakeholders that engage in training for gender equality. The manual is based on the UN Women's thematic expertise on Women's Economic Empowerment, including the Gender Equality Accelerator on Decent Work and Entrepreneurship and the Women's Empowerment Principle 5 and is intended to be used in training of private sector representatives. The manual consists of interactive exercises, material for lectures and hand-outs for participants.

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ACRONYMS

CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
DEI	Diversity, equity and inclusion
EDGE	Economic Dividends for Gender Equality
ESG	Environmental, social and governance
GRP	Gender-responsive procurement
ILO	International Labour Organization
KPI	Key performance indicator
M&E	Monitoring and evaluation
MSME	Micro, small and medium-sized enterprise
RFI	Request for information
RFP	Request for proposal
RFQ	Request for quotation
SAQ	Supplier assessment questionnaire
SDG	Sustainable Development Goal
SMEs	Small- and medium-sized enterprises
SVA	Social value proposal
WEBNC	Women's Business Enterprise National Council Certification
WEP	Women's Empowerment Principle



BACKGROUND

Despite significant strides in national and international legislation, persisting gender inequalities in the world of work continue to act as a barrier to sustainable and inclusive development. In the private sector, while many organizations have successfully implemented internal policies regarding non-discrimination and equal opportunity – often aligned with Women’s Empowerment Principle (WEP) 2 – significant gaps remain between these internal workplace standards and external market-place practices, notably in supply chain policies and practices.

Procurement is often designed and implemented as a “neutral” technical function focused on price, compliance and efficiency, but in practice it is largely gender-blind, failing to account for structural inequalities that shape who can access markets, capital, information and networks. Standard requirements such as large contract sizes, high turnover thresholds, rigid certification processes and informal supplier relationships tend to favour established, male-dominated firms, systematically excluding many women-owned and women-led enterprises. As a result, procurement decisions inadvertently reinforce existing market concentration and limit supplier diversity, which weakens competition, reduces innovation and increases supply chain risk. Gender-blind procurement therefore not only perpetuates economic inequality but also constrains the resilience, adaptability and long-term performance of supply chains.

While other WEPs principles focus on the internal workplace environment, principle 5 mandates that companies “*implement enterprise development, supply chain and marketing practices that empower women*”. Key actions under this principle include:

- Expanding business relationships with women enterprises and women entrepreneurs.
- Supporting gender-sensitive solutions to credit and lending barriers.
- Ensuring company products and services are not used for exploitation or human trafficking.
- Respecting the dignity of women in all marketing materials to ensure they do not reproduce harmful gender stereotypes.

THE INTEGRATION GAP: POLICY VS. PRACTICE

Research indicates that although companies may have robust non-discrimination and diversity, equity and inclusion (DEI) policies for their employees, they often lack a strategic method for integrating these same values into their procurement processes. Currently, when it comes to procurement, many companies lack a clear connection to the organization’s overarching gender equality strategy or objectives.

This lack of integration means that even if a company is an equal-opportunity employer, its purchasing power may still be supporting suppliers that do not share those values, or it may be unintentionally excluding women entrepreneurs through rigid or biased procurement cycles. Gender-responsive procurement (GRP) serves as a key missing link that aligns a company's external spending with its internal commitment to equality.

GRP is part of smart and strategic business practices and is a powerful tool for corporate social responsibility because it allows companies to use their existing spending to drive social change. Inclusive sourcing is not just a social good, but a way to build more resilient and innovative supply chains by diversifying and strengthening the pool of available talent and vendors.

METHODOLOGY FOR DEVELOPING THE TRAINING MANUAL

This manual is designed to train individuals who work in companies of all sizes and from all sectors. Executive management staff, procurement employees, as well as employees responsible for corporate sustainability, are the primary target groups. The structure of the manual is flexible in order to accommodate the different needs of the target groups.

The process of developing the training manual started by understanding the main barriers for women entrepreneurs to participate in the formal economy. Literature review and complementary desk research were undertaken to summarize the up-to-date country situation in terms of gender-responsive procurement legislation, public and private policies and international obligations. Special attention was paid to understanding procurement processes in the private sector. The desk research also focused on the analysis of existing training manuals and toolkits created by international organizations on topics such as gender mainstreaming and gender sensitization, including resources by UN Women and on the implementation of the WEPs.

As a result of the desk research and assessment of target group needs, the following knowledge and capacity-development needs were identified:

- Basic theoretical and practical knowledge on GRP and WEP principle 5
- Knowledge and practical use of tools to assess the company's GRP-related operations and activities, as well as those of the suppliers
- Technical assistance and guidance to develop, implement and monitor action plans for the implementation of GRP

Inputs and feedback from stakeholders and the target group have been sought and incorporated throughout the manual development process. These include internal UN Women feedback from different parts of the organization: (1) the UN Women Economic Empowerment Section at Headquarters in New York; (2) the UN Women Private Sector Team/WEPs Secretariat in New York; and



(3) the UN Women Europe and Central Asia Regional Office (ECARO) in Istanbul – which are all actively working to promote the implementation of GRP. UN Women ECARO also facilitated inputs from the Turkish Enterprise and Business Confederation (TÜRKONFED) International, which channels Türkiye’s 30 federations, more than 300 associations and over 50,000 businesspeople based on volunteerism and independence, and which accounts for 55 per cent of the country’s agricultural and non-public employment and for 88 per cent of foreign trade, excluding energy sector. These consultations and feedback opportunities have been important to draw on global and regional experiences and expertise with GRP.

To validate the trainers’ toolkit, a pilot training was organized in Istanbul, where SheSupplies trainers provided a 2-day training for 21 representatives from private-sector companies as well as 13 representatives from UN Women country offices across Europe and Central Asia. The feedback generated through the training has been crucial for finalizing the toolkit.

THE PURPOSE OF THE MANUAL

This manual provides a guideline for planning, implementing and evaluating trainings to promote company policies and practices that foster gender-responsive procurement. It specifically aims to support companies to identify opportunities, by showing leadership, implementing gender-responsive policies and practices, ensuring inclusive procurement processes, understanding and engaging with suppliers and monitoring and evaluating progress and implementing lessons learned based upon proper indicators.

LEARNING OBJECTIVES

Through this training, participants will gain:

- An understanding of the “what, why and how” of GRP, including regulatory frameworks and the business case
- The ability to establish a baseline, including data, on existing company GRP and inclusive sourcing practices and policy alignment
- Capacities to collect sex-disaggregated data and design strategic supplier engagement guides
- The ability to adapt inclusive procurement processes (identify barriers faced by women entrepreneurs and adjust procedures)
- The ability to develop gender-responsive contracting, management and payment
- The ability to measure progress through data and monitoring and improve company policies and practices.

THE STRUCTURE OF THE MANUAL

The manual consists of two parts:

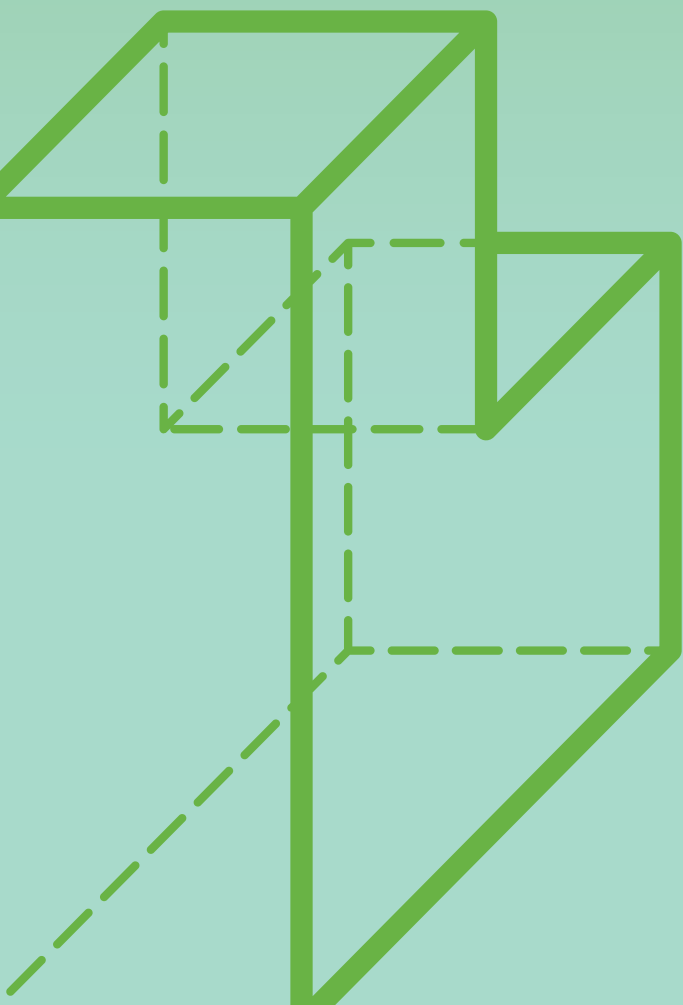
The Trainers' Toolkit: Contains practical guidelines on how to plan, implement and evaluate trainings on GRP. Here, the user will find exercises, cases, notes for lectures, samples for evaluation and logistical information. The trainers can also use the Participant Hand-outs document (described below) to structure lectures, as it contains data, references to legal texts and definitions as well as company examples.

Participant hand-outs: Consists of hand-outs for each training module. The purpose of the hand-outs document is to support the continued learning process, during and after the training, and to enable companies to start the process of implementing GRP. The information and supporting data in the hand-outs can also be referenced by the trainers when delivering the training. The appendices are to be printed for each participant before the training as the participants will use these as work-sheets.

INTRODUCTION TO THE TRAINERS' TOOLKIT

The aim of the Toolkit is to provide a step-by-step guide on how to plan, implement and evaluate trainings promoting the implementation of GRP. The Toolkit is structured in the following interconnected parts:

- **Step 1: Planning:** Preparing the trainer and the venue.
- **Step 2: Implementation:** Nine modules covering the GRP journey from leadership to monitoring, including introduction to, and evaluation of, the training.



STEP 1: PLANNING

Trainings are a way of sharing knowledge and building skills either in a formal or an informal setting that will lead to a change in behaviour. Adult education and learning processes should generally be participatory and inclusive, and it is the responsibility of the trainers to create a positive learning environment that engages participants.

Planning training workshops requires time and resources; therefore, it is advisable for a trainer to have a co-trainer who will contribute to the entire planning, implementation and evaluation process. Moreover, training styles are often an “extension” of a trainer’s personality, knowledge and preferences. Conducting trainings in pairs may allow for diversity in terms of training modes, which might be beneficial for the learning process.



1.1. CAPACITY NEEDS ASSESSMENTS

In order to convey the necessary information to the participants through an inclusive training workshop, trainers need to be aware of the needs of their participants. Conducting a capacity needs assessment will enable the trainers to set clear learning goals and to adapt the content to match the needs of the target group.

A capacity needs assessment is conducted before the training to help the planning process. It can be conducted through interviews with enterprises and their employees or managers, by group discussion or by tests on topics relevant to the training. Observations can also be made in order to assess the needs of the target group. Finally, questionnaires can be used to collect necessary information. Each method is valid in terms of information gathering; however, interviews and group work may be time- and resource-intensive. Therefore, if you are dealing with a large pool of training participants, using a pre-designed questionnaire might be a better option. How to prepare and conduct such a capacity needs assessment is described below.

Conducting a capacity needs assessment

The capacity needs assessment form should include a short note that explains to the participants that the goal of the assessment is to identify the needs and areas of interest of the training participants in relation to the training workshop. To manage expectations, it can include a list of topics that the training can realistically offer, from which respondents can mark their areas of interest. The capacity needs assessment questionnaire should be short, with a maximum of 10 questions. It can contain open-ended questions, which are informative but time-consuming to summarize and analyse. It can also include multiple choice options, which makes the questionnaire easier to complete and to analyse, but might not give sufficient information to the trainers. Trainers can also use ratings and sentence-completion activities to evaluate the knowledge of terms, the relevance of the information or the skills of the trainees. Finally, questionnaires can also use a combination of all these types of questions.

The pre-training capacity needs assessment should ideally be distributed to all of the training participants ahead of time with clear deadlines, to allow for their responses to be taken into account in the design of the training. They can be distributed as an attachment to an email or by using online survey data-protected privacy programmes. Based on the responses, the trainers can identify the areas of interest, preferences and possibly also the knowledge among the respondents and can adjust the training programme accordingly.

1.2. OBJECTIVES, TRAINING MATERIALS AND LEARNING METHODS

Based on the information generated through the capacity needs assessments, learning objectives can be defined. The objectives should be clearly explained to the participants and monitored throughout the training sessions. For example, trainers may start each training session by explaining to participants what they should be able to do or know by the end of the session. Using phrases such as “be able to”, “have knowledge of”, “have skills to” or “have an understanding of” can enable participants to understand how their newly gained knowledge can be put into practice after the training.

The information and exercises included in this manual will be difficult to cover in one training. Therefore, trainers need to prioritize which topics to cover and be ready to rearrange the activities at the last minute, depending on how the participants respond to the activities and how much time the discussions require. Being clear on the learning objectives will help trainers prioritize and rearrange the training agenda, if need be. It is advisable to have extra activities planned as well as to be prepared to drop certain parts of the programme. Keep track of time and keep a dialogue with participants on what changes need to be made to the programme.

The training sequence is the flow of the activities and information-sharing at the actual workshop. When planning the training sequence, it is important to keep in mind that a learning cycle includes concrete experiences, reflections and observations, theory and concept introduction, and, finally, application and testing of new skills or knowledge. For example, the introduction of a new concept should be followed by an exercise that illustrates the concept or demonstrates how it is translated into policies or practices. Reflection after exercises where participants have tried newly acquired skills is also part of the learning cycle.

Learning methods can be clustered into two main groups: lectures and participatory learning methods. Case examples, (small) group discussions, brainstorming and video discussions are all examples of participatory training techniques. Participants have different learning styles. Using a mixture of lecture, individual and group work, written and oral material as well as audiovisuals will make sure different needs are met and hopefully keep energy levels up.

When working in small groups, trainers can try to form working groups so that a high level of diversity is present in each group. Trainers can try to create groups with gender and age diversity, for example, as well as those representing different sectors and sizes of companies, and participants with different levels of decision-making power in their companies.

Trainings can be seen as **knowledge-sharing forums**. The success of trainings are often conditioned not only by the theme and the knowledge of the trainers but also by factors such as: How many participants are present? What are their professional fields, the level of their responsibilities and their influence in their companies? How is their active participation ensured throughout the training, and what measures are taken to follow up after the training?



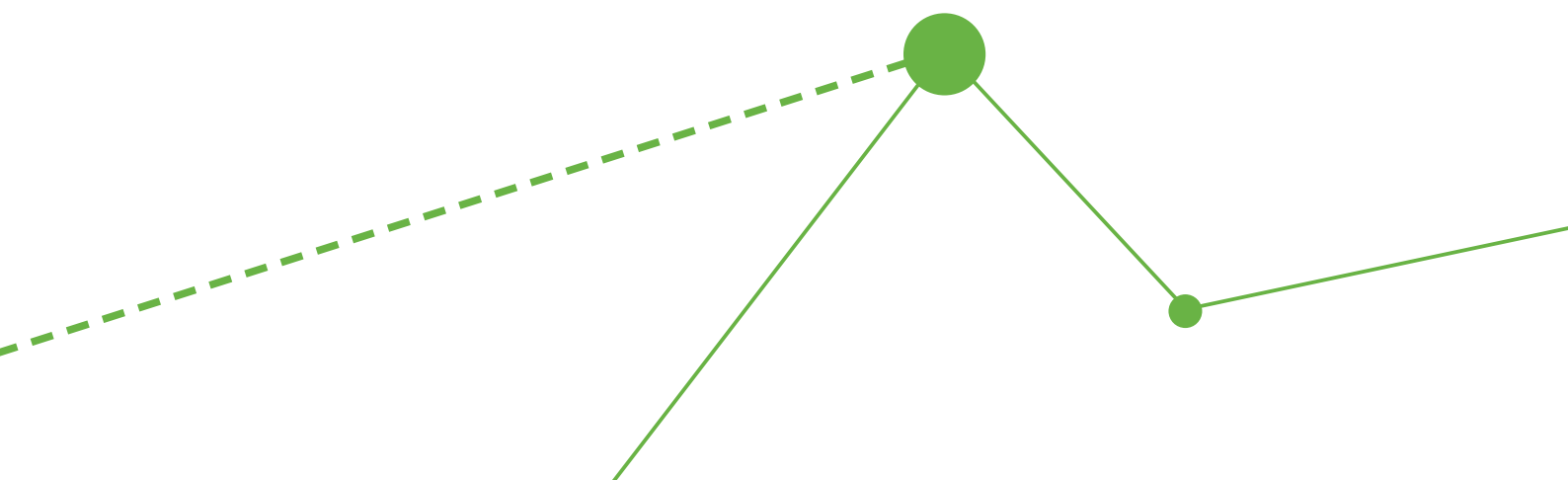
It is recommended that training workshops have a **maximum number of 20 participants**. With larger numbers of participants, it becomes difficult to give attention to all and to ensure everyone's participation in the activities. With less than eight participants, it is difficult to conduct exercises and participatory learning activities and might make trainings more trainer-oriented. However, depending on the learning objectives set and the number of trainers involved, a training session may include more than 20 or less than eight participants.

When it comes to identifying and **recruiting training participants**, various criteria can be used, including the size of the company, the sector and the title/position of the individuals who will attend the trainings. It is advisable to aim to recruit participants who have managerial roles in their companies and those who have leverage to advocate for policy implementation. Ideally, focus should be given to Chief Executive Officers, Chief Financial Officers, board members (particularly in the case of smaller companies), and middle managers (particularly in the case of larger companies, for instance, procurement managers and corporate social responsibility managers). Employees who have a representative role, such as those in employee committees or unions, should also be considered.

To recruit participants, trainers can reach out to business associations or companies directly. The presence of a UN Global Compact Local Network in the country can also provide a helpful platform for recruitment as well as further engagement beyond the training.

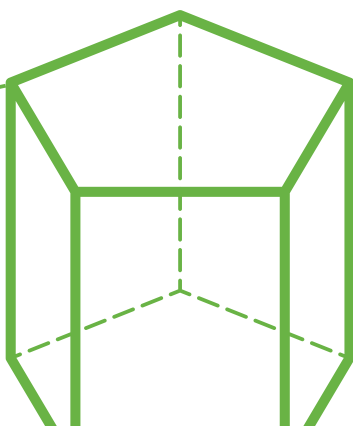
The training targets **8 to 20 participants** to ensure active participation.

- **Classroom setup:** 3–5 round tables with a maximum of 5 people each.
- **Learning methods:** A mix of lectures, individual work, group exercises and plenary discussions.
- **Key tools:** participant hand-outs and slides.



1.3. PREPARATIONS CHECKLIST

- The training venue is booked
- Catering is organized
- Invitations are sent to the participants
- List of participants is confirmed
- Capacity needs assessment is conducted
- Trainers have agreed who is doing what during the training sessions
- A timekeeper is assigned for each session among the trainers (unless trainers decide to involve the participants in this activity)
- Printed materials are prepared: registration form, list of participants and contact details for distribution, hand-outs, evaluation forms, name tags, agenda and exercises/cases.
- Training materials are in place: flipcharts, whiteboard, computer, projector, slides for presentation, spare paper and pens, laptops per every 5 participants.
- Training certificates are prepared for each participant, if applicable.



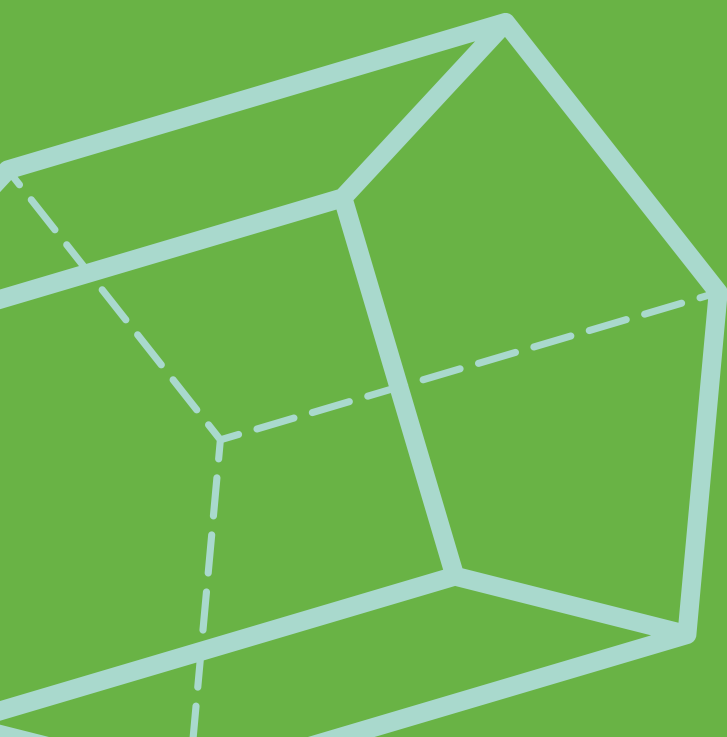


STEP 2: IMPLEMENTATION

Step 2 consists of nine training modules covering all GRP company elements. The first is an introductory module, the last is a closing module, while modules 2 to 8 cover all GRP elements. Each training module consists of three parts: a lecture, exercises and a final part where trainers and participants synthesize the key takeaways. Covering all the GRP elements and conducting all exercises would require a two-day training.

Below are a few key points to keep in mind while delivering the training content.

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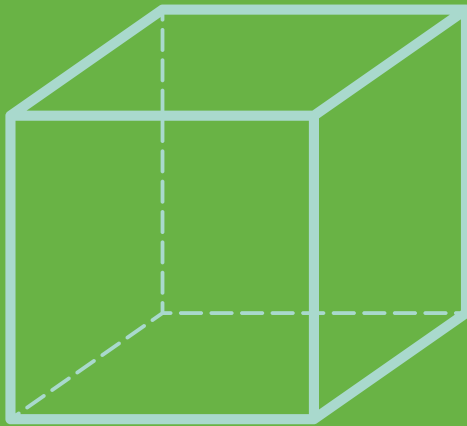
A TRAINER'S CHECKLIST FOR A PRODUCTIVE AND ENJOYABLE TRAINING

- Ensure that the atmosphere is friendly and empowering so that participants feel comfortable to ask questions and provide feedback.
- Set up ground rules together with the participants, emphasizing that the rules shall be respected throughout the training. Make sure that respect and non-discrimination is included here. Ultimately, it is the trainers' responsibility that harassment, derogatory language or "jokes" that can be perceived as derogatory do not take place or are not accepted.
- Trainers and participants are expected to create an environment "free of any form of discrimination, harassment, including sexual harassment and abuse of authority, and being mindful of the need to prevent such conduct".¹
- When discussions arise, try to engage various participants to get different views on the topic and to nuance their inputs against one another's. If participants express opinions that are contrary to the values contained in this manual, and which could be offensive to other participants or yourself, do not hesitate to state that such remarks will not be accepted, and refer to the joint ground rules.
- As a trainer, try to remember the names of the participants and encourage the use of name tags, including for yourself.
- Praise participants for their active participation but try not to evaluate or rate their inputs. Say "Interesting, thank you", rather than "Very good, thank you".
- Make yourself available if participants have further questions or need more explanation on topics discussed or assignments distributed.
- Consider incorporating energizing exercises as part of the session so that participants get active and retain their concentration.
- Before starting the training session, read and reread the training toolkit so that you are familiar with each part of it, and make sure you know exactly what each activity entails.



¹ For definitions, see: United Nations Secretariat. 2019. [Secretary-General's bulletin: Addressing discrimination, harassment, including sexual harassment, and abuse of authority](#). ST/SG/2019/8.

MODULE 1



SAFETY, INTRODUCTIONS & EXPECTATIONS

DURATION: 60 minutes

PROCESS INSTRUCTIONS:

I. Opening and welcome (15 minutes)

The trainers begin by welcoming the participants and introducing themselves to establish a professional yet friendly and empowering atmosphere. It is essential to formally acknowledge UN Women and the sponsors whose support made the programme possible. The trainers then provide necessary safety instructions (such as emergency exits), house rules (including the use of cell phones and computers only during breaks), and information about the venue. During this time, the trainers should explain the location of restrooms and highlight which areas are free for participants to explore during scheduled breaks.

II. Participant introductions (30 minutes)

Following the opening, the trainers facilitate participant introductions, to build rapport and demonstrate that the knowledge present in the room is immense. Each participant (or their partner) should share:

- Their **name, company name and specific function** within the organization.
- Their **expectations for the training**, which the trainers should record on a whiteboard or flip-chart to evaluate at the conclusion of the programme.
- *Optional:* One special skill they bring to the room regarding women's economic empowerment.

III. Objectives and agenda overview (15 minutes)

Finally, the trainers share the 2-day training objective: to move the company to a concrete, measurable gender-responsive procurement implementation plan. The trainers provide a clear overview of the agenda, offering short summaries for each day:

- **Day 1: Knowing your company and your supplier.** This day covers the “What, Why, and How” of GRP, leadership commitment, and the foundations of supplier assessment and engagement.
- **Day 2: Procurement processes, contracts and monitoring & evaluation.** This day focuses on applying a gender lens to the technical procurement cycle, including inclusive contract management and monitoring and evaluation (M&E).

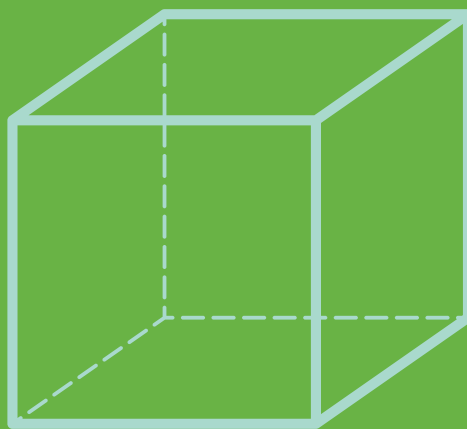
Key takeaway messages for module 1:

- Establishing a positive learning environment is the responsibility of the trainers.
- The training is a knowledge-sharing forum where participants contribute as much as the trainers.
- The objective is to align a company's external spending with its internal commitment to equality.

MATERIALS:

- Slides Module 1

MODULE 2



INTRODUCTION TO GENDER-RESPONSIVE PROCUREMENT (GRP)

LEARNING OBJECTIVES

- Create awareness of GRP.
- Understand legal and regulatory frameworks and obligations.
- Articulate the business case for GRP.

DURATION: 60 minutes

PROCESS INSTRUCTIONS:

Lecture (30 minutes): What is GRP?

Use the slides to introduce gender-responsive procurement, address the various elements of GRP and visualize the entire landscape of GRP. It is designed to establish a foundational understanding of GRP, its strategic importance and the regulatory frameworks that support it.

The module defines GRP as the sustainable selection of goods, services and works that considers the impact on gender equality and women's empowerment. It emphasizes that GRP requires a gender lens across the entire procurement cycle, including planning, tendering, evaluation and contract management.

Key components of the module include:

- **Definitions:** Establishing clear terminology for women-owned businesses (>51 per cent owned and controlled by women), women's enterprises (at least 50 per cent women in management), and gender-responsive businesses.²
- **The business case:** Procurement's strategic value³ is six-fold: 1. Increased revenue & reduced procurement spend; 2. Greater supplier availability & resilience; 3. Stronger brand reputation; 4. More innovation & adaptability; 5. Improved service-delivery; and 6. Stronger markets through economic development & inclusive growth.
- **Highlighting** that GRP drives better value for money through increased competition, improved risk management, accelerated market development, and company alignment with environmental, social and governance (ESG)/sustainability commitments.
- **The equity gap:** Addressing the stark reality that while women own one in three businesses globally, but they capture less than 1 per cent of large corporate and government supplier spending.⁴
- **Barriers to entry:** Identifying obstacles women face, such as limited access to finance, lack of social capital (networking), and discriminatory laws or social inequities like unpaid care burdens.⁵
- **Strategic frameworks:** Mapping the GRP landscape through institutions, partnerships, evidence and GRP capacity-building, while grounding practices in international standards like Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), the SDGs and International Labour Organization (ILO) Conventions.
- **Legal frameworks:** Reviewing how governments use their power as regulators and market participants to incentivize GRP through quotas, certifications and reporting regimes.

² UN Women. 2021a. [Rethinking gender-responsive procurement](#).

³ UN Women. 2022b. [Procurement's Strategic Value: Why gender-responsive procurement makes business sense](#).

⁴ Orser, B., et al. 2021. "[Gender-responsive procurement: strategies to support women-owned enterprises](#)." *Journal of Public Procurement* (referring to WeConnect. 2020).

⁵ See also UN Women. 2024. [Women's Economic Empowerment Strategy](#).



Exercise (15 minutes group work, 2x5 minutes plenary): Case example

1. Each table of 4-5 participants form a group. Participants can find the company example (e.g., Yıldız Holding) in their participant hand-outs.
2. Instruct groups to identify GRP-relevant elements, discuss what they are within the group, and assign a representative to present the group findings plenary.
3. Representatives of each group present the different GRP elements identified and the trainers wrap up Module 2.
4. **Main message:** GRP is about fair access for women-owned (51 per cent+ owned/controlled by women) and gender-responsive businesses. Women own 1 in 3 businesses globally but capture less than 1 per cent of large corporate spending, a gap caused by barriers like access to finance and professional networking. Using the case example, participants learn to identify the different actions a company can take to address gender inequality. The exercise is to make them aware of the main actors, the terminology used and measures taken by these actors, in particular the company, as GRP best practices.

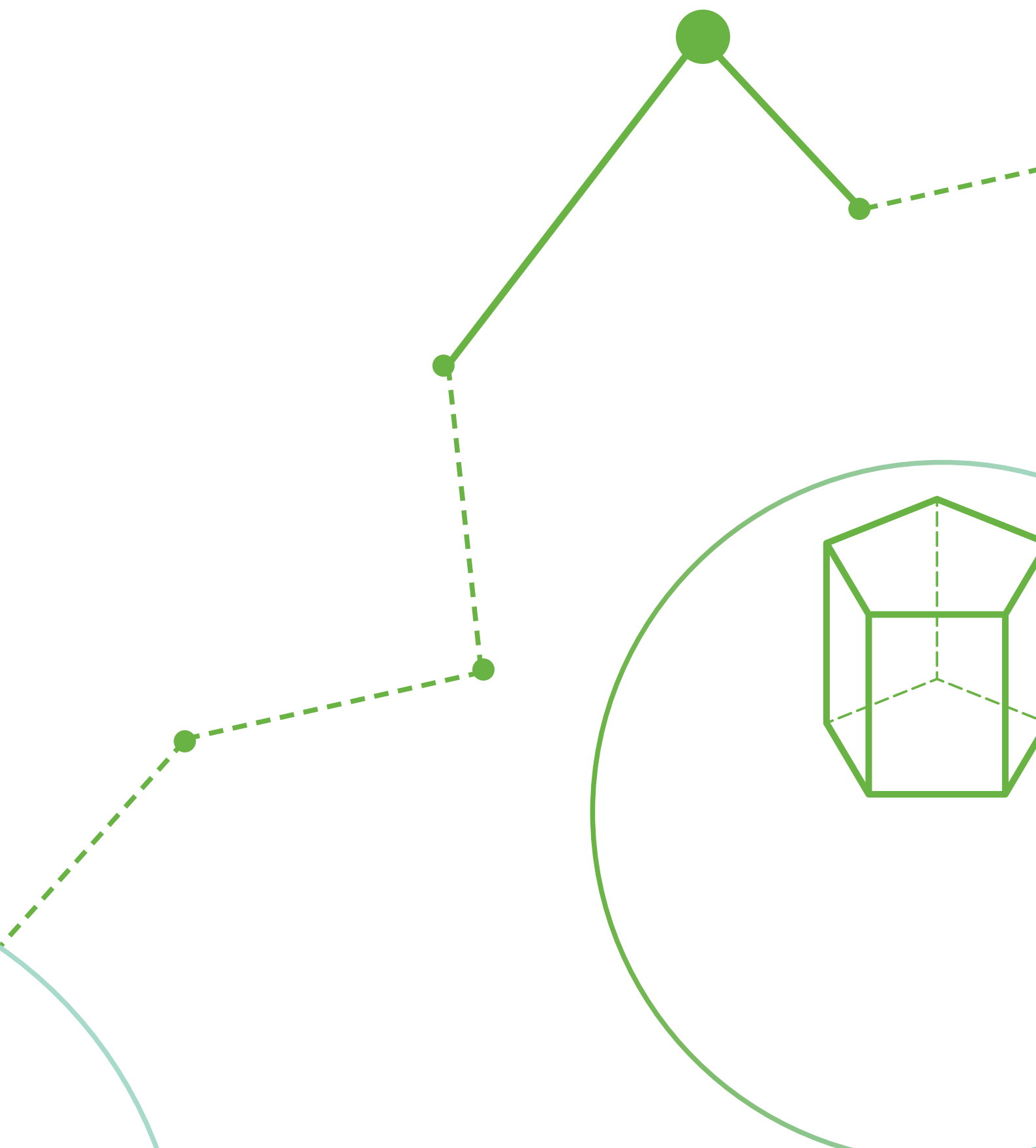
Note: The case example used for the exercise is to be chosen from the countries where the participants are active.

Key takeaway messages from Module 2:

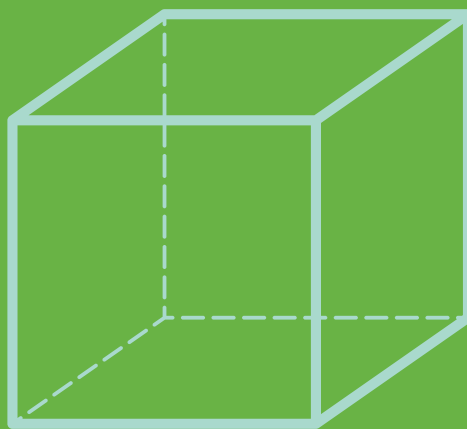
- GRP is a strategic business tool that may lower procurement risk and cost while boosting revenue potential, supplier resilience, innovation, brand strength and inclusive market growth.
- GRP is grounded and supported in international laws and standards. Governments and companies could use regulatory measures like quotas, tax incentives and reporting regimes to level the playing field and empower women economically.

MATERIALS:

- Slides Module 2
- Company example (Appendix 1 in Participant Hand-outs)



MODULE 3



LEADERSHIP AND POLICY

LEARNING OBJECTIVES

- Identify the company's GRP maturity level via self-assessment (baseline).
- Understand the requirements for a GRP implementation plan.

DURATION: 210 minutes

PROCESS INSTRUCTIONS:

Lecture: The GRP journey

Use the slides to guide participants through the critical first steps of the GRP journey, emphasizing that successful implementation requires both top-down leadership commitment and the formal alignment of corporate policies. Embedding GRP into the “corporate DNA”, by knowing the maturity of the company in terms of GRP and then moving from general awareness (Module 2) to a concrete, measurable implementation plan.

Key components include:

- **The strategic GRP journey:** Establishing that leadership and policy are the foundation for subsequent areas like supplier assessment and contract management.
- **Four pillars of leadership action:**
 1. Developing a business case linked to the core company goals.
 2. Assigning an executive champion (e.g., Chief Procurement Officer or Chief Financial Officer) to sponsor the initiative.
 3. Converting intent into a clear policy statement for internal and external communication.
 4. Developing an implementation plan featuring two to three measurable targets.
- **Maturity assessment:** Utilizing the WEPs GRP Assessment Tool to establish a baseline. This tool evaluates the company across five domains: commitment, policy/strategy, internal management, supplier data and supplier engagement.
- **Implementation pillars:** Framing the implementation plan around six strategic areas: leadership, supplier assessment, supplier engagement, procurement processes, contract management, and monitoring and evaluation. This is also the structure of the training.
- **Goal-setting:** Prioritizing feasible, high-level indicators – such as having a GRP policy established by a specific date – before moving to granular procurement metrics (which will be discussed in Module 4).
- **Pragmatic policy development:** Encouraging companies to use a one-page “intent statement” as an early signal to stakeholders while a more detailed policy is being finalized during the gap analysis process.



Exercise: Baseline and implementation planning

1. **Step 1:** Each participant individually completes the WEPs GRP Assessment Tool to identify priority gaps in their own company (25 minutes).
2. **Step 2:** Participants discuss outcomes in pairs to share main gaps and feasible next steps (15 minutes).
3. **Step 3:** Participants work individually on a GRP implementation plan, linking strategic actions to high-level indicators like “establishing a GRP policy by end of 2026” (30 minutes).
4. **Main messages:** A baseline is essential for an implementation plan; start with what is most feasible to organize within the next year.

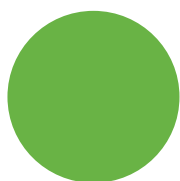
Key takeaway messages from Module 3:

- Leadership commitment, alongside a GRP implementation plan, is the foundation for accountability.
- Having a clear “baseline” is necessary to develop indicators and strategic actions.

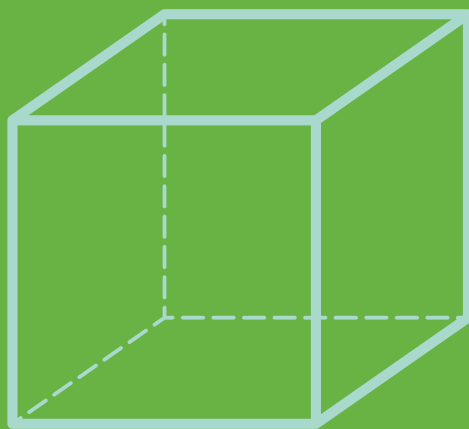
MATERIALS:

- Slides Module 3
- WEPs GRP Assessment Tool (Appendix 2 in the Participant Hand-outs document)
- GRP implementation plan template (Appendix 3 in Participant Hand-outs)
- GRP indicators guide (Appendix 4 in Participant Hand-outs)





MODULE 4



SUPPLIER ASSESSMENT

LEARNING OBJECTIVES

- Understand the importance of collecting sex-disaggregated supplier data.

DURATION: 60 minutes

PROCESS INSTRUCTIONS:

Lecture: Why data matters

Explain that sex-disaggregated supplier data are used to:

Establish a baseline: These data allow a company to identify its starting point regarding gender practices and the capacity of its current supply chain.

Identify gaps and risks: Detailed data help procurement teams pinpoint specific “gender gaps” or gaps where women entrepreneurs are underrepresented or where current suppliers lack gender-equitable policies.

Visibility into women entrepreneurs/women’s enterprises and gender-responsive suppliers: Systematic data collection provides clear visibility into which suppliers are women-owned/led and gender-responsive, enabling the company to better include them in planning and tendering processes.

Informed decision-making: Armed with meaningful data, companies can make informed procurement decisions and work collaboratively with suppliers to advance GRP goals and address identified disparities.

Measuring progress and accountability: Sex-disaggregated supplier data are required to track key performance indicators (KPIs) and report progress against a company’s GRP implementation plan.

Key components include:

- **Core areas of assessment:** Evaluating suppliers based on their company size, ownership, management and control, location, workforce (composition & segregation), and gender-responsive policies (e.g., equal pay for work of equal value, anti-harassment, flexible work arrangements and parental leave).
- **Collection methods:** Utilizing a mix of supplier assessment questionnaires (SAQs), specialized diversity software (using technological tools for real-time tracking), confidential worker surveys, direct site visits, and third-party verification from bodies like WEConnect or the Women’s Business Enterprise National Council Certification (WBENC) and reporting.
- **Insight into sensitivities** around personal data and company confidential data. When we collect sex-disaggregated supplier data, we use a simple **risk–necessity lens**: 1. generally collectable data (green), 2. data to collect with safeguards in place (amber), 3. data to avoid or not collect (red).



Exercise: Data-gathering guidelines

1. Participants work individually, using the Participants' Hand-out "Supplier assessment template" (Appendix 5) to identify what supplier sex-disaggregated data are needed/ required (15 minutes).
2. How and when these data will be collected to measure their strategic actions and GRP indicators (15 minutes).
3. The trainers invite some participants to present their results in the plenary, sharing the reasoning behind their choices and receiving group feedback. The trainers provide feedback and wrap up Module 4 (30 minutes).
4. **Main message:** Collecting sex-disaggregated supplier data is a continuous process integrated into the procurement lifecycle through questionnaires, site visits and third-party verification. Data-collection decisions are based upon strategic objectives and take the data-gathering guidelines (traffic light model) into account.

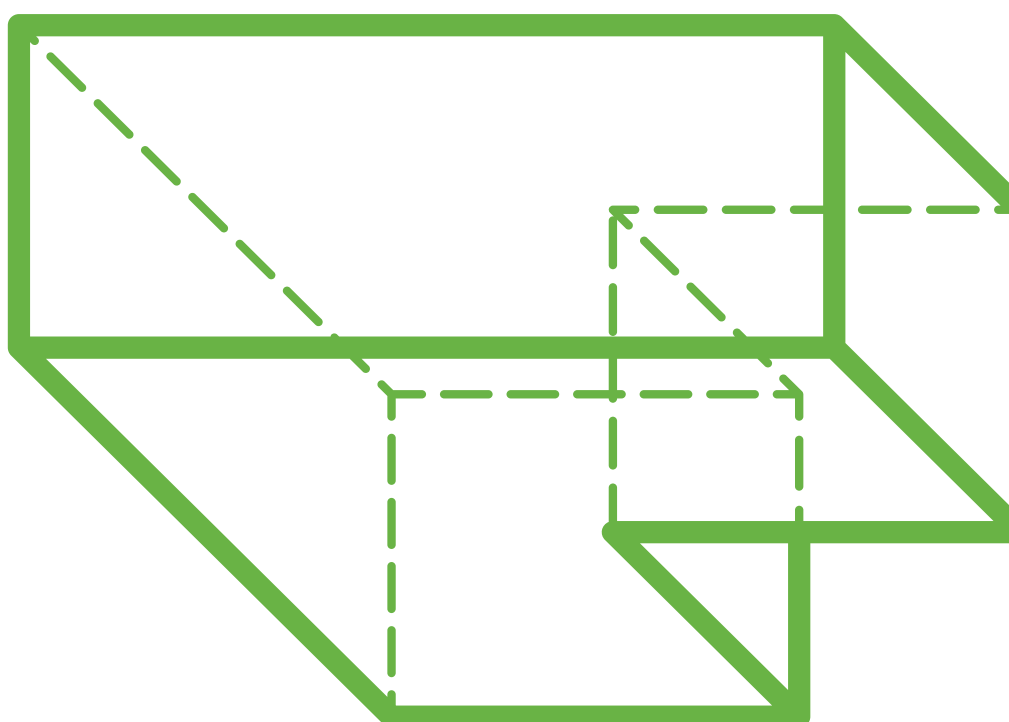
Key takeaway messages from Module 4:

- Data are a strategic tool for GRP (you cannot address what you cannot see)
- They allow for a comprehensive assessment of ownership, leadership governance, workforce and internal policies and practices
- Data collection is an ongoing life cycle process that uses different methods, such as assessments, surveys, requests for interest (RFI), requests for proposals (RFPs), etc.

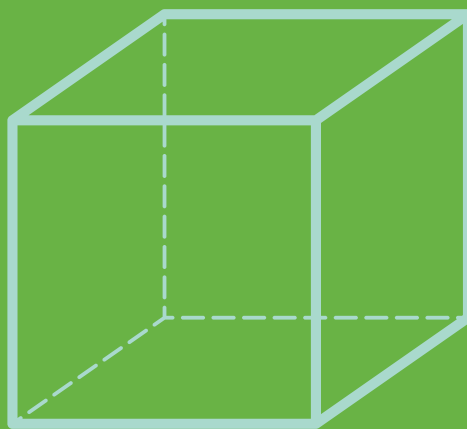
MATERIALS:

- Slides Module 4
- Supplier assessment template (Appendix 5 in Participants' Hand-out)





MODULE 5



SUPPLIER ENGAGEMENT

LEARNING OBJECTIVES

- Understand the benefits of supplier engagement.
- Learn about key elements of supplier engagement.

DURATION: 60 minutes

PROCESS INSTRUCTIONS:

Lecture: Engaging suppliers

Supplier engagement is one of the most powerful tools for turning gender-responsive procurement from a policy commitment into real change in the market. In traditional procurement, the relationship with suppliers is often transactional: the buyer issues a tender, selects a supplier, monitors basic compliance and pays for delivery. Gender-responsive procurement requires a different approach. It treats suppliers as long-term partners in achieving shared objectives, including around women's economic empowerment and gender equality.

Importantly, supplier engagement in GRP applies to both existing suppliers and new potential suppliers. If companies only engage existing suppliers, they reinforce the same patterns of exclusion that have historically limited women entrepreneurs' access to markets. At the same time, improving the practices of current suppliers is essential for creating fair, safe and inclusive supply chains. Effective supplier engagement therefore spans the entire supplier life cycle – from identifying new businesses to supporting and improving those already contracted.

Note: Some of the elements in this module overlap with other modules, but there is no harm in repetition and in this module it is discussed in light of engagement.

Following the **Supplier engagement guide** (Appendix 6 of the Participant Hand-outs), five primary pillars of action are needed:

- 1. Identify & attract:** This pillar of the supplier engagement guide focuses on identifying and attracting new suppliers, particularly women-owned businesses that are often invisible in traditional market research and supplier databases. Buyers can expand access by actively mapping women-owned businesses, partnering with women's business associations and other key stakeholders, and organizing outreach activities such as "meet the buyer" events and supplier roadshows. These actions help ensure procurement opportunities reach a broader and more diverse supplier base.
- 2. Clarify expectations:** This pillar centers on clarifying expectations early and consistently throughout the supplier relationship. Gender equality standards should be embedded in supplier codes of conduct, tender documents and contracts, covering issues such as non-discrimination, equal pay for work of equal value, safe workplaces and zero tolerance for harassment. Ongoing engagement, monitoring and corrective action, where needed, ensure that these expectations are understood and applied in practice.



3. **Incentivize gender-responsive practices:** The third pillar focuses on incentivizing gender-responsive practices. Beyond minimum compliance, buyers can encourage positive change by rewarding inclusive suppliers through preferential scoring in tenders, faster payment terms, public recognition, or access to larger or longer-term opportunities. Incentives help promote gender equality as a business advantage rather than a burden.
4. **Collect data & monitor performance:** The fourth pillar focuses on collecting data and tracking performance. By gathering sex-disaggregated information on supplier ownership, workforce composition and compliance with gender-related requirements, buyers can monitor progress, identify gaps and guide continuous improvement in supplier practices.
5. **Build capacity & support supplier development:** The last pillar is focused on capacity-building and supplier development. Buyers can support suppliers – especially women entrepreneurs – through training, mentorship, technical and financial assistance, and improved commercial practices such as advance or prompt payments. This strengthens supplier capabilities and ensures that inclusion is sustainable over time.

Exercise: Supplier engagement activities

This table-group exercise is designed to help procurement and sustainability teams bridge the gap between their high-level gender equality targets and the day-to-day management of their supply base. Allow participants to use the Supplier engagement guide (Appendix 6) of the Participant Handouts.

Step 1: Mapping the current landscape

Participants identify and categorize their existing engagement activities around GRP and assign a representative to share in the plenary.

Step 2: Designing future leverage

Participants brainstorm “feasible” activities for the coming year, focusing on using their purchasing power to drive change.

Step 3: Plenary

Trainers invite each table-group to share findings.

Some practical examples for step 2 are:

Pillar 1: Partnering with women’s business associations to map women’s enterprises in priority sectors; organizing “meet the buyer” events to explain upcoming procurement opportunities and registration processes; creating specific supplier registration categories for women entrepreneurs; and conducting market research that finds suppliers beyond existing approved supplier lists.

Pillar 2: Buyers can: require all suppliers to sign a gender-responsive code of conduct; embed non-discrimination and anti-harassment clauses in contracts; use pre-bid briefings to clearly communicate gender equality requirements; and apply corrective action plans when suppliers fail to meet agreed standards.

Pillar 3: Awarding additional evaluation points to suppliers with strong gender equality policies; offering faster payment terms to women entrepreneurs or inclusive suppliers; publicly recognizing suppliers that demonstrate leadership on gender issues; and prioritizing high-performing inclusive suppliers for repeat or expanded contract opportunities.

Pillar 4: Gathering sex-disaggregated information on supplier ownership; requiring regular reporting on women's participation in the workforce and leadership roles; tracking procurement spending with women's enterprises by sector and contract size; and monitoring grievances and corrective actions related to discrimination or harassment.

Pillar 5: Training women entrepreneurs on tendering processes and compliance requirements; establishing mentorship programmes linking small- and medium-sized enterprises (SMEs) with experienced contractors; supporting access to certifications and quality standards; and improving commercial practices through advance payments or prompt payment policies to strengthen cash flow.

Main message: By the end of the exercise, participants will have listed 3–5 high-impact, actionable activities they can implement within 12 months to support their company's gender equality targets through engaging with suppliers.

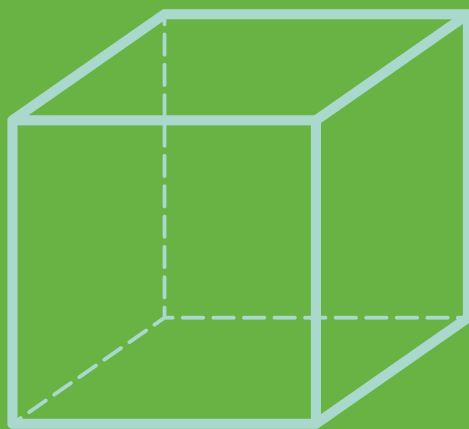
Key takeaway messages from Module 5:

- It is important to move beyond transaction-based relationships to value-based relationships with suppliers.
- Supplier engagement has a five-pillar strategic approach (See Supplier engagement guide Appendix 6 of the Participant Hand-outs).
- Companies have a wide variety of options to engage with suppliers in order to advance GRP and the 'carrot' approach (=incentives) is key for change.
- Procurement is a leverage to reach gender equality goals.

MATERIALS:

- Slides Module 5
- Supplier engagement guide (Appendix 6 in Participant Hand-outs)
- Large white self-adhesive flip chart paper sheets + markers

MODULE 6



PROCUREMENT PROCESSES

LEARNING OBJECTIVES

- Identify barriers women entrepreneurs face in procurement.
- Understand how to apply a gender lens to procurement policies and practices.

DURATION: 150 minutes

PROCESS INSTRUCTIONS:

Exercise 1: Procurement cycle barriers

Contrary to other modules, this module starts with the exercise whereby, without any lecturing, participants attempt to outline barriers at every stage in their procurement cycle (e.g. market invisibility in planning, financial hurdles in pre-qualification, inadequate timelines for tendering and rigid payment terms in management).

In effect, the trainers invite the participants to apply a gender lens to their company's cycle and write down the potential barriers for women-owned/led businesses or challenges for their company on a piece of paper or on their procurement cycle, *per stage*. (30 minutes).

Next, the trainers invite some of the participants to share the barriers that women face in their company's procurement process, *per stage*. The trainers can prepare the black/white board writing each stage and leaving space underneath to add participant input. (35 minutes).

Lecture 1: Applying gender-responsive policies and practices in procurement

To verify if all barriers have been identified (or new barriers are identified) by participants and to complete what was not mentioned in the exercise, the trainers, using the lecture slides, discuss the different stages of a procurement cycle and provide examples of how to apply a gender lens per stage. (30 minutes)

Following the structure of the lecture slides, an elaborate list of barriers and gender-responsive actions at every stage of the procurement cycle, often rooted in gender biases, lack of resources and limited access to networks, is provided here:⁶

⁶ UN Women. 2017. [The power of procurement: How to source from women-owned businesses](#); UN Women. 2021a. [Rethinking gender-responsive procurement](#).



1. Planning & market analysis

Key barriers for women entrepreneurs	Gender-responsive actions
Women entrepreneurs are underrepresented in supplier databases and market intelligence tools used during planning, making them invisible in early market mapping.	Conduct gender-responsive market research that goes beyond historical spending data and approved supplier lists by actively identifying women entrepreneurs and women's enterprises suppliers through women's business associations, chambers of commerce and sector networks.
Procurement planning is often gender-blind, focusing on price, scale and geography without setting supplier diversity or gender inclusion objectives.	Integrate gender objectives into procurement planning by setting explicit targets or expectations for engaging women entrepreneurs or women's enterprises and businesses from the earliest stage.
Informal, male-dominated networks shape supplier identification in sectors such as construction or infrastructure.	Organize open market dialogues and supplier briefings that explicitly invite women entrepreneurs and intermediary organizations, reducing reliance on informal networks.
Large, bundled contracts exceed the capacity of many women entrepreneurs.	Apply contract unbundling or lotting strategies to align contract size and risk with the capacity of smaller and diverse suppliers.

2. Pre-qualification

Key barriers for women entrepreneurs	Gender-responsive actions
High financial thresholds (turnover, bank guarantees, collateral) disproportionately exclude women who face barriers in accessing finance.	Review and adjust financial requirements to ensure they are proportionate to contract risk and allow alternative evidence of financial capacity, where possible.
Technical requirements, such as long track records or costly certifications, exclude capable but underresourced women entrepreneurs.	Accept equivalent experience, phased compliance or capacity-building commitments instead of rigid certification requirements.
Complex registration and e-procurement systems deter small women entrepreneur firms with limited administrative or digital capacity.	Simplify registration processes and provide guidance, help desks or onboarding support for diverse suppliers.
Lack of clear legal or operational definitions of "women entrepreneurs."	Adopt and communicate clear definitions of women entrepreneurs and women's enterprises and ensure that procurement systems can capture these data.

3. Tendering & evaluation

Key barriers for women entrepreneurs	Gender-responsive actions
Complex tender documentation and high bid preparation costs disadvantage SMEs.	Simplify tender documents, use plain language and reduce unnecessary documentation requirements.
Short bid preparation timelines disproportionately affect women balancing unpaid care responsibilities.	Allow adequate time for bid preparation and publish procurement pipelines early, where possible.
Evaluation criteria overly emphasize prior scale or experience, disadvantaging newer women entrepreneurs.	Adjust evaluation criteria to recognize innovation, quality and technical solutions, not only size or past contracts.
Gender bias and stereotypes influence evaluation committees.	Train evaluators on unconscious bias and ensure transparent scoring methodologies and documented decision-making.
Corruption, sextortion and lack of safe reporting discourage women from bidding.	Establish confidential grievance mechanisms and zero-tolerance policies for corruption and harassment.

4. Contracting

Key barriers for women entrepreneurs	Gender-responsive actions
Power imbalances and lack of legal support lead women entrepreneurs to accept unfavourable contract terms.	Simplify contracts where possible and provide standard, plain-language templates.
Performance bonds and lack of advance payments create liquidity barriers.	Introduce advance payments, reduced guarantees or alternative security mechanisms for smaller suppliers.
Gender-blind contract templates fail to protect women workers or entrepreneurs.	Include enforceable gender-responsive clauses, such as zero-tolerance harassment policies and 'equal pay for work of equal value' commitments.
Risk is disproportionately shifted onto small suppliers.	Allocate risk proportionately and introduce flexibility in delivery schedules, where feasible.



5. Supplier management

Key barriers for women entrepreneurs	Gender-responsive actions
Delayed or lengthy payment terms undermine women entrepreneurs' cash flow.	Implement prompt payment policies, including accelerated payment timelines for women-owned suppliers.
Limited feedback prevents learning and growth.	Provide structured debriefings and performance feedback to support supplier improvement.
Safety and harassment risks go unreported.	Ensure confidential grievance mechanisms are operational and audited regularly.
Tier-2 subcontracting opportunities bypass women entrepreneurs.	Require prime contractors to report on and increase subcontracting with women entrepreneurs.

6. Monitoring & reporting

Key barriers for women entrepreneurs	Gender-responsive actions
A lack of sex-disaggregated data hides exclusion.	Track and report sex-disaggregated procurement spending and supplier participation data.
Weak accountability allows GRP commitments to remain symbolic.	Integrate gender metrics into ESG, sustainability and procurement performance reporting.
A focus on spending alone ignores social and workforce outcomes.	Require reporting on supplier workforce diversity, leadership roles, equal pay for work of equal value, and safety outcomes.
Limited feedback loops from women suppliers.	Conduct 'women entrepreneurs experience surveys' and publicly report progress against GRP targets.

Lecture: Supplier code of conduct

The key components of a gender-responsive supplier code of conduct are shared to help participants understand why this is relevant for a company.

Why is a gender-responsive supplier code of conduct relevant?

1. To turn the company's gender equality commitments into clear rules that suppliers are expected to follow in practice.
2. To support organizations to identify and mitigate gender-related human-rights risks.
3. To strengthen supplier relationships and workforce stability.
4. To support delivery on gender equality, ESG and inclusive procurement commitments.

A gender-responsive supplier code of conduct includes requirements on:

- **Non-discrimination** (explicitly includes pregnancy, family status, gender identity, etc.).
- **Prevention of sexual harassment and gender-based violence** (requires procedures for dealing with sexual harassment and gender-based violence and states that it must be reported).
- **Health and safety** (includes maternal health, pregnancy-related adjustments and gender-sensitive infrastructure).
- **Decent work** (equal wage, flexible hours, wages/leave/benefits, childcare).
- **Grievance channels and remediation** (accessible to women and interested parties, with remediation processes).
- **Collection/reporting of sex-disaggregated data** (includes collecting and reporting on agreed indicators, such as sex-disaggregated workforce data; incidents and remediation; training completion; women in supervisory roles on the contract, etc.).
- **Capacity-building** (regular training for managers and workers on non-discrimination, harassment prevention, and grievance procedures).
- **Commitment to supplier diversity and growth** (expectations such as non-discrimination in subcontracting, transparent subcontracting opportunities and cooperation with programmes that expand women's participation in the value chain).



A sample of the 'supplier diversity and inclusion of women entrepreneurs' clause in the supplier code of conduct:

The Supplier shall actively promote access to business opportunities for verified women entrepreneurs and gender-responsive enterprises. To demonstrate this commitment, the Supplier must include at least one women entrepreneur in all subcontracting tenders, where feasible, and shall report sex-disaggregated spending data to the Buyer on a quarterly basis. Failure to demonstrate these reasonable steps may impact the Supplier's annual performance rating.

Why does this language work in practice:

- The "shall actively promote" moves GRP from intent to obligation: The clause enables the buyer to use the procurement leverage to force Tier 1 suppliers to become anchors for gender equality and create a shared objective of women's economic empowerment.
- The requirement "to include at least one women entrepreneur in all subcontracting tenders" directly addresses the barriers women entrepreneurs face in accessing procurement opportunities.
- The use of verified businesses ensures the supplier is using recognized certifications (like those from WEConnect or government bodies) to prevent gender-washing.
- And the requirement to report sex-disaggregated spending data provides the Buyer with visibility into the possible gender risks of the Tier 2 supply chain and allows them to track progress.

Note for the upcoming exercise: *In case any of the participants don't have a supplier code of conduct they should pair with a participant who does have a code or a company code should be downloaded from the internet.*

Exercise 3: Supplier code of conduct

In pairs, participants review the supplier code of conduct based upon the information provided in the lecture.

Main message: Integrating a gender lens allows organizations to use their purchasing power to advance equality.

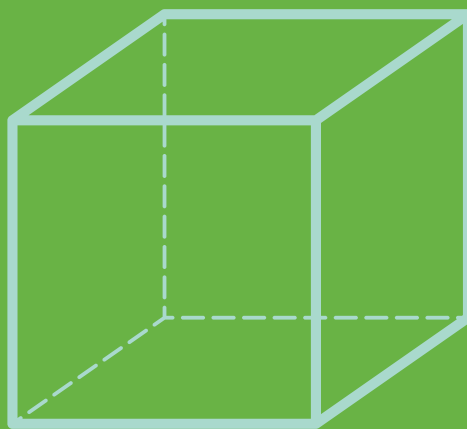
Key takeaway messages from Module 6:

- A gender-responsive supplier code of conduct sets binding expectations and facilitates monitoring.
- Flow-down requirements ensure that the gender lens extends to subcontractors.

MATERIALS:

- Slides Module 6
- Procurement process document and supplier code of conduct (participants bring this to the training)

MODULE 7



CONTRACT MANAGEMENT

LEARNING OBJECTIVES

- Understand how to apply a gender lens to contracts.
- Identify and mitigate contract clauses and processes that unintentionally exclude women entrepreneurs.

DURATION: 60 minutes

PROCESS INSTRUCTIONS:

The contracting stage is where procurement decisions become enforceable and where many inclusion gains can either be secured or lost. Even when women entrepreneurs successfully pass pre-qualification and win tenders, unfair contract terms, slow administrative processes, and unbalanced risk allocation can undermine their ability to deliver and grow. Gender-responsive contracting applies a gender lens to both contract processes and contract clauses to ensure agreements are fair, proportionate and supportive of diverse suppliers. By introducing practices such as prompt payment, reasonable security requirements, balanced liability, clear change management and safe reporting mechanisms, buyers can reduce systemic barriers, strengthen supplier performance and translate gender equality commitments into sustainable commercial outcomes.

Note: Like in Module 6, we will start with the exercise and then follow with the lecture.

Exercise: Identifying contractual barriers

1. **Plenary discussion (30 min):** Ask participants to share examples of current contracting processes and specific clauses that may hamper women entrepreneurs.
2. **The “black board” scheme:** The trainers should map these gender-impacting elements on the black board to visualize the full picture of barriers, such as excessive turnover thresholds or unnecessary technical requirements.
3. **Checklist review:** Provide participants with the “gender-responsive contracts checklist” (Appendix 7 in Participants’ Hand-outs). Instruct them to review a draft contract to flag clauses creating disproportionate financial, legal or administrative burdens relative to the contract’s value.
4. **Main message:** Most exclusion happens *after* a supplier wins; contract terms often reflect assumptions of scale that disadvantage women’s enterprises.



Lecture: A gender-responsive contract

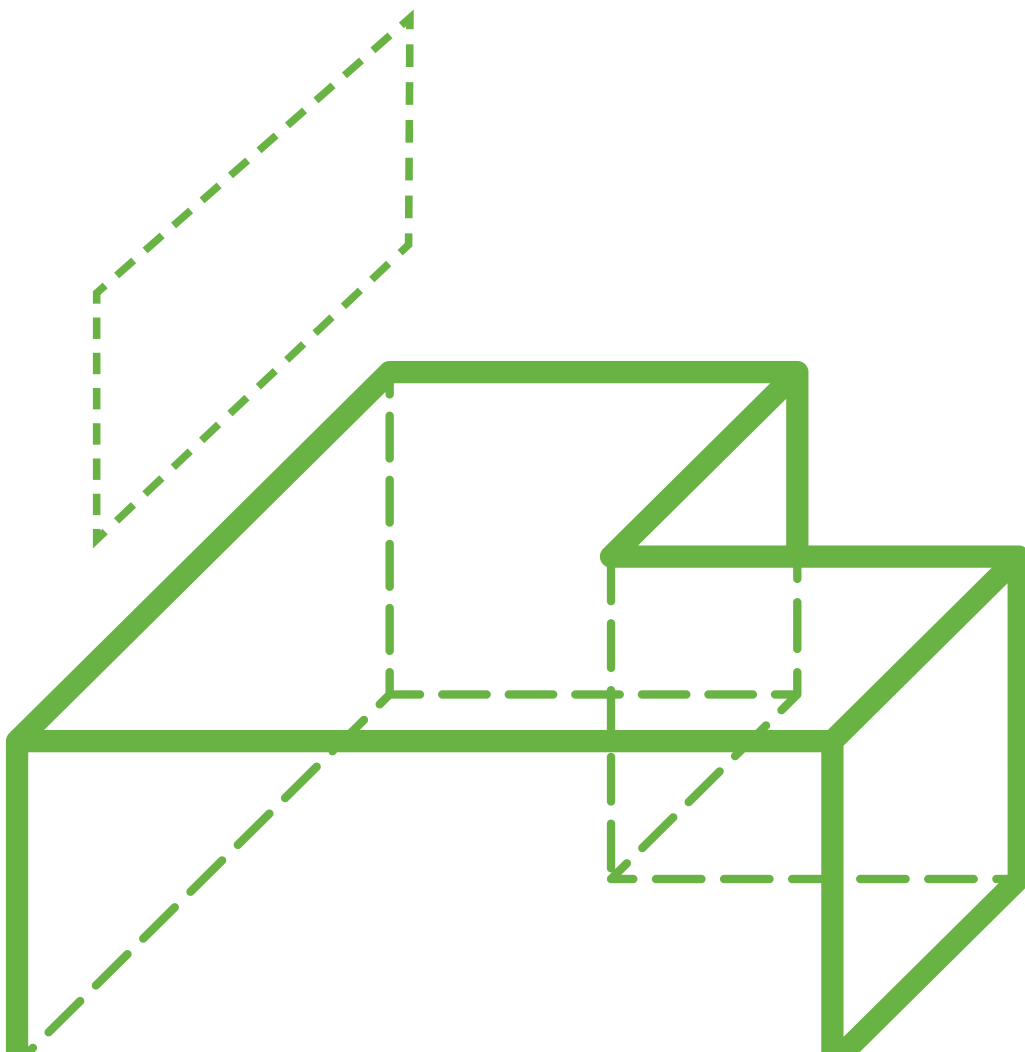
What often harms women-owned businesses after an award	Gender-responsive alternative
Long delays before the contract is signed or work can start, due to extra paperwork or slow internal approvals.	Set clear timelines for signing contracts and allow suppliers to start once the award is confirmed.
Slow onboarding into buyer systems, which delays invoicing and payment.	Fast-track onboarding for awarded suppliers with one clear contact person.
Changes to scope or expectations after an award without adjusting price or timeline.	Use formal change orders and adjust price and deadlines when scope changes.
Very long payment terms or delayed payments, creating cash-flow stress.	Apply shorter payment terms (e.g. 15–30 days) and pay undisputed amounts on time.
No advance payment, forcing suppliers to self-finance start-up costs.	Provide an advance payment for contract start-up.
High guarantees or insurance requirements that are difficult or expensive for small firms.	Use proportionate guarantees that match the real risk of the contract.
Contracts that shift all risk to the supplier, even when delays are caused by the buyer.	Share risk fairly and adjust timelines when delays are not the supplier's fault.
Confusing legal language that suppliers do not fully understand.	Use clear, plain-language contracts and standard templates.
No safe way to report harassment, intimidation or corruption during contract execution.	Include clear, safe reporting channels and protect suppliers who raise concerns.

Key takeaway messages from Module 7:

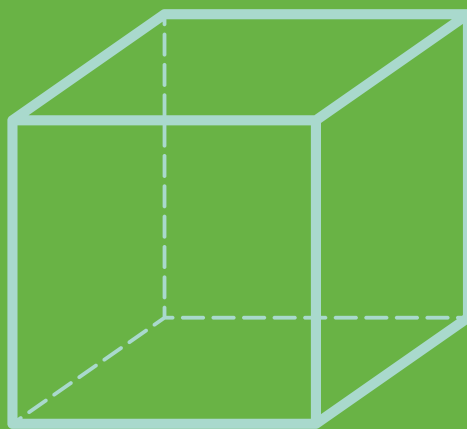
- GRP doesn't end at award; contracts can quietly undo inclusion if not designed carefully.
- Redesign contracts by unbundling large scopes into smaller lots that smaller firms can realistically bid on.

MATERIALS:

- Slides Module 7
- Gender-responsive contracts checklist (Appendix 7 in Participants' Hand-outs)



MODULE 8



MONITORING AND EVALUATION

LEARNING OBJECTIVES

- Understand how to measure and evaluate GRP progress against plans.

DURATION: 30 minutes

PROCESS INSTRUCTIONS:

Lecture: What, why and how to measure

- **The “what”:** Explain that monitoring must cover three levels: implementation (are policies updated and employees trained?); results (are more women-owned firms bidding and winning?); and outcomes (is there actual growth in spending and contract completion for these firms?).
- **The “why”:** Measurement is essential for accountability, identifying drop-off points (e.g., award-to-signature, first payment delays, contract terminations) and preventing “paper compliance”, where policies exist but practice remains unchanged.
- **The “how”:** Trainers should emphasize translating the GRP plan into 3–4 core KPIs. Monitoring must capture data across the full life cycle: from supplier registration and bidding to award, signature, first payment and renewal.

Consider measurements at three levels:

- **Implementation:** Are planned actions being executed (policies updated, employees trained, tools adopted)?
- **Results:** Are processes changing (more women-owned firms registered, bidding, winning; better payment performance)?
- **Outcomes:** Are women-owned firms actually benefiting (contract conversion, retention, growth in spending and contract completion)?

Exercise: Closing the loop by monitoring and evaluation

1. **Instructions:** Participants revisit the implementation plan and indicators guide they started in Module 3.
2. **Task:** Individually describe specific monitoring activities and reporting commitments for their chosen strategic actions.
3. **Ownership:** Remind participants to assign ownership and frequency for each indicator – defining exactly who reports what and how often (e.g., monthly or quarterly).
4. **Closing the loop:** Trainers should explain that when indicators show barriers (like slow invoice validation), the company must agree on corrective actions and record if they were successful.



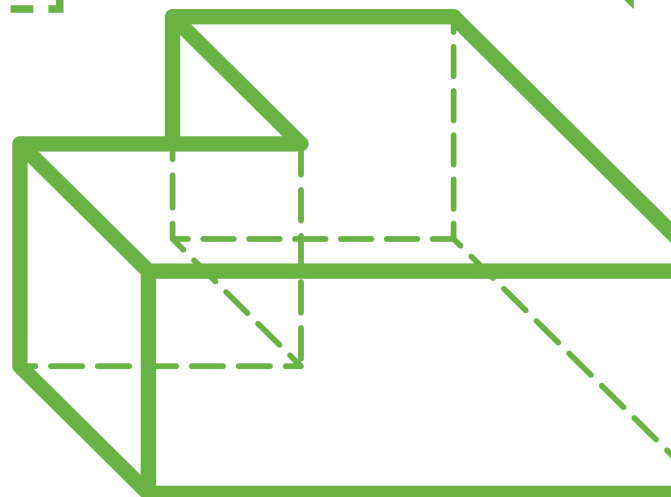
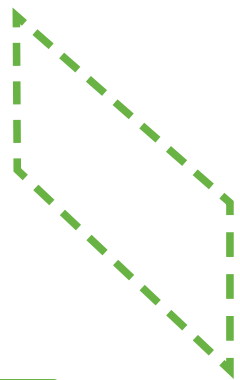
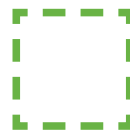
Pillar / Action area	What to monitor (process & outcome indicators)	How to monitor (Data & tools)	Key evaluation questions
1. Leadership & policy alignment	GRP policy adopted; GRP reflected in ESG/DEI policies; leadership KPIs include GRP	Policy review; leadership scorecards; ESG reports	Is GRP embedded in leadership accountability, or treated as a voluntary initiative?
2. Awareness & capacity-building	% of procurement employees trained; supplier outreach activities conducted; knowledge improvement	Training attendance records; pre/post training surveys; website analytics	Are employees confident and able to apply GRP tools in real procurements?
3. Supplier assessment & data	% of suppliers identified as women entrepreneurs; completeness of sex-disaggregated data	Supplier onboarding forms; procurement analytics dashboards	Do we have visibility of women entrepreneurs that were previously invisible?
4. Supplier engagement	Number of women entrepreneurs engaged; participation in roadshows/ mentorship; bid participation rates	Event attendance lists; supplier development tracking; tender participation data	Are engagement activities translating into actual bids and awards?
5. Procurement processes	% of tenders with gender criteria; payment times for SMEs/women entrepreneurs; use of unbundling/ lotting	Tender template reviews; finance system data; procurement files	Have procurement processes become more accessible and fair in practice?
6. Contract management	% of contracts with gender clauses; supplier compliance with gender KPIs; grievances raised/resolved	Contract register; supplier reports; grievance logs	Are gender commitments enforced during delivery, not just at contract award?

Key takeaway messages from Module 8:

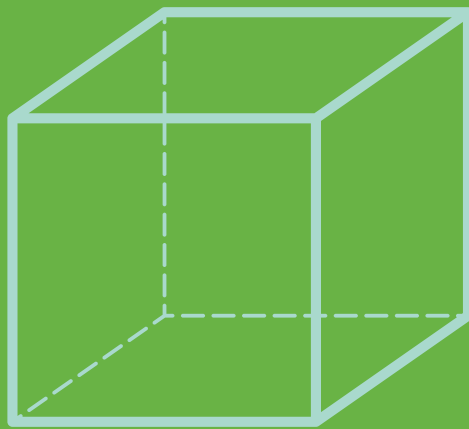
- **Continuous assessment:** The WEPs GRP Assessment Tool is not just for a one-time check; it should be used as a recurring instrument to measure maturity over time.
- **Quality over quantity:** Track the quality of inclusion, such as payment timeliness, contract sizes and dispute rates, rather than just the number of women entrepreneur suppliers.
- **Transparency:** Publicly disclose progress via corporate websites, annual sustainability reports or social media to build stakeholder trust.
- **Verification:** Ensure data integrity by using clear definitions for “women entrepreneurs” and “women’s enterprises” and employing robust verification methods.

MATERIALS:

- Slides Module 8



MODULE 9



CLOSURE OF THE TRAINING

DURATION: 30 minutes

PROCESS INSTRUCTIONS:

I. Written evaluation (10 minutes)

The trainers allocate time for participants to complete the **Training Evaluation Form (Appendix 8, Participant Hand-outs)**. This step is vital for assessing whether the learning objectives were achieved and provides the data necessary to modify and improve future workshops based on participant feedback regarding content, methodology and the trainers' performance. The trainers should emphasize that honest feedback is appreciated to ensure the training remains a high-quality tool for promoting GRP.

II. Plenary session: Intentions and related needs (15 minutes)

Following the written assessment, the trainers facilitate a plenary session where each participant is given **one minute to share their intentions and related needs**. This session allows the company representatives to identify specific areas where they want to make next steps and what technical assistance or guidance they require to implement their newly developed GRP action plans. The trainers must ensure these intentions and needs are formally recorded – either through detailed notes or audio recording – to inform follow-up support and ensure the “GRP journey” continues beyond the classroom.

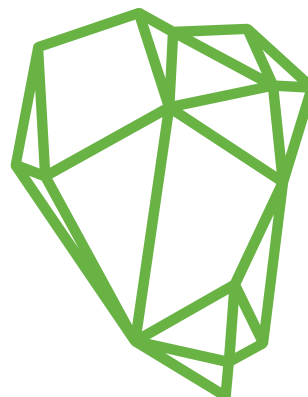
III. Acknowledgments and farewell (5 minutes)

The trainers conclude the programme by formally thanking the participants for their active engagement and human capital contributions. The trainers must acknowledge UN Women and the programme sponsors, whose support was essential for the manual's development and the delivery of the training. Finally, the trainers invite all attendees to an informal get-together at a designated venue and time to celebrate the completion of the course and foster further professional networking.

DURATION: 30 minutes

MATERIALS:

- Slides





GLOSSARY OF KEY CONCEPTS

Term	Definition
Award criteria	The standards or factors used to evaluate and compare bids in a procurement process to determine the best overall value.
Best value for money	A procurement principle measuring how well goods or services meet social, environmental and strategic objectives within the context of the Sustainable Development Goals (SDGs).
Bid (performance) bonds	Financial guarantees required by contracts that often act as a barrier to women entrepreneurs due to high collateral requirements.
Bidder	Any entity or individual (public, private or State-owned) bidding in a competitive tender process for a contract.
Contracting authority	An entity, such as a government or public law body, that awards a public procurement contract.
Economic Dividends for Gender Equality (EDGE)	Refers to EDGE Global Standards (gender-binary) and EDGEplus (gender and intersectionality) for measuring organizational equity.
ESG	Environmental, social and (corporate) governance.
Gender budgeting	A finance approach that adjusts budget policies to promote gender equality and reallocates resources to reduce gender gaps.
Gender equality	The state where rights, responsibilities and opportunities do not depend on being born male or female, taking into account the priorities of both groups.
Gender equity	The process of ensuring fairness by providing support and resources that account for the different needs of various genders.
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 advancement.
Gender-responsive enterprise or business	An enterprise that integrates gender equality principles in its policies, often complying with WEPS and ILO standards.
Gender-responsive procurement (GRP)	The selection of goods and services that considers the impact on gender equality and leverages purchasing to promote women's empowerment.

Gender washing	A term used by scholars and activists to highlight perceived hypocrisy in the behavior of corporations, states, and international organizations toward women and girls. It is generally used to mean efforts by an organization to portray itself as feminist, progressive, or women and girl friendly, even while it continues to cause harm to women and girls elsewhere in its operations.
Global Reporting Initiative	International standards helping entities communicate their impact on issues like climate change and gender equality.
MSME	Micro, small and medium-sized enterprise.
NGO	Non-governmental organization, also known as a non-profit.
Private buyer	A company (privately or publicly owned) regulated by private law that acquires goods, services or works.
Procurement	The act of acquiring goods, services or works by private companies or public contracting authorities.
Prompt payment	The practice of paying invoices within 15–30 days to protect the cash flow of smaller women entrepreneurs.
Public buyer	A public entity regulated by public law engaged in acquiring goods, services or works.
RFx	An umbrella term for different types of formal requests (e.g., Request for X) sent to potential suppliers.
Sex-disaggregated data	Data collected and presented separately by gender to identify specific trends and inequalities.
Sextortion	A critical integrity and safety barrier where women may face demands for sexual favours in exchange for contract awards or signatures.
Sustainable Development Goals	Seventeen global goals adopted in 2015 to end poverty and protect the planet. SDG 5 specifically targets gender equality.
Supplier	Any private company or individual contracted to provide works, supplies or services to a buyer.
Supplier diversity	A programme promoting procurement from businesses at least 51 per cent owned and operated by underrepresented individuals or groups.
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.
UN	United Nations
Value chains	The full range of activities for a product or service, from conception and delivery to final disposal.
Women's Empowerment Principles (WEPs)	A set of seven principles guiding businesses on promoting gender equality in the workplace and community.
WEPs GRP Assessment Tool	A 31-question self-assessment developed by UN Women to help companies gauge GRP progress.
Woman entrepreneur	A woman entrepreneur is a woman who is starting or running a business or income-generating activity – formal or informal – to earn a living and grow opportunities.
Women enterprise	A business at least 51% owned, managed, and controlled by one or more women.
Women's empowerment	Comprises five components: self-worth, right to choose, access to resources, control over one's life, and ability to influence social change.
Women-led business	A legal entity in any field that has a minimum of 50 per cent women-identified representation in management with senior-level, strategic decision-making abilities.
Women-owned business	A legal entity, that at a minimum: 1) is at least 51 per cent owned by one or more women; 2) is unconditionally controlled by one or more women over both long-term decision-making and the day-to-day management and administration of the business operations; and 3) is independent from non-women-owned businesses.

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