Action Fiche for Promoting economic empowerment of women at work through Responsible Business Conduct – Latin America and Caribbean

1. IDENTIFICATION

<table>
<thead>
<tr>
<th>Title of the action</th>
<th>Promoting economic empowerment of women at work through Responsible Business Conduct – Latin America and Caribbean (LAC)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country(ies)/Region</td>
<td>Argentina, Brazil, Uruguay, Chile, Costa Rica and Jamaica</td>
</tr>
<tr>
<td>Total cost</td>
<td>Total estimated cost: EUR 9 500 000&lt;sup&gt;1&lt;/sup&gt;</td>
</tr>
<tr>
<td></td>
<td>Total amount of the EU budget contribution: EUR 9 000 000</td>
</tr>
<tr>
<td>Total duration&lt;sup&gt;2&lt;/sup&gt;</td>
<td>36 months</td>
</tr>
<tr>
<td>Method of implementation</td>
<td>Indirect management</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Markers (from CRIS Dac form)</th>
<th>Rio Convention Markers</th>
<th>Not targeted</th>
<th>Significant objective</th>
<th>Main objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biological diversity</td>
<td>✔</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Combat desertification</td>
<td>✔</td>
<td></td>
<td></td>
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<tr>
<td>Climate change mitigation</td>
<td>✔</td>
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<td></td>
<td></td>
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<tr>
<td>Climate change adaptation</td>
<td>✔</td>
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</tr>
</tbody>
</table>

2. RATIONALE AND CONTEXT

2.1. Summary of the action and its objectives

Promoting gender equality is at the core of EU external action. The EU Global Strategy on Foreign and Security Policy calls for systematically mainstreaming human rights and gender across policy sectors and institutions. In March 2016, the

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<sup>1</sup> Where possible, contributions from the targeted countries will also be sought in addition to the implementers' co-funding.

<sup>2</sup> Maximum duration of the operational implementation period of individual contracts upon their signature.
priority theme agreed by the Commission on the Status of Women for 2017 is 'Women’s economic empowerment in the changing world of work'.

In this context, this project will promote the economic empowerment of women in the corporate sector in the LAC region and help advance the EU-CELAC bi-regional partnership, where gender equality is one of the priorities identified under the 2015 EU-CELAC Action Plan (notably chapter 7).

Targeting women led enterprises, networks and relevant stakeholders in Europe and selected Latin American and Caribbean countries (Argentina, Brazil, Uruguay, Chile, Costa Rica and Jamaica), the project will promote business links, joint ventures and innovation between women from both regions, while supporting inter-regional dialogue and exchange of good practices for gender equal business.

2.2. Context

EU Strategies and political framework

The EU and its Member States are at the forefront of the protection, fulfilment and the enjoyment of human rights by women and girls and strongly promote them in all external relations, also beyond development cooperation. The proposed action will adhere and contribute to EU strategies and political frameworks as follows.

The EU – CELAC action plan includes a chapter on Gender with the aim of prioritising gender issues in the context of bi-regional relations and to underscore the political will in both regions to guarantee gender equality and the protection, exercise and promotion of women’s rights, including i) Political participation of women; ii) Elimination of all forms of violence against women and girls, including sexual violence; and iii) Economic empowerment of women and their participation in the world of work and in all decision making processes. It foresees the continuation of close cooperation with the UN, including in the UN Commission of the Status of Women and in the UN General Assembly.

On 16 June 2016, the Council adopted conclusions on gender equality3, in which it reaffirms its commitment to the promotion of equality between women and men and increasing visibility and awareness of gender equality in all policy areas. The Council conclusions underline that the Commission's Strategic engagement should be closely linked to the Europe 2020 Strategy and should take into account the United Nations 2030 Agenda for Sustainable Development, as gender equality is a prerequisite for economic growth, prosperity and competitiveness and thus for the sustainability and well-being of our societies. Although gender gaps have narrowed in recent decades, inequalities persist4 and challenges remain in several critical areas. There are still significant gender gaps in employment, self-employment, part-time work, entrepreneurship and decision-making, as well as in pay and pensions, and thus women also face a higher risk of poverty compared with men. Women are more likely to have completed higher education but are significantly under-represented, for

4 According to the Commission's 2014 Report on equality between women and men, at the present rate of change, it would take another 70 years to achieve gender equality.
example, in Science, technology, engineering and mathematics (STEM) studies and careers, in research and in senior posts at all levels of education.

The Strategic Engagement on Gender Equality within the EU for 2016-2019 as well as an ambitious and robust new EU Gender Action Plan in External Relations 2016-2020 were adopted by the EU in 2015, both of which place the economic empowerment of women at the core of EU action.

The Gender Action Plan 2016-2020 is a results-oriented document which stresses the need for the full realisation of women’s and girls’ full and equal enjoyment of all human rights and fundamental freedoms and the achievement of gender equality and the empowerment of women and girls. In its conclusions adopted on 26 October 2015 the Council reaffirmed its commitment to and calls on the Commission and the High Representative to deliver on the implementation of four pivotal areas outlined in the GAP in a measurable way by 2020: i. ensuring girls’ and women's physical and psychological integrity; ii. promoting the social and economic rights / empowerment of women and girls; iii. strengthening girls' and women's voice and participation; iv. shifting the Institutional Culture to more effectively deliver on EU commitments. The EU Delegations in Argentina, Brazil, Uruguay, Chile and Costa Rica are in the process of producing the local EU Gender Action Plan together with the Member States. The proposed action will contribute to the implementation of objective 2 of the GAP in the five targeted countries.

In 2015, the EU and its Member States adopted the second EU Action Plan on Human Rights and Democracy, a key guiding document for the work towards the advancement of human rights and democracy in EU's external action where gender equality and women's empowerment feature very highly.

Non-EU political framework

Gender equality garnered much-needed attention through several key agreements and events including the adoption of the 2030 Agenda for Sustainable Development; the 15th anniversary of United Nations Security Council resolution 1325 on Women, Peace and Security (UNSCR 1325) and its High Level Review; the 20th anniversary of the Beijing Declaration and Platform for Action; the Third International Conference on Financing for Development; and the Paris Agreement on Climate Change.

The 2030 Agenda for Sustainable Development reaffirms the essential role of gender equality and the empowerment of all women and girls as drivers for sustainable development, peace and for the full realisation of their human rights. Women’s and girls’ rights are at the core of the Sustainable Development Goals, both as a standalone goal and a cross-cutting issue.

The Addis Ababa Action Agenda emphasizes the importance of women’s and girls’ human rights and also stresses that women’s empowerment can make a significant contribution to economic development for all. It commits countries to undertake legislation and administrative reforms to give women equal rights, and promotes

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5 [Inster link or reference to Council conclusions]
gender-responsive budgeting and tracking among other measures. Additional crosscutting issues in the Action Agenda include scaling up efforts to promote full and productive employment and decent work for all.

The 60th session of the Commission on the Status of Women (CSW) took place at the UN Headquarters in New York from 14 to 24 March 2016 on the priority theme of 'Women’s empowerment and its link to sustainable development'. In its conclusions, the 60th CSW emphasized that no country has fully achieved gender equality and the empowerment of women and girls, that significant levels of inequality between women and men, girls and boys persist globally and that many women and girls experience vulnerability and marginalization owing to, inter alia, multiple and intersecting forms of discrimination throughout their life cycle. The priority theme agreed on by the 61st CSW for 2017 is 'Women’s economic empowerment in the changing world of work'.

**Situation in Latin America and Caribbean**

During the last decade, there has been significant progress towards gender equality and the empowerment of women across Latin America in the areas of political participation, education, access to services, social protection coverage and control over reproduction. In regard to economic empowerment, there has been an overall reduction of the number of women without income of their own, an increase of the percentage of women in formal employment and an increase in women’s wages.

Nevertheless, it is evident that there is still much progress needed to reach gender equality in the world of work. In Latin America, 80 per cent of men and 52 per cent of women participate in the labour market; 60 per cent of women are in informal jobs; the gender pay gap is 19 per cent on average. The daily workload is higher for women as they spend 2-5 times more than male counterparts in unpaid care and domestic work; and women’s careers tend to stagnate when they have family responsibilities and/or children. Looking at the average wages of mothers and women without children, the wage gap between them is 21 per cent in Uruguay and Brazil and 16.8 per cent in Argentina.

In terms of women’s leadership in the private sector, less than 2 per cent of companies in the sub-region have a woman CEO. At the same time, the importance of gender diversity has gained ground in recent years, with a larger share of executives in Latin America now saying that gender diversity is a top agenda item at their companies. According to a new study from workplace consulting firm Mercer, the women of Latin American are expected to make substantial progress, with women holding nearly half of all professional and managerial roles by 2025.

The Statistical Institute for Jamaica is currently gathering data that will be invaluable for monitoring Jamaica’s progress on meeting the Sustainable Development Goal 5. According to the ILO, Jamaica has the highest number of women managers per

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7 [http://www.as-coa.org/articles/weekly-chart-latin-american-women-leadership](http://www.as-coa.org/articles/weekly-chart-latin-american-women-leadership)
capita however there is still much that needs to be done. Jamaica still has a high percentage of women in the informal sector and faces the challenge of encouraging women’s empowerment at the highest level. Jamaica's public sector boards have seen an increase in women’s participation to 37%, but this participation in the private sector is lower\textsuperscript{11}.

2.3. Lessons learnt

One of the key areas of concern of UN Resolution 70/1 Transforming our World: the 2030 Agenda for Sustainable Development is the economic empowerment of women. Progress toward it depends not only on the adoption of a set of public policies by government, but also on the existence of an enabling environment and active engagement of the corporate sector. About 90 per cent of jobs in the world are in the private sector. This represents a huge potential to implement transformative actions in the world of work and social responsibility in favour of women, benefiting the whole society. There is an increasing consciousness, interest and commitment of private and public sector companies on the value and benefits of gender equality and the economic empowerment of women and its role to achieve it.

It is becoming increasingly indisputable that reducing gender inequality and improving the status of women contribute to higher rates of economic growth and greater macroeconomic stability. For example, the McKinsey Global Institute (2015) estimates that if women in every country were to play an identical role to men in markets, as much as US$12 trillion would be added to the global economy by 2025.\textsuperscript{12} Promoting a transformative change in this context is not only a matter of women’s human rights, it is also a smart public and corporate decision, and a contribution to overall economic development.

Due consideration has to be taken on the fact that the work culture cannot be changed without shaping gender stereotypes, cultures, and norms, as these also have an impact on the personal choices of workers. Discrimination exercised in various forms by employers (statistical discrimination, maternity-related discrimination, maternity harassment, etc.) is recognised as a component of the gender wage gap, in addition to the observable labour market characteristics (experience, level of education and the employment sector) and the lack of appropriate public policies.

2.4. Complementary actions

This project will ensure complementarity and, where possible, build on at least the following EU-programmes and initiatives:

\textsuperscript{11} http://www.japanandtheworld.net/2017/02/the-quest-for-womens-empowerment-why-jamaica-gets-it/
• DG GROW initiatives, including the European on-line platform for women entrepreneurs WEgate\(^{13}\) (where information on opportunities offered by this project could be disseminated), and the Enterprise Europe Network.

• Women and... sustainable energy funded by DEVCO: this action aims to enhance women (and girls) role in promoting sustainable energy and benefiting from it.

• Promoting Gender Equality and Women's and Girls' empowerment in developing countries, financed under the Development Cooperation Instrument (AAP 2017, GPGC).

• DG EMPL's external dialogue on the decent work agenda and recommendations on female employment.

• PI-funded action on Promoting economic empowerment of women at work through Responsible Business Conduct – G7 (currently under development, in parallel with this action);

• PI-ongoing action "G7: Gender equality: Economic empowerment of women in Japan": organisation of a High Level Seminar on the economic empowerment of women.

• The Commission works towards the new initiative on work-life balance, led by DG JUST, aiming to address work-life balance challenges faced by both women and men, including enabling men to take more care responsibilities in their families.

• One of the components of EUROsociAL+ (Development Cooperation Instrument) aims to strengthen the capacities of public institutions to adopt a gender perspective in different sectorial policies by strengthening national mechanisms, increasing capacities and knowledge of national institutions, fostering the implementation of the legal frameworks favourable to gender equality, improving the use of gender indicators and data, monitoring gender-related public expenditure, supporting the fight against all forms of violence and discrimination faced by women and girls.

• AL-Invest 5.0 (Development Cooperation Instrument) includes inter alia activities targeting Latin American women entrepreneurs. A programme to support the ongoing reforms of the Vocational Education and Training (VET) system in LA is foreseen to be launched in 2017 with the aim of increasing employment opportunities for young and adult people by better linking VET offer to labour market needs, and tackling the social inequality through an expanded access to VET provision. The programme will mainstream gender in the actions, while specific gender oriented activities will be envisaged as well.

• The ELAN (Development Cooperation Instrument) programme (European and Latin American Business Services and Innovation) is an EU initiative that seeks to increase and diversify the EU economic presence in Latin America, by meeting the Latin American demand for knowledge and innovative technology.

• The study "The issue of Gender in relations between the EU and LAC: State of the art and Opportunities for bi-regional cooperation" carried out by the EU-LAC Foundation\(^{14}\)

\(^{13}\) https://wegate.eu/

In addition, whenever possible, the work in Brazil and Argentina will explore opportunities linked to Women 20, the group created to promote gender equality and economic empowerment of women of G20 countries.

3. **DETAILED DESCRIPTION**

3.1. **Objectives**

The overall objective of this action is to support sustainable, inclusive and equitable economic growth by promoting economic empowerment of women in LAC countries. This project will ultimately contribute to promote EU and international shared principles and values such as gender equality and women empowerment.

The specific objectives of the intervention will contribute to:

1. Promote market access for European women led businesses and entrepreneurs in selected countries in Latin America and Caribbean;
2. Exchange good practices and promote dialogue on female corporate leadership and gender equal business in Europe and Latin America and Caribbean;
3. Promote bi-regional women led innovation and business ventures.

3.2. **Expected results and main activities**

This action aims to achieve the following expected results:

- R.1: Internationally agreed principles and guidelines that the EU supports in the domain of women's empowerment and gender equality are promoted and widely disseminated
- R.2: Increased number of European women business owners and entrepreneurs accessing the Latin America and Caribbean market
- R.3: Improved capacity of companies to develop and implement gender equality practices tailored-made to their work culture and to genuinely integrate them into their corporate policy and practice;
- R.4: Enabling conditions are created for women workers and business owners to demand gender-equitable labour practices;
- R.5: Strengthened companies in voluntary monitoring and reporting on women empowerment and gender equality at work;
- R.6: Knowledge exchange among companies is enhanced so as to facilitate progressive uptake of gender equitable business practices.
- R.7: Increased number of EU-LAC women-led joint researches and innovations on areas of strategic interest.

These results will be achieved through the following main indicative activities:
I. Market access for European women led businesses in LAC

This component will promote market access for European women led business/entrepreneurs in LAC. Activities will consist of the organisation of market scoping missions to Latin America and Caribbean for carefully selected EU women business owners with a view to providing a first contact with the market, including the public procurement market. The whole cycle of the scoping missions will be covered, including the promotion of the initiative, the selection of candidates, the actual organisation of the missions, the impact evaluation and assistance for the selected participants to benefit from procurement opportunities.

This component will also aim to increase among existing EU networks of women capacity to assert leadership, demand their rights, amplify their voices, and to compete for procurement and other business opportunities in Latin America and Caribbean, as well as to form collectives to advance common aims and for mutual support. These networks will integrate with the knowledge hub function described below, and will represent important advocates for change within companies. Activities under this component will include organization of communication action to support networking, as well researches, advocacy and other forms of collaboration to be determined by the networks.

EU different networks of European women businesses and initiatives (infra section 2.4) will be used as a basis, providing information, capacities and networks for those women interested in expanding into the Latin American and Caribbean market.

Crucial partners to be directly involved in the implementation of this component include European and Latin American and Caribbean chambers of commerce, employers’ associations, trade unions.

II. EU-LAC champions, exchange of good practice and dialogue for gender equal business

This action component is three-fold:

- Activities under the sub-component 'EU-LAC Champions' will engage business leaders, men and women corporate leaders in LAC focal countries and Europe that make the difference in terms of corporate gender quality, to serve as mentors, advocate for gender equal corporate practice, and promote EU-LAC shared values. These EU-LAC champions can be leveraged to develop national level commitments, including to engaging male employees to recognize and take action to challenge gender stereotypes that persist in the workplace, and to encourage others in the private sector to emulate their commitments and to publicize the same. Also this component will draw, as appropriate and possible, upon existing networks of European women businesses and EU initiatives (see section 2.4) that will be expanded to LAC.

- The sub-component 'EU-LAC Businesses - peer to peer exchange and implementation of the Women Empowerment Principles' targets WEP signatories in the region and include the following activities:
i) Creation of a clearinghouse of tools, training materials, reports, and promising practices that companies can access in the further development and refinement of their own operations and facilitation of exchange to uptake good practices on gender equitable business practice;

ii) Interventions for private sector aiming at enhancing capacities in companies so that they can create relevant corporate policies and practices for women empowerment implementation. Activities will include: technical assistance to assess specific needs, to develop responsive policies and relevant tools for their implementation, trainings and internal campaigns, documentation of progress in the application of tools and trainings.

iii) Activities aiming at fostering voluntary monitoring and reporting on women empowerment, which will include: development and expansion of new and existing tools, consultations, development of tailored made training materials and provision of training to use the tools, technical expertise to analyse reports, expertise to manage incentives projects, including events and media.

- The sub-component EU-LAC policy dialogue on women's economic empowerment aims to promote bi-regional policy/political dialogue on women's economic empowerment, involving governments and private sector from both regions, and promote exchange of good practice and policies, including those generated within the framework of the project and those promoted by Commission DGs at regional level on issues such as equal pay, life-work balance, decent work, etc.

**III. EU- LAC women led innovation and business ventures**

This action component will support women led EU- LAC innovation and business ventures on areas of interest to both regions, such as for example green technologies, ICT, renewable energy solutions, in complementarity with existing EU initiatives (see section 2.4). Women led EU- LAC innovation and business ventures will be supported though small grants mechanisms (or targeted technical assistance as most appropriate), in which clearly defined thematic areas will be chosen throughout the project life cycle, and further details (ex. selection criteria, joint application by EU and LAC based companies/research institutions, etc) will be defined in the inception phase of the project.

A preliminary estimate of budget allocation per activity is provided in the table below. Allocations will have to be reviewed according to prioritisation, further assessment and adjustment to be carried out on an annual basis so as to ensure the necessary flexibility for a prompt response to evolving circumstances.

<table>
<thead>
<tr>
<th>Action component/Activity</th>
<th>Amount in EUR million</th>
</tr>
</thead>
<tbody>
<tr>
<td>I. Market access for European women led businesses in LAC</td>
<td>1</td>
</tr>
</tbody>
</table>
II. EU-LAC champions, exchange of good practice and dialogue for gender equal business

<table>
<thead>
<tr>
<th>Component</th>
<th>Score</th>
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<tbody>
<tr>
<td>EU-LAC champions, exchange of good practice and dialogue for gender equal business</td>
<td>6.5</td>
</tr>
<tr>
<td>EU-LAC women led innovation and business ventures</td>
<td>1.5</td>
</tr>
<tr>
<td>TOTAL</td>
<td>9</td>
</tr>
</tbody>
</table>

The interventions detailed in the above mentioned components can be customized based on assessed needs, demands and priorities which will be further defined during the scoping stage of the project in each targeted country, with the participation of corporate and other partners. In particular, during the project inception phase, specific country plans will be defined through consultation processes to determine and tailor made specific actions and workplans, along with the construction of indicators, baselines and targets.

3.3. Risks and assumptions

Key assumptions underlying the implementation of this action are that (i) the economic framework under which businesses operate will be sufficiently stable to allow for Women's Economic Empowerment to remain an area of important engagement for business and that (ii) interest in this action so far expressed by relevant stakeholders remains stable over time.

There are a number of risks associated with the implementation of the proposed action, for which mitigating measures are identified:

<table>
<thead>
<tr>
<th>Risk</th>
<th>Risk level (H/M/L)</th>
<th>Mitigating measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>The visibility of EU’s involvement and scoping the interventions to EU’s agenda could diminish and taken over by the implementers (UN Women and/or ILO) own agenda.</td>
<td>M</td>
<td>A governance structure will safeguard focus of the programme and proper visibility of EU’s commitments. The use of well visible EU logos in all the activities will also be ensured during implementation of the action.</td>
</tr>
<tr>
<td>The project objectives and activities could concern a large number of actors in a target country at national, provincial and municipal level. Organisation of activities could be challenging and time consuming if internationally managed.</td>
<td>L</td>
<td>The project team of UN Women/ILO will facilitate the cooperation with the relevant authorities and stakeholders in targeted countries and will establish a management structure that includes local management capable of managing day-to-day operations.</td>
</tr>
<tr>
<td>The interest of substantial business entities could be limited thereby reducing the effectiveness and impact of the</td>
<td>M</td>
<td>The project team implementing the action will develop a smart-mix of advocacy, outreach and consultation activities appealing enough to ensure buy-in and</td>
</tr>
<tr>
<td>Risk</td>
<td>Risk level (H/M/L)</td>
<td>Mitigating measure</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------------</td>
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<td>------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>interventions. Agreements on specific activities with partner countries/other stakeholders could be delayed.</td>
<td></td>
<td>ownership of relevant constituencies.</td>
</tr>
<tr>
<td>Organisational challenges and problematic interlocution between the main contractors and the implementing partners that should be associated in the different activities.</td>
<td>L</td>
<td>These aspects will receive the necessary attention at the moment of the negotiation between the EU and the implementers. Particular attention will be devoted to designing an appropriate and solid architecture for project management, reflecting not only the need for strategic orientation but providing also adequate mechanism to respond to operational constraints.</td>
</tr>
<tr>
<td>The long term impact of the interventions could be limited if purely based on external funding.</td>
<td>M</td>
<td>The project will solicit during the set-up of the annual plan of activities on a growing co-ownership (shown also via direct co-funding or in-kind contributions) and will adapt plans based on the interest and commitment.</td>
</tr>
</tbody>
</table>

### 3.4. Stakeholders

The primary target groups of this action will consist of:

- Major (multi-national and national) companies operating in the targeted countries, that will realize benefits, increase opportunity for inclusive and sustainable growth by achieving the expected results;

- Entrepreneurs, workers, businesswomen and businessmen that will directly benefit from the proposed action;

- The relevant national authorities and subnational governments as relevant;

Considering the multi-stakeholder character of the proposed action, foreseen activities will involve close work with the following key actors in the targeted countries:

- Businesses, employers', employers organisations, workers' organizations, chambers of commerce, businesses associations at national, regional and international level;

- Relevant civil society organisations, in particular specific organizations/networks focusing on promoting Women economic empowerment;
Country specific highly qualified consultancy entities as well as academic institutions, research institutes and technology partners;

International actors: Global Compact, Inter-American Development Bank (IDB).

European actors: European businesses operating in the region, EU Member States active in the field of women's economic empowerment in the targeted countries, European chambers of commerce operating in the targeted countries.

In addition to UN Women and the ILO as main implementing partners, partnerships with chambers of commerce, local chapters of the Global Compact, and women’s business associations will be sought as relevant and possible in the targeted countries. In addition, other national entities are well equipped and may be considered for potential collaboration, in particular:

- In Argentina: the Ministry of Production (Centre for Women Development and Secretary of Entrepreneurship and Middle and Small Enterprises), Consejo Nacional de las Mujeres, el Ministerio de Trabajo, CAME (Mujeres Empresarias), Asociación Iberoamericana de Mujeres Empresarias (AIME), Unión Argentina de Trabajadores Rurales y Estibadores (UATRE), Unión De Trabajadores Del Turismo, Hoteleros Y Gastronómicos de la República Argentina (UTHGRA);
- In Brazil: Special Secretariat of Policies for Women of the Ministry of Justice, Apex (Brazilian Trade and Investment Promotion Agency), Business Women Association (Amex);
- In Uruguay: WeConnect,
- In Chile: Unilever, with which UN Women has a partnership to promote girls’ self-esteem and Teck, a Canadian mining company that is contributing financial resources to UN Women to support indigenous women in the areas of their mining operations.
- In Jamaica: WeConnect, Women Entrepreneurs Network of the Caribbean, Ministry of Economic Growth, Jamaica Chamber of Commerce, Digicel (Usain Bolt is their spokesperson, and has become HeForShe representative), Jamaica Money Market Brokers (JMMB), Island Grill Inc, Grace Kennedy Foundation.

15 UN Global Compact is key partner through its role in the creation with UN Women of the Women Empowerment Principles and in the context of the Global Reporting Initiative (GRI).
16 IDB is supporting the elaboration of the WEPs Gender Gap Analysis with UN Women and the Global Compact. This is a tool that intends to help companies assess performance against WEPs, identify strengths, gaps, and opportunities and to establish benchmarks when compared to industries and companies from same sector.
4. IMPLEMENTATION ISSUES

4.1. Method of implementation

4.1.1. Indirect management with international organisations

This action may be implemented in indirect management with UN Women and the ILO in accordance with Article 58(1)(c) of Regulation (EU, Euratom) No 966/2012.

This implementation entails undertaking all necessary actions, including the main indicative activities described above in section 3, to achieve the objectives and expected results of the project.

This implementation is justified because of the specific technical competence of UN Women and ILO on matters related to economic empowerment of women and decent work, on which they have developed specific frameworks. UN Women and ILO benefit from internationally recognized mandates on gender equality/women's empowerment and labour/workers conditions and rights, respectively. Both organisations have been active on these matters for decades in the targeted countries.

Consequently, UN Women and the ILO are best placed and constitute a logical choice for managing this complex EU intervention, due to unique combination of technical expertise and contacts with relevant authorities in governments of partner countries, with businesses and other stakeholders.

Since 2010, the EU and UN Women have developed a close partnership. Signed on 15 June 2016, the renewed Memorandum of Understanding between the EU and UN Women 'Stepping it up for gender equality and women’s empowerment worldwide' recalls the commitments for gender equality and women empowerment taken under the 2012 strategic partnership. The latter aimed to mutually develop and structure the cooperation between the EU and UN Women on gender equality and women's empowerment at global, regional and country level through joint policy dialogue, best practices exchanges, joint advocacy and programming. Working in concert, the EU and UN Women have made great strides to promote gender equality through shared dialogue, advocacy, and cooperation programmes. The EU-UN Women longstanding partnership focuses on five priorities, notably (i) increasing women’s leadership and participation; (ii) ending violence against women; (iii) engaging women in all aspects of peace and security processes; (iv) enhancing women’s economic empowerment; and (v) making gender equality central to national development planning and budgeting.

The EU and ILO have a longstanding partnership in promoting decent work for all. The Decent Work Agenda is based on an integrated approach covering productive and freely chosen employment, full respect for rights at work, including the core labour standards, social dialogue and social protection. Antidiscrimination and gender equality are crosscutting issues. Established in 1958 and renewed in 2001, the EU-ILO cooperation was complemented in 2004 by a strategic partnership for Development to foster the effective uptake of decent work and related issues in development cooperation. Part of UN, ILO's mandate is to promote rights at work, decent employment opportunities and strengthen dialogue on work related issues. In
this respect, ILO develops statistics and studies related to labour market and training modules on specific topics such as the Gender, Poverty and Employment Modules and Gender Audit that are of high relevance for this project. The ILO has launched the “Women at work” initiative in view of its Centenary in 2019.

UN Women and ILO already work closely in shaping the agenda for the priority theme “Women’s economic empowerment in the changing world of work” of the Commission on the Status of Women (March 2017).

Budget implementation tasks may include inter alia the provision of technical assistance and consultancy services, organisation of seminars/conferences/events, carrying out studies, analysis and research, awarding grants to fund pilot actions.

Indicative timing for signature of the co-delegation agreement: second half 2017.

### 4.2. Indicative budget

<table>
<thead>
<tr>
<th>Method of Implementation</th>
<th>Amount in EUR million</th>
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</thead>
<tbody>
<tr>
<td>4.1.1 – Indirect management</td>
<td>9</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>9</strong></td>
</tr>
</tbody>
</table>

### 4.3. Performance monitoring

The day-to-day technical and financial monitoring of the implementation of this action will be a continuous process and part of the implementing partners' responsibility. To this aim, the implementing partner shall establish a permanent internal, technical and financial monitoring system for the action and elaborate regular progress reports and final reports.

To ensure proper project governance and strategic orientation a Steering Committee reflecting the EU-UN WOMEN-ILO tripartite nature of the action will be established.

On the basis of ongoing monitoring, policy choices related to the action (such activities and the choice of sectors) may be reviewed according to prioritisation, further assessment and adjustment.

Monitoring will need to include sex disaggregated data and gender sensitive indicators that will allow to measure impact and progress on gender equality and women's economic empowerment.

The Commission may undertake additional project monitoring visits both through its own staff and through independent consultants recruited directly by the Commission for independent monitoring reviews.
4.4. Evaluation and audit

For this project, the Commission may carry out interim and/or final/ex-post evaluation(s) via independent consultants contracted by the Commission based on specific terms of reference.

Without prejudice to the obligations applicable to contracts concluded for the implementation of this action, the Commission may, on the basis of a risk assessment, contract independent audits or expenditure verification assignments.

As the "N+1" applies for contracting under this decision, external evaluations and audits, as well as additional external monitoring referred to under section 4.3 above, will be funded from sources other than those allocated to this specific action.

4.5. Communication and visibility

Communication and visibility will be an integral part of the action. A communication plan shall be prepared by the implementing partners and implemented in line with relevant guidelines that, inter alia, will define the key messages and specific communication/EU visibility actions to be taken.

All documentation and promotional material produced in the framework of the project shall bear the EU flag and mention that it is financed by the EU. Exceptions to this rule may be considered on a case by case basis for duly justified reasons.