of the Commission Implementing Decision on the 2017 Annual Action programme for the Partnership Instrument

**Action Fiche for Promoting economic empowerment of women at work through Responsible Business Conduct – G7 countries**

### 1. Identification

<table>
<thead>
<tr>
<th>Title of the action</th>
<th>Promoting economic empowerment of women at work through Responsible Business Conduct – G7 countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Country(ies)/Region</td>
<td>G7 countries</td>
</tr>
<tr>
<td>Total cost&lt;sup&gt;1&lt;/sup&gt;</td>
<td>Total estimated cost: EUR 6 500 000</td>
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<tr>
<td></td>
<td>Total amount of the EU budget contribution: EUR 6 000 000</td>
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<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>
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<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>
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<tr>
<td>Combat desertification</td>
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<td>Climate change mitigation</td>
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<tr>
<td>Climate change adaptation</td>
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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.
2. **RATIONALE AND CONTEXT**

2.1. **Summary of the action and its objectives**

Gender equality and women's rights are at the core of European values and enshrined within the European Union legal and political framework. The G7 has likewise put women’s economic empowerment on the global agenda as it is recognised that women are a key driver of innovation, growth and jobs.

As progress toward economic empowerment of women 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, this action will work on two tracks: i) engagement of G7 governments and public institutions with the private sector; ii) strengthening and disseminating business practices on women's empowerment in the private sector.

This project underpins the Global Strategy on Foreign and Security Policy for the European Union³ in its endeavour to fight inequality, promote responsible business and champion decent work opportunities, notably for women. In addition, interventions under this Action will promote EU values as enshrined in international agreed standards, will contribute to advancing the gender dimensions of the SDGs⁴ and support the key principles of multilateralism with the United Nations at its core.

2.2. **Context**

*EU Strategies and political framework*

In the Communication on the "Next steps for a sustainable European future" adopted on 2 November 2016⁵, the Commission reiterated its commitment towards gender equality.

On 16 June 2016, the Council adopted conclusions on gender equality⁶, 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 persist⁷ and challenges remain in several critical areas.

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⁴ In particular, Sustainable Development Goals 5 (Achieve gender equality and empower all women and girls), 8 (Promote inclusive and sustainable development, decent work and employment for all) and 17 (Revitalize the global partnership for sustainable development)


⁷ 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.
There are still significant gender gaps in employment, self-employment, part-time work, entrepreneurship and decision-making, as well as in pay and pensions. 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 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 achievement of gender equality and the empowerment of women and girls. In its conclusions adopted on 26 October 2015 the Council reaffirmed its commitment and called 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.

In 2015, the EU and its Member States adopted the second EU Action Plan on Human Rights and Democracy, a key guiding document where gender equality and women's empowerment feature very highly.

Non-EU political framework

Gender equality garnered much-needed attention through several recent key multilateral agreements and events.

In September 2015, the UN General Assembly adopted unanimously the Resolution 70/1 "Transforming our World": the 2030 Agenda for Sustainable Development. Gender equality and women’s empowerment is at the heart of the agenda, as several goals and targets addresses structural barriers to achieve equal rights and opportunities between women and men, girls and boys.

The focus of the 61st edition of the Commission on the Status of Women (CSW) (March 2017) is "Women’s economic empowerment in the changing world of work"

The world’s leading industrialized nations cited women’s economic empowerment as a top global priority in the Joint leader's declaration presented at the G7 summit in Schloss Elmau (Germany) in June 2015. The declaration highlighted the importance of propelling women’s entrepreneurship as a key driver of innovation, growth and jobs, underlining the vital role of the private sector in creating an environment in which women can more meaningfully participate in the economy. Building on the progress made at the Schloss Elmau Summit in 2015, which saw the creation of the
G7 working group on women, the G7 Ise-Shima Leaders’ Declaration issued in Japan in May 2016, included the commitment to empower women through education, promoting greater engagement in natural sciences and technology, and in accelerating the international momentum for women to take on even greater roles in a wider range of areas. In this context, leaders underlined the importance of increasing women's education and training, as well as providing greater access to science, technology, engineering and maths subjects, as set out in the G7 Guiding Principles for Building the Capacity of Women and Girls. In September 2015, the world’s 20 leading economies launched a new grouping, the W20, aimed at boosting the role of women in global economic growth, with the aim to work toward empowering women and ensuring their participation in economic growth. In May 2017, the G7 leaders will gather in Taormina to discuss also the promotion of women's empowerment.

**Situation in G7 countries**

Despite global economic recovery from the financial and economic crisis, the unemployment rate in some G7 countries is still too high. At the same time, the necessary skills, mind-sets and learning opportunities for participation in economic life is rapidly changing. Changes in the labour market are particularly pronounced in the science, technology and innovation sectors which offer fast growing and high paying and influential work. However, these are sectors from which women are highly underrepresented.

Efforts need to be stepped up to ensure that women are equipped with relevant skills for decent work, particularly in emerging and high paid sectors. In addition to improving formal education, there are opportunities in the space of informal learning, technical and vocational training and through ICTs.

Innovative solutions are required to accelerate progress and bring these efforts to scale. The private sector plays an important role in creating an environment in which women can meaningfully participate in the working world, and in equipping them with the required skills, since it is leading these rapid shifts in labour force participation requirements.

There is also an increasing recognition within G7 countries that women’s entrepreneurship is a key driver of innovation, growth and job creation, and that women provide society with different perspectives and approaches to management, organization and business issues. The returns for economies and societies from proactive policies for women entrepreneurs are multiple and sizable.

Fewer women than men run their own businesses due to systemic barriers in starting and growing a business. Additionally, according to OECD 2016 data self-employed women are more likely than men to work in low-skilled activities, and therefore earn far less than men do. Efforts to counter this situation would require tackling gender stereotypes, increasing access to information, capacity development and networking opportunities as well as enhanced access to financial services.

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For the **European Union**, active policies remain a necessity to better utilise female talent and improve the participation of women in the labour market, their economic independence, pay and pensions, equality in leadership positions, fighting gender-based violence, and more gender equality in our external action. Progress has been achieved in recent years, for example, by the highest employment rate ever recorded for women (65.3% in the second quarter of 2016) up from 62.8% in 2008\(^\text{12}\), although a gender gap in employment still remains. From 2003 to 2016 the share of women on boards of the largest publicly listed companies in the EU rose from 8.5% to 23%\(^\text{13}\). Challenges on the pay and pension gap remain large: the gender gaps in pay and in pensions show no sign of narrowing. Even if women are reaping the benefits of education, in 2014 they were still paid 16.7% less than men per hour of work and their pension is 40% lower than men’s pension on average\(^\text{14}\).

The **United States** sees a drop in its ranking of Gender Gap due to a decrease on its Economic Participation and Opportunity score. The US slipped down to 45th on their ranking of countries by gender equality, behind all major European countries, and down from 28th last year. This is partly due to a revised estimate of the size of the gender gap (76%) in estimated earned income; however, the country’s female labor force participation has also been stagnating for a number of years, including among legislators, senior officials and managers. Women's participation in the labor force has declined over the past year and the number of women in senior positions is shrinking. More positively, the United States has reached gender parity in education, highlighting the large latent talent pool in the country’s adult female population.\(^\text{15}\)

**Japan**’s efforts to bridge the gender divide have failed to translate into substantial change, with the nation sliding down in the global inequality ranking. This is despite Prime Minister Shinzo Abe’s push for women to play a greater role in society as the nation had done little to make more use of its female talent. Contributing most to the drop was the gender gap for professional and technical workers. However, it has made progress in reducing the gender gap in areas such as tertiary education enrolment and women’s representation among lawmakers, senior officials and managers, and in improving wage equality for similar work. In Japan, the favorable parental-leave system is mainly a response to their ageing populations and shrinking labor forces; but in other respects they are far behind the Nordic countries.\(^\text{16}\)

**Canada**'s gender gap in educational attainment has been closed since 2013. However there is a drop in female legislators, senior officials and managers from last year. Addressing the pay gap in the Canadian marketplace and implementing supportive work environments and policies are at stake. Closing this wage gap will not only deliver a significant increase in overall female labor earnings, but it will also benefit Canada’s economy.\(^\text{17}\)

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\(^{12}\) Eurostat  
\(^{14}\) Eurostat  
\(^{16}\) http://reports.weforum.org/global-gender-gap-report-2016/economies/#economy=JPN  
\(^{17}\) http://reports.weforum.org/global-gender-gap-report-2016/economies/#economy=CAN
2.3. Lessons learnt

A recent study on the perception of the EU abroad highlights that EU’s performance in gender equality is perceived among EU's strategic partner countries as the most positive among human rights related issues.

One of the key areas of concern in the 2030 Agenda is the economic empowerment of women. Progress towards 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% of jobs in the world are in the private sector. This represents a huge potential to implement transformative actions in the workplace and social responsibility in favour of women, benefiting the whole of society. There is an increasing consciousness of, interest in and commitment by the private and public sectors to the value and benefits of gender equality and the economic empowerment of women and their role in achieving 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. 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. 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 an important contribution to overall economic development.

Due consideration has to be taken of 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, sexual 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

The proposed action will complement ongoing initiatives as follows:

*EU initiatives on women's economic empowerment*

- DG GROW initiatives, including the European Network of Female Entrepreneurship Ambassadors – the aim of which is to have successful entrepreneurs campaigning on the ground to inspire women of all ages to become entrepreneurs and to set up their own businesses, – mentoring schemes, European Network to Promote Women's Entrepreneurship, the WEGATE platform, the forthcoming European Community of Women business Angels.

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18 http://ec.europa.eu/dgs/fpi/showcases/eu_perceptions_study_en.htm

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.

Managed by RTD, the EU Prize for Women Innovators, rewards the outstanding achievement of women entrepreneurs who have brought an innovation to market, along with a new additional fourth prize for young female entrepreneurs, the Rising Innovators award.

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

PI-funded action "G7: Gender equality: Economic empowerment of women in Japan": organisation of a High Level Seminar on the economic empowerment of women in Tokyo on 12 December 2016

Non-EU initiatives on women's economic empowerment

The Women's Empowerment Principles (WEPs). Launched in 2010, the WEPs are a set of principles for business offering guidance on how to empower women in the workplace, marketplace and community. Coordinated by UN Women and the UN Global Compact, the principles emphasize the business case for corporate action to promote gender equality and women's empowerment and are informed by real-life business practices and inputs gathered from across the globe. UN Women has established a WEPs Secretariat to effectively process WEPs registrations and feature the companies on EmpowerWomen.org.

'Empower Women' was launched in 2013 at the High-Level Segment of the UN General Assembly in New York. It was developed to host a registered members’ network, a crowdsourced resource library and a discussions board for debates and exchange of experiences, lessons learned and good practices on women’s economic empowerment.

Hosted on EmpowerWomen.org, the Virtual School, currently in development, will provide a virtual learning platform to overcome women’s and girls’ physical, cost and other opportunity barriers, and offer courses and training, certification, and learning pathways.

Secretary-General’s High-Level Panel on Women’s Economic Empowerment. In January 2016, the UN Secretary-General announced the establishment of a High-Level Panel (HLP) of leaders from business, government, civil society and academia to lead the charge to close the economic gender gap and place the economic empowerment of women at the top of the global agenda. Panel members focus on six major issue areas: (1) Eliminating legal barriers to female economic empowerment; (2) Addressing the care economy; (3) Reducing gender pay gaps; (4) Expanding opportunities for women who work informally; (5) Promoting financial and digital inclusion for women; (6) Fostering female entrepreneurship and enhancing the productivity of women-owned enterprises.
In 2015 UN Women unveiled the HeForShe IMPACT 10X10X10 initiative to engage 10 key decision-makers in governments, corporations and universities around the world to drive change from the top. The Corporate Impact Champions made gender equality an institutional priority when they signed up, which will help them measure commitments and inspire action from other employers. Most of the 10 CEOs of the Champions are from companies from G7 countries. Each of these companies’ global presence can be leveraged to develop national level commitments in the G7 countries, 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.

Gender Diversity in Corporate Leadership Act of 2016, supported by the US Chamber of Commerce. 20

G7 working group on women: created by the G7 Leaders the working group will help to coordinate G7 efforts surrounding women’s economic empowerment. The G7 Guiding Principles for Capacity-Building of Women and Girls, adopted at the G7 Ise-Shima Summit, emphasized the need to eliminate gender disparities and stereotypes in education and careers.

In June 2016, UN Women’s Executive Director engaged in a dialogue with the Prime Minister of Canada, Ministers and senior management in Global Affairs Canada along with key private sector, youth and civil society actors in Ottawa, Toronto and Waterloo. Discussions highlighted the special role of Canada as a leader in achieving gender equality domestically and supporting this agenda globally. Women’s economic empowerment was reflected as a key priority area. Discussions also included the possibilities of hosting the Fifth World Conference on Women in Canada. UN-Women and UN Global Compact are organising, in Toronto, on 3 April 2017, the Gender Equality Forum 2017. Canada will host the G7 Summit in 2018.

In September 2012, the United States of America with the two co-chairs, UN Women and the World Bank, launched the Equal Futures Partnership to help galvanize efforts by governments around the world to address barriers to women’s economic and political participation. In four years, a partnership that began with 11 governments has more than doubled to include 27 countries and the European Union, along with a number of private sector, non-profit, and multilateral partners. Equal Futures partner countries commit to taking actions—including legal, regulatory, and policy reforms—to help ensure that women fully participate in public life at the local, regional, and national levels, and that they lead and benefit from inclusive economic growth.

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 public and private sector in G7 countries. This project will ultimately contribute to promote EU

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and international shared principles and values such as gender equality and women empowerment.

The specific objectives of the intervention are:

1. To facilitate dialogues and exchanges among G7 countries' public and private sector;
2. To further engage with the private sector in the elimination of gender inequality faced by women in the world of work.

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, including on anti-discriminatory measures and monitoring systems at all levels;

R.2: Multi-stakeholder dialogues to advance the agenda of gender equality in the world of work are actively engaged between companies, G7 governments and public institutions, anti-discriminatory measures and monitoring systems at all levels.

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 to ensure uptake of gender equitable business practices is facilitated.

R.7: Conditions are created for women's access to quality jobs to progressively increase and gender gap in workforce participation to diminish.

These results will be achieved through the following main indicative activities:

Track I: Policy dialogues and knowledge management among G7 countries

- Establishing multi-stakeholder dialogues to support legislative and policy change advancing the agenda of gender equality in the world of work.

G7 governments, public institutions, companies and women’s groups engage in multi-stakeholder dialogues to support legislative and policy change advancing the
agenda of gender equality in the world of work. To this end, the following interventions are proposed: develop/update tools and/or incentives to drive the gender equality in the changing world of work agenda within G7 countries; convene, within the G7 countries, policy dialogues on the tools and/or incentives for improving the situation of women at work, including on job creation and decent work, gender pay gaps, gender gaps in management positions, work-life balance, parental leave provisions and child care facilities; support the coordination with partner countries beyond the G7.

- Stimulating exchanges and uptakes among G7 countries and with other companies across the world

Companies, G7 governments and public institutions, and the broader public of women and men, will benefit from knowledge and learning from lessons learned and good practices, and engage in stimulating exchanges and uptakes with other companies across the world. To this end, it is necessary to: document, translate and feature lessons learned and good practices on EmpowerWomen.org, including by featuring successful women beneficiaries in emerging and high value sectors (e.g. STEM); facilitate online and offline peer-to-peer learning events, including the annual WEPs event, through study tours and webinars, to boost implementation and collect lessons learned and good practices that could be replicated across the world; develop and implement an effective communication strategy to showcase the programme results and provide further incentives to the participating companies.

**Track II: Private sector engagement and the WEPs to eliminate gender inequality faced by women in the world of work**

- Increasing companies' WEPs awareness and CEO statements of support.

The activities will consist of promoting the WEPs through advocacy and campaigns within the G7 countries to increase the number of CEO signatories\(^\text{21}\), including at relevant G7 meetings. By signing onto the WEPs, companies commit to review their policies, benefits and career development programs to increase the participation and opportunities for women in their own organization and their impact in the communities. The project will help companies operationalize the aspirational WEPs commitments by tailoring them to the reality of a company/sector and by helping the company to implement them concretely.

- Assisting companies in developing and implementing women's empowerment-aligned corporate policy and practice and engaging with women in the workplace, market place and community.

Development of newly developed gender-responsive tools, or improvement of existing ones, on work-life balance to equip companies with effective tools, to help them identify incentives and to increase their capacity to develop and implement

\(^\text{21}\) Currently, more than 1,300 CEOs have signed onto the WEP, 387 of which are located in the G7 countries. In particular the number of WEPs signatories per G7 country is the following: Canada 12; France 43; Germany 19; Italy 14; Japan 222; United Kingdom 22; United States 55.
women empowerment-aligned corporate policies and practices, including on equal pay for equal work, and work of equal value, and workplace policies and programmes on health, safety and wellbeing.

- Creating pipelines of qualified women aspiring to engage in corporate value chains through employment and entrepreneurship

Support activities (e.g. map existing capacity-building, trainings, workshops, develop a database/pipeline of qualified Virtual Skills School graduates for WEPs companies) that will influence companies to cultivate internal and access external pipelines of qualified women aspiring to engage in corporate value chains through employment and entrepreneurship. Support activities for women's equal access to financial services in order to enhancing women entrepreneurship.

- Training companies to measure, monitor and report on their results

Fill the gap in the availability of tools, capacities and incentives to voluntarily monitor progress in women's empowerment implementation in the private sector.

During the project inception phase, specific country plans and activities will be formulated or adjusted in consultation with relevant stakeholders, along with 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</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</td>
</tr>
</tbody>
</table>
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and municipal level. Organisation of activities could be challenging and time consuming if internationally managed.
structure that includes local management capable of managing day-to-day operations.

The interest of substantial business entities could be limited thereby reducing the effectiveness and impact of the interventions. Agreements on specific activities with partner countries/other stakeholders could be delayed.
The project team implementing the action will develop a smart-mix of advocacy, outreach and consultation activities appealing enough to ensure buy-in and ownership of relevant constituencies.

Organisational challenges and problematic interlocution between the main contractors and the implementing partners that should be associated in the different activities.
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.

The long term impact of the interventions could be limited if purely based on external funding.
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.

3.4. Stakeholders

The primary target groups consist of women and men employed by private and public companies, women who aspire to get employed in these companies or to engage in their value chains, communities in which these companies operate, women entrepreneurs, and corporate associations and networks.

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

- International organisations: UN Women, ILO, UN Global Compact in close collaboration with businesses, employers, employer's organisations, workers' organizations, chambers of commerce, businesses associations as well as trade union organisations at national, regional and international level.
• Outreach partners: G7 national/federal and local governments, business associations and networks, established businesswomen and women entrepreneurs, CSOs, trade and labour unions, educational institutions, media.

• Technology partners to be further identified

In addition to UN Women and the ILO as main implementing partners, several other national entities are well equipped and interesting for potential collaboration, in particular:

• In Canada, Status of Women, Global Affairs, National Council of Women, Universities and NGOs, Networks of women entrepreneurs;

• In Japan, the Ministry of Health, Labour and Welfare, the Ministry of Foreign Affairs, the Gender Equality Bureau of the Cabinet Office, Members of the Diet, business organisations including Keidanren and Keizai Doyukai, Japanese companies, academia, the Japan Bar Association, women leaders, media, CSOs (Action Center for Working Women, Few: For Empowering Women in Japan, National Council of Women's Centers, Japanese Association of University Women New Japan Women's Association, National Women's Education Center of Japan)


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 for decades in G7 countries on these matters.

Consequently, UN Women and the ILO are best placed and constitute a logical choice for managing this complex EU intervention, due to the 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 with a strategic partnership for Development to foster the effective uptake of decent work and related issues at all levels. A UN agency, ILO's mandate is to promote social justice, including 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 further 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.

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

4.2. **Indicative budget**

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<thead>
<tr>
<th>Method of Implementation</th>
<th>Amount in EUR million</th>
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<tr>
<td>4.1.1 - Indirect management</td>
<td>6</td>
</tr>
<tr>
<td>Totals</td>
<td>6</td>
</tr>
</tbody>
</table>

4.3. **Performance monitoring**

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

The progress and final reports shall provide quantified and qualitative data in relation to the logical framework indicators which will include relevant indicators from the list of common Partnership Instrument indicators.

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

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.

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.