



# Bäaistel

30 Years Promoting  
Sustainable Development

## MID-TERM EVALUATION OF “WIN- WIN: GENDER EQUALITY MEANS GOOD BUSINESS”

---

FINAL EVALUATION REPORT

Prepared for:

UN Women

International Labour Organization

March 2020

(Preliminary version submitted 20 December 2019)



---

# LE GROUPE CONSEIL BAASTEL

---

## Le Groupe-conseil baastel Itée

92, rue Montcalm, Gatineau QC, Canada

Boulevard Adolphe Max 55, Brussels, Belgium

P: +1 (819) 595-1421

E: [melissa.maclean@baastel.com](mailto:melissa.maclean@baastel.com)

W: [www.baastel.com](http://www.baastel.com)



---

## ACKNOWLEDGEMENTS

The evaluation team is grateful for the support and assistance provided by the Evaluation Core Group and Win-Win programme personnel representing UN Women and ILO, as well as other EU, ILO, and UN Women personnel who shared their time and perspectives on the programme and the evaluation. We would also like to thank external stakeholders who were consulted during data collection for their generosity in providing information and insights that were critical to the evaluation process.

The evaluation team, composed of Angélica Arbulú (Quality Assurance Advisor), Luis Bernal (Senior Economic Empowerment Expert), Melissa MacLean (Team Leader), and Ulrica Nagle (Communication Specialist) is also grateful for the assistance provided at Baastel by Arnelle Blain.

# TABLE OF CONTENTS

<b>EXECUTIVE SUMMARY .....</b>	<b>iv</b>
<b>1. INTRODUCTION.....</b>	<b>1</b>
1.1. Programme Background .....	1
1.2. Evaluation purpose and objectives.....	3
<b>2. EVALUATION METHODOLOGY .....</b>	<b>5</b>
2.1. Evaluation process and approach.....	5
2.2. Data collection and sampling .....	5
2.3. Data Substantiation and Analysis.....	9
2.4. Quality Assurance and Ethical Standards .....	9
2.5. Limitations .....	10
<b>3. FINDINGS.....</b>	<b>12</b>
3.1. Effectiveness .....	12
3.1. Efficiency .....	27
3.2. Orientation to Impact and Sustainability .....	33
<b>4. CONCLUSIONS.....</b>	<b>39</b>
4.1. Effectiveness .....	39
4.2. Efficiency .....	40
4.3. Orientation to Impact and Sustainability .....	41

<b>5. RECOMMENDATIONS .....</b>	<b>42</b>
<b>6. LESSONS AND GOOD PRACTICES .....</b>	<b>49</b>
6.1. Lessons .....	49
6.2. Good Practices .....	50
<b>ANNEX 1: EVALUATION MATRIX.....</b>	<b>52</b>
<b>ANNEX 2: SAMPLING .....</b>	<b>62</b>
<b>ANNEX 3: DATA COLLECTION TOOLS .....</b>	<b>64</b>
<b>ANNEX 4: STAKEHOLDERS CONSULTED VIA INTERVIEW AND FGD .....</b>	<b>77</b>
<b>ANNEX 5: CONSOLIDATED MONITORING DATA .....</b>	<b>84</b>
<b>ANNEX 6: OPEN-ENDED SURVEY RESPONSES FROM EXTERNAL STAKEHOLDERS.....</b>	<b>87</b>
<b>ANNEX 7: EXTERNAL SURVEY RESPONSES.....</b>	<b>108</b>
<b>ANNEX 8: DOCUMENTS REVIEWED .....</b>	<b>110</b>
<b>ANNEX 9: EVALUATION TERMS OF REFERENCE .....</b>	<b>111</b>

## ACRONYMS

ECG	Evaluation Core Group
EU	European Union
FGD	Focus Group Discussion
FPI	Service for Foreign Policy Instruments
GGAT	Gender Gap Analysis Tool
IDB	Inter-American Development Bank
ILO	International Labour Organization
KII	Key Informant Interviews
LAC	Latin America and the Caribbean
M&E	Monitoring and Evaluation
NPSS	National Private Sector Specialist
NTA	National Technical Advisory Group
OECD-DAC	Organization for Economic Co-operation and Development – Development Assistance Committee
PIMS	Partnership Instrument Monitoring System
PRODOC	Win-Win Project Document
RTA	Regional Technical Advisory Group
SDGs	Sustainable Development Goals
TOC	Theory of Change
TOR	Terms of Reference
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNW / UN Women	United Nations Entity for Gender Equality and the Empowerment of Women
UNW ACRO	United Nations Women Americas and the Caribbean Regional Office
WEE	Women’s Economic Empowerment
WEP	Women’s Empowerment Principles

## EXECUTIVE SUMMARY

The “Win-Win: Gender Equality means Good Business” Programme was launched in January 2018 and is expected to conclude in December 2020. It is jointly implemented by UN Women (UNW) and the International Labour Organization (ILO) in six countries (Argentina, Brazil, Chile, Costa Rica, Jamaica and Uruguay) and has a regional coordination and programming component. Its total budget of € 10,080,00 comprises € 9,000,000 from the EU and € 580,000 and € 500,000 from UNW and the ILO respectively.

Aligned with the 2030 Agenda for Sustainable Development, the overarching objective of the Programme is to contribute to women’s economic empowerment, gender equality, and women’s leadership by recognizing women’s active role in growth and development and promoting the commitment of private sector enterprises and employers’ organizations. Win-Win seeks “to promote EU and international shared principles and values of gender equality and women’s economic empowerment through the cooperation of the EU and selected Latin American and Caribbean countries” and its impact is defined as: “Contribute to women’s economic empowerment and leadership for sustainable, inclusive and equitable growth.”

Central to the Programme are the UN Women/UN Global Compact-sponsored Women’s Empowerment Principles (WEPs), endorsed by thousands of companies worldwide to guide and promote their gender equality agenda.

### Evaluation purpose and objectives

The purpose of this joint, independent, formative midterm evaluation, carried out by an external evaluation team, was to determine progress from January 2018 to August 2019 towards the achievement of programme outcomes and identify course corrections that may be required for optimal progress over the remaining programme period. The specific objectives guiding this evaluation are to: i) assess effectiveness and efficiency in progressing towards the achievement of outcomes; ii) identify issues of Programme design, implementation, and management; iii) identify lessons learned and good practices; and iv) provide actionable and strategic recommendations.

### Evaluation approach and methodology

The evaluation was utilization-focused and consultative, drawing upon mixed methods deemed appropriate to evaluating GEEW considerations. The process was informed by “Most Significant Change” thinking, which balanced assessment against planned results and outputs with an open-ended approach to identifying and valuing the perspectives of stakeholders, especially beneficiaries. Across the entire enquiry, the evaluation team adopted a gender-responsive lens, integrating principles of equity and human rights. The evaluation was guided by the OECD-DAC Evaluation Standards and the UNEG Norms and Standards for Evaluation, as well as relevant UN Women, ILO, and EU guidance.

The evaluation team collected data across all six programme countries and regionally, via document review, 68 interviews, focus groups involving 31 participants, and an online survey that

generated 149 responses. Field visits were undertaken to Brazil and Jamaica. Limitations included some challenges in accessing consolidated monitoring data and scheduling interviews, as well as in analyzing progress on Outcome 3 given its delayed implementation.

Based on triangulation and analysis of the various lines of evidence, the evaluation team developed the 16 findings summarized below and the associated conclusions and recommendations, as well as identifying a number of lessons and good practices.

## Findings

### *Effectiveness*

- 1** – Stakeholders across categories and countries value Programme contributions in areas such as capacity-building for women’s entrepreneurship; raising awareness; and providing opportunities and convening organizations and individuals to promote dialogue and knowledge exchange. Win-Win personnel have generated strong buy-in from a range of stakeholders and are considered a notable Programme strength.
- 2** – Contribution to increased cooperation between women-led businesses in Europe and LAC to expand opportunities (Outcome 1) has been one of the greatest challenges for Win-Win. Among the contributing factors, the evaluation identified flaws in the Programme pathway logic in this outcome, mismatched expectations between Programme personnel and EU, lack of trade promotion experience among Programme personnel, and limited engagement from the EU. Most progress under Outcome 1 has been on capacity building for women entrepreneurs and women in business and support to public sector women’s machineries.
- 3** – Programme contribution to a sustainable model of gender-sensitive private sector engagement to support the achievement of the SDGs (Outcome 2) has been strongest. Efforts to reach out to the private sector to promote gender equality practices have been positively received. However, programme support for the implementation and monitoring of gender sensitive practices was weaker.
- 4** – Progress on Outcome 3 was very limited at the time of the evaluation, affected by delays in contracting, lack of clarity from the outset about what the outcome would entail, and limited linkage with the programme’s other outcomes. Uncertainty remains, although the evaluation noted that the Programme had taken steps to advance this work after Programme midterm.
- 5** – Stakeholders appreciate the tools, knowledge products, and awareness-raising activities accessed through Win-Win, with the GGAT highlighted as the most valued tool by private sector companies. However, many would like more practical tools, more systematic approaches, and easier access to tools and knowledge products. A number of stakeholders felt Programme tools and approaches are not adapted to small and medium enterprises.
- 6** – The Win-Win Programme has struggled to link its discrete communications initiatives to an overall strategic communications approach to provide a unified programme narrative and ensure visibility efforts serve Programme results. The absence of a consolidated online hub to raise Programme visibility, make tools and resources accessible, manage programme knowledge, and

promote the formation of national and regional networks is a significant communications-related weakness.

**7** – Win-Win has forged a variety of partnerships and collaborations at country level and, to a lesser extent, regionally, to promote synergy and facilitate results. However, in some countries, there is concern that Win-Win competes with existing national programmes.

**8** – Greater and more direct involvement of EU in the Win-Win Programme would be welcomed by all parties and could strengthen Programme results.

### *Efficiency*

**9** – Time, personnel, money, technologies, and other programme resources generally appear to have been used as planned; however, staffing has been inadequate for the Programme's workload and the distribution of budget resources across outcomes and activities has tended to exacerbate some identified Programme challenges.

**10** – The number and mix of countries selected for Win-Win has contributed to a richness of experience in the programme but undermines effectiveness by complicating coordination efforts and generating additional costs.

**11** – Programme design, organizational structures, and the imbalance in budgets between the two implementing agencies create challenges for coordination and synergy between ILO and UNW. While in some instances the advantage of joint work was apparent and personnel from both agencies have tried to overcome these barriers, due to existing limitations, ILO and UNW components work largely in isolation.

**12** – Programme administrative processes have often hindered rather than facilitated results, especially through slow contracting processes.

**13** – Programme organizational structures, accountability systems, and coordination practices have placed burdens on implementing personnel and offer weak support for adaptive management.

### *Orientation to Impact and Sustainability*

**14** – With a few exceptions – including some ILO work with employers' organizations and work on masculinities – much of the Programme outreach has been limited to women and to private sector personnel already concerned with gender or diversity issues. However, the evaluation found some evidence of efforts to reach out to men and to address gendered norms and practices at a deeper level.

**15** – The Win-Win Programme is increasing the profile of UN Women as a valued partner for the private sector, building on positive perceptions about its status as a neutral interlocutor and convenor.

**16** – At midterm, the Programme had not yet made systematic efforts to develop a comprehensive sustainability strategy or leverage additional resources, although these issues were of concern to many stakeholders, both internal and external.

## Conclusions

### *Effectiveness*

The Win-Win Programme is viewed positively by a wide range of stakeholders and has carried out a plethora of activities, conducted an enormous amount of outreach, and established many formal and informal partnerships, but progress towards outcomes seems to be hampered by a focus on implementation of discrete activities in lieu of a strategic focus on high-level goals.

Programme results under Outcome 1 have been strongest in regards to capacity building activities aimed at strengthening women's business and entrepreneurship skills and knowledge; however, this has not led towards increased co-operation and linkages between European and LAC woman entrepreneurs or businesses, nor has there been clear progress towards establishing networking platforms.

The programme's performance has been strongest in Outcome 2, where the Programme has exceeded its target for new WEPs signatories and conducted outreach, capacity-building, and convening activities with companies and other actors. However, the link between outreach and awareness-raising on the one hand, and implementing and monitoring progress on gender-sensitive private sector models is not always strong.

Work on Outcome 3 was hindered by slow contracting processes and lack of clarity about the nature and feasibility of the envisioned financial facility. Steps forward were taken after midterm, but uncertainty remains about how this outcome will be achieved.

### *Efficiency*

The evaluation found that many programme gaps and weaknesses are linked to design and management issues. Expectations among the three key Programme partners were not always clearly articulated or aligned, and flaws were found in the results framework. The uneven distribution of the budget has also contributed to challenges in achieving outcome-level results.

The evaluation also found that significant operational challenges undermined progress. These included late onboarding of key personnel; initial understaffing and delays in filling critical positions left vacant; non-aligned and complex administrative procedures; complex coordination structures and lines of accountability; the need to work in three languages; and the number, geographic dispersal, and distinctive contexts of the Programme countries. The time-consuming nature of the coordination and relationship-building work critical to a complex, multi-actor, geographically dispersed initiative was not factored in adequately from the beginning and this at least partly explains initial understaffing and some subsequent problems, including a greater focus on day-to-day operations than broader strategic thinking.

### *Orientation to Impact and Sustainability*

Mainly through its extensive outreach and convening, and also through its knowledge products, training, and support activities, the Win-Win Programme has started to generate some impact among stakeholders. Its best prospects for sustainability appear linked to the commitment and capacity generated through these activities, particularly around the WEPs, under Outcome 2, but also under Outcome 1 among stakeholders such as woman entrepreneurs and their associations,

employers' organizations, and public sector actors. However, unless the variety of connections generated by the Programme can be consolidated and harnessed, sustainability will mainly depend on the commitment of dispersed individuals – mainly women – after Programme end.

## Recommendations

**Recommendation 1** – Conduct a joint, “quick” strategy exercise to examine the Programme logical pathways (an abridged theory of change exercise) to help clarify the link between activities and expected high-level outcomes, leading to a review and, if necessary, revision of the Programme LogFrame to guide and help prioritize the final year of Win-Win.

**Recommendation 2** – In the Programme's final year, seek to consolidate results achieved, narrowing rather than broaden the focus of activities based on a critical assessment of which activities and partnerships are best aligned with achievement of overall outcomes and likely to yield greater sustainability.

**Recommendation 3** – Depending on whether such action is aligned with the results of the exercise described in Recommendation 1, step up efforts to build and formalize linkages between EU and LAC woman-led businesses and entrepreneurs.

**Recommendation 4** – In alignment with the results of the exercise described in Recommendation 1, top level regional representatives of UNW, ILO and EU must agree on realistic targets – and potentially a revised outcome or outputs – to guide efforts on Outcome 3 until the end of the Programme period. If the decision is to concretize the investment facility, a set of practical steps must be identified, linked to other Win-Win programme activities.

**Recommendation 5** – Over the remaining Programme period, consolidate and promote Win-Win's function as a convenor, and promote sustainability of results, through efforts to develop and formalize national and regional “Win-Win” networks, linked to dedicated online resource and knowledge exchange hubs.

**Recommendation 6** – Identify critical bottlenecks in contracting and other administrative procedures in UN Women and seek solutions to expedite and ease needed actions in these areas over the remainder of the Win-Win Programme cycle or plan well in advance for any contracting needs.

**Recommendation 7** – Across all Programme outcomes, seek opportunities for greater integration of ILO and UN Women work to allow the Programme and each partner to take advantage of each one's value added and promote sustainability of progress post-programme.

**Recommendation 8** – Within Outcome 2 and aligned with the results of the exercise described in Recommendation 1, focus efforts and resources on consolidating support for implementation and monitoring of gender-sensitive practices in the private sector.

**Recommendation 9** – Consider options for adapting M&E processes for a more streamlined and user-friendly approach that allows ongoing consolidation of key performance indicators to support agile and strategic Programme management over the final programming year.

## Lessons and good practices

### *Lessons*

For programmes like Win-Win with multiple complex factors, lessons include the importance of:

- ◆ developing a robust programme logic in a participatory manner ensuring a shared, clear understanding of the link between activities and high-level results;
- ◆ ensuring ongoing access from the outset to relevant experts in subjects less familiar to the implementers;
- ◆ planning for a relatively long inception period that ensures key personnel and stakeholders are aligned, expectations are clear, operational supports are in place, and sufficient time has been allotted to critical reflection on strategy and tactics;
- ◆ ensuring an appropriate communications function; and
- ◆ adequately resourcing and planning for the coordination and relationship-building work that is critical to managing diverse stakeholders and activities.

In terms of promoting the impact and sustainability of gender equality results, another lesson emerging from Win-Win is that:

- ◆ strategies for addressing gender norms and engaging men should be considered and built in from the outset.

### *Good Practices*

Good practices emerging from the Win-Win Programme that were identified in the evaluation process include:

- ◆ hiring personnel with private sector experience, which has proven to be a contributing factor to engaging successfully with private sector stakeholders;
- ◆ efforts by ILO and UNW personnel to take advantage of opportunities to share information and support each other's work despite design and operational barriers to synergy;
- ◆ the programme's flexibility in working with and around other similar initiatives to avoid perceptions of competition; and
- ◆ efforts to engage men and go beyond "empowering" women to address gender norms affecting men's assumptions and behaviour.

# 1. INTRODUCTION

This report presents the results of a joint, independent, formative midterm evaluation of “Win-Win: Gender Equality means Good Business,” a three-year (2018-2020) Women’s Economic Empowerment (WEE) programme implemented jointly in Latin America and the Caribbean (LAC) by the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women or UNW) and the International Labour Organization (ILO), in partnership with the European Union (EU) and funded by its Partnership Instrument. The evaluation was commissioned by ILO and UN Women and carried out between October and December 2019 by the independent consulting firm Le Groupe-conseil baastel Itée (Baastel).

## 1.1. Programme Background

“Win-Win: Gender Equality means Good Business” (hereafter “Win-Win,” “the Win-Win Programme,” or “the Programme”) was launched in January 2018 and is expected to conclude in December 2020. It is implemented in six countries (Argentina, Brazil, Chile, Costa Rica, Jamaica and Uruguay) and has a regional coordination and programming component. Its total budget of € 10,080,00 comprises € 9,000,000 from the EU through its Service for Foreign Policy Instruments, and € 580,000 and € 500,000 from UNW and the ILO respectively.

Aligned with the 2030 Agenda for Sustainable Development, the overarching objective of the Programme is to contribute to women’s economic empowerment, gender equality, and women’s leadership by recognizing women’s active role in growth and development and promoting the commitment of private sector enterprises and employers’ organizations. Central to the Programme are the UN Women/UN Global Compact-sponsored Women’s Empowerment Principles (WEPs), endorsed by thousands of companies worldwide to guide and promote their gender equality agenda.

As per its Project Document (PRODOC) Win-Win seeks “to promote EU and international shared principles and values of gender equality and women’s economic empowerment through the cooperation of the EU and selected Latin American and Caribbean countries.” Its impact is defined as: “Contribute to women’s economic empowerment and leadership for sustainable, inclusive and equitable growth.” To contribute to this impact the Programme is organized around the following three outcomes and their associated outputs:

### ***Outcome 1: Women led business in Europe and Latin America and the Caribbean increase cooperation to expand opportunities***

**Output 1.1:** Networking platforms support expanded opportunities for women led businesses for Europe and Latin America and the Caribbean.

### ***Outcome 2: Sustainable model of gender-sensitive private sector engagement to support the Sustainable Development Goals achievement developed and adopted***

**Output 2.1:** Enhanced commitment of companies to develop and implement gender equality practices and to genuinely integrate them into their corporate policy and practice

**Output 2.2:** Strengthened capacities and knowledge to support implementation of gender equality in the private sector.

**Output 2.3:** Reporting platform enables companies to monitor and report implementation of their commitments to women's empowerment and gender equality.

**Output 2.4:** Knowledge exchange enables companies to share and take up effective gender equitable business practices

**Output 2.5:** Business organizations capacity is enhanced to promote gender-equitable employment and business practices.

### **Outcome 3: Bi-regional women-led innovation and business ventures.**

**Output 3.1:** Impact investment facility established as innovative and sustainable financing model to attract additional private sector investments for gender equality, linked to SDG 5 achievement.

The Win-Win PRODOC outlines the Programme theory of change as follows:

*...if companies have knowledge, training, and tools; are driven by the demands and advocacy of women; have incentives, abilities and tools to be able to report on progress; and they have the networks and platforms that they need for sharing, these elements will combine to surface sustainable business practices that are adopted and implemented by more businesses, creating an enabling environment for business to contribute to advancing the gender dimensions of the SDGs.<sup>1</sup>*

In addition to close coordination between UNW and ILO as implementing agencies, and the EU as a partner, the Programme seeks synergy with other institutions and initiatives related to WEE such as the EU-funded We Empower G7 and Asia Programmes, UNDP (Gender Equality Seal for Public and Private Organizations), the IDB Gender Parity Initiative, and the Global Compact promoting the Gender Gap Analysis Tool/GGAT.

The Programme has the following three governance organs:

- ◆ An **Executive Steering Committee** composed of representatives from UN Women, ILO and the EU, expected to meet once a year;
- ◆ A **Regional Technical Advisory Group** composed of representatives of UNW, ILO, EU and other multilateral regional partners (IDB, Global Compact), regional employers and women's business organizations, expected to meet once annually;
- ◆ **National Technical Advisory Groups** composed of representatives of UNW, ILO, the EU and national employers' organizations, women business organizations,

---

<sup>1</sup> Win-Win PRODOC, p. 78.

government representatives, and other key stakeholders, expected to meet at least twice a year.

Coordination and management are ensured through:

- ◆ **Ad hoc monthly meetings** between the UNW Regional Programme Coordinator and the EU Representative responsible for overall supervision;
- ◆ **Online coordination meetings**, organized by the UNW Regional Coordination, in which all UNW National Private Sector Specialists (NPSS), the UNW ACRO WEE Specialist, the M&E Regional Associate, the Innovative Financing Specialist participate, and the ILO Regional Coordinator are invited to participate.

The Programme has a UNW Regional Coordination Unit based in São Paulo and Brasilia and an ILO Regional Coordination Unit based in Lima. The UNW and ILO implementation units include: six UNW National Private Sector Specialists, five UNW administrative/finance assistants and three ILO Employer's activities Specialists (one based in Santiago, covering Chile and Uruguay, one covering Jamaica, and one covering Costa Rica) as well as a Technical Officer on Fundamental Rights who, jointly with the ILO Regional coordination and the Santiago-based specialist, covers Brazil. Argentina is covered by the ILO Regional Coordinator.

## 1.2. Evaluation purpose and objectives

### 1.2.1. Evaluation Purpose and Use

The Win-Win PRODOC calls for an independent evaluation at the mid-point of implementation. As a formative evaluation, it is learning oriented, aimed at highlighting any changes or adaptations that may be required to ensure optimal progress over the remainder of the programme period. As set out in the evaluation Terms of Reference (TOR):

*This Mid-Term Evaluation will determine progress being made toward the achievement of outcomes from January 2018 to August 2019 and will identify course correction as needed. The Evaluation will take into consideration the OECD DAC criteria on effectiveness, efficiency, and sustainability to evaluate the Programme implementation and performance, with the aim of providing strategic and programmatic recommendations and highlighting issues requiring decisions and actions in order to ensure Programme impact and sustainability. The evaluation will also present initial lessons learned about Programme design, implementation and management.*

Primary users of the evaluation include UNW and ILO management/coordination units and implementing teams, as well as EU representatives.

## 1.2.2. Evaluation Scope

The evaluation covers Programme implementation in all six Win-Win Programme countries and regionally over the period from January 2018 to the 31<sup>st</sup> of August 2019.<sup>2</sup>

## 1.2.3. Objectives

As specified in the TOR, the specific objectives of this formative evaluation were to:

- ◆ Assess progress made toward the achievement of outcomes from January 2018 to August 2019, as defined in the “Win-Win: Gender Equality means Good Business” PRODOC and the Programme PIMS Logframe Matrix, identifying lessons learned and good practices;
- ◆ Assess effectiveness and efficiency in progressing towards the achievement of outcomes;
- ◆ Identify issues of the Programme design, implementation and management requiring decisions and actions;
- ◆ Provide actionable and strategic recommendations based on evidence, analysis and findings of the evaluation, in order to ensure the impact and sustainability of the Programme during the last year of its implementation.

A parallel and complementary objective of the evaluation process is the creation of a set of communications products and a communications strategy to support the dissemination of evaluation findings and good practices associated with the Programme.

## 1.2.1. Team

The Baastel evaluation team was composed of the following four members:

- ◆ Melissa MacLean – Team Leader
- ◆ Luis Bernal – Senior Economic Empowerment Expert
- ◆ Angélica Arbulú – Quality Assurance Advisor
- ◆ Ulrica Nagle – Communication Specialist

---

<sup>2</sup> According to the TOR of this evaluation, “from January to June 2018, the programme grounded the foundations for an efficient and effective implementation, carrying out activities included in the Inception Phase as per the PRODOC. The Programme effective implementation started in July 2018.”

## 2. EVALUATION METHODOLOGY

### 2.1. Evaluation process and approach

The evaluation is guided by the OECD-DAC Evaluation Standards<sup>3</sup> and the UNEG Norms and Standards for Evaluation,<sup>4</sup> as well as relevant UN Women, ILO, and EU guidance.<sup>5</sup> The Baastel evaluation team also. This guidance and these norms, standards, and policies emphasize the need for evaluations to be independent and gender responsive, with a view to generating credible, reliable, and useful information that reflects the voices of both women and men in order to support evidence-based programme management and broader strategic decision-making.

In keeping with the needs of the evaluation as set out in the TOR and Baastel best practice, the agreed methodological approach was **utilization-focused** and **consultative**, drawing upon **mixed methods** deemed appropriate to evaluating GEEW considerations. This enabled the evaluation team to document achievements to date, test the results chain linking output and outcome-level results, and validate the programme's underlying assumptions, while identifying key factors of effectiveness and lessons that can be used to improve programming going forward. The evaluation was also informed by "Most Significant Change" thinking, which balances assessment against planned results and outputs with an open-ended approach to identifying the perspectives of key stakeholders, especially beneficiaries, about the effects of an intervention. Across the entire enquiry, the evaluation team adopted a **gender-responsive** lens, integrating principles of **equity** and **human rights** through the process.

The **evaluation matrix** was developed during the inception phase in consultation with the Evaluation Core Group (ECG) representatives and served as the main analytical framework for this evaluation. It groups key evaluation questions by the OECD/DAC criteria set out in the TOR (Effectiveness, Efficiency, and Orientation to Impact and Sustainability), and identifies guiding sub questions, indicators, data collection methods, and sources. Data collection tools – including interview and Focus Group Discussion guides – and the survey questionnaire were aligned with the evaluation matrix.

### 2.2. Data collection and sampling

The evaluation team used several data collection methods to gain a more comprehensive understanding of the Programme's progress and the evidence available to respond to the

---

3 <https://www.oecd.org/development/evaluation/qualitystandards.pdf>

4 <http://www.unevaluation.org/document/download/2787>

5 The evaluation was aligned with UN Women's How to Manage Gender-Responsive Evaluation handbook); ILO's Evaluation Policy and Policy Guidelines for Results-based Evaluations, UNEG's Integrating Human Rights and Gender Equality in Evaluation and the EU Partnership Instrument Monitoring System (PIMS) Guidelines.

evaluation questions. The sampling approach was carefully set out to take into account stakeholder roles, including differentiating between public and private, level of responsibility, and engagement with respect to the programme and with issues of women's empowerment in general. In this manner we ensured a cross cutting gender equality approach. In addition, data collected identified disaggregation by for interviews and the survey. Samples of tools used to support each method are presented in Annex 3. Data collection was enhanced by field missions to two programme sites: Brazil (Brasilia and Sao Paulo) and Jamaica (Kingston). Brazil was selected because it is the location of the programme's regional coordination and because of Brazil's important role in Win-Win, based on the history of UN Women engagement with the private sector there. Jamaica was selected in cooperation with the Evaluation Core Group (ECG) primarily for convenience reasons.<sup>6</sup> The evaluation team's communications specialist ensured collection of information needed to develop the communications products (submitted separately).

The evaluation team used the following data collection methods to generate distinct lines of evidence for triangulation and guarantee inclusion, accuracy, and credibility.<sup>7</sup>

- ◆ **Document review** was used in the inception phase to ensure understanding of the programme and support refinement of evaluation questions. Subsequently, key documentary data was captured for triangulation with data collected through other methods. A list of documents is presented in Annex 8.
- ◆ **Key informant interviews (KIIs)**, using a semi-structured interview approach tailored to different categories of stakeholders, allowed us to ask a wide variety of stakeholders some of the same questions to facilitate triangulation while also exploring other topics as they arose during interviews, and matching the conversations to stakeholders' diverse forms of engagement with the Programme. Sample protocols are in Annex 3.

68 interviews were conducted (24 in person in Brazil and Jamaica, and 44 remote). 91 percent were with women, roughly reflecting the apparent proportion of women in the sampling frame.<sup>8</sup> Of the one-third of interviews that were with internal stakeholders, 60 percent were with UNW and ILO Win-Win implementing personnel, 18 percent with

---

6 A field visit Brazil was specified in the evaluation TOR. Jamaica was selected by the ECG during the inception period. The evaluation team suggested Costa Rica as a more representative site; however, because the ILO specialist and counterpart employers' organization would not be available in the relevant weeks, Jamaica was selected. Nonetheless, Jamaica offered the advantage of incorporating the experience of this English-speaking Caribbean country, in various ways an outlier in the Programme.

7 In addition to the methods described, follow-up emails were used to fill information gaps identified during the analysis process.

8 Information received for the stakeholder mapping identified organizations rather than individuals in almost all cases (with the exception of some regional stakeholders). Therefore, the evaluation team was unable to establish the percentage of women vs. men. However, the evaluation process revealed that the vast majority of individual programme contacts – i.e. individual people with whom the programme interacts – are women. As such, the samples are considered (roughly) representative of the stakeholder universe in terms of gender.

other UNW personnel, and 22 percent with EU personnel. Two-thirds of the interviews (45) were conducted with external stakeholders in the six countries and regionally, across all categories as shown in Table 1.<sup>9</sup> Further information about the breakdown of interviews is found in Annex 2 and interviewees are listed in Annex 4.

Table 1: Interviews with external stakeholders, by category

External Stakeholder Category	as Percentage of External Interviews
Women's entrepreneurs/businesswomen, women-led businesses; women's network and associations	18%
WEPs signatories	20%
Employers' organizations	13%
Government/public sector	22%
Programme partners/International Organizations/Civil Society/Academia	20%
Outcome 3 stakeholders	7%

- ◆ **Focus group discussions (FGDs)** allowed participants to share information, opinions, and experiences, giving the evaluation team greater understanding of perceptions and issues related to programme implementation. Two FGDs were held in Brazil and one in Jamaica, with a total 31 participants (87 percent women) representing beneficiary groups key in each country (WEPs signatories in Brazil and women entrepreneurs/women in business in Jamaica). A sample FGD protocol is included in Annex 3, and FGD participants are listed in Annex 4.
- ◆ An **online survey gathered** perspectives from a wider sample of target stakeholders. To maximize response rates, the questionnaire was distributed by implementing personnel to country and regional programme stakeholder lists, reminders issued, and the survey period extended by several days. A total of 149 usable responses were received (90 percent external stakeholders), across all countries and stakeholder categories.<sup>10</sup> Overall, 91 percent women of survey respondents were women reflecting the fact that the great majority of individual

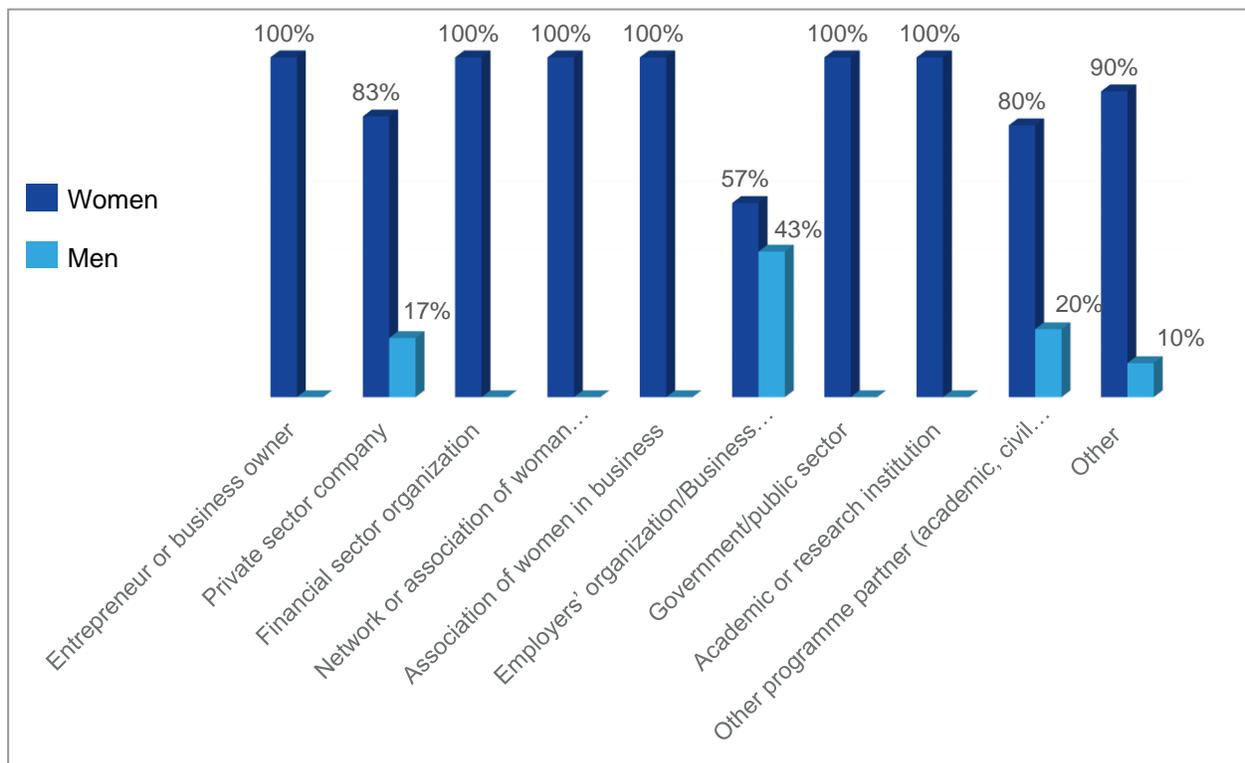
<sup>9</sup> Note that there is overlap among these categories, in particular where employers' organizations and women-led businesses are also WEPs signatories. Annex 2 provides more information on sampling, including how this breakdown compares to the breakdown in the stakeholder lists provided to the evaluation team.

<sup>10</sup> 186 responses were received in total; during data cleaning, responses were removed if they did not complete beyond Question 7 (i.e., name, organization, country, etc.). This represents a response rate of approximately 19 percent prior to cleaning, and 16 percent after. Since, as suggested by the ECG, the survey was distributed by the Win-Win implementing personnel, this rate cannot be fully confirmed by the evaluation team.

programme contacts are women; however, there was some variation by category, as expected, shown in Figure 1.<sup>11</sup>

Quantitative survey data from closed questions on programme perceptions and engagement was used to triangulate findings from other sources, with complementary qualitative data, such as on perceptions of programme contributions, strengths, and weaknesses, gathered through open-ended questions. The survey questionnaire is presented in Annex 3 with additional information about the survey sample in Annex 2.

Figure 1: External survey respondents by gender



A purposive **sampling strategy** was used to ensure collection of data and perspectives across the six programme countries and regionally and from the variety of stakeholder groups. Sampling criteria included: i) time and travel constraints, ii) availability of stakeholders, iii) emphasis on personal data collection for field visit countries (Brazil and Jamaica), iv) representation of stakeholder categories, and v) representation of Programme countries/regional. For the survey, a census sample was sought: in coordination with the ECG, ILO and UNW programme staff in each country were asked to distribute a survey link to all stakeholders identified to the evaluation

<sup>11</sup> This reflects the fact that engagement under Outcome 1 is aimed largely at building capacity with women entrepreneurs and their networks, while outreach to private sector companies and, especially, to employers organizations is more likely to include men.

team in the mapping phase.<sup>12</sup> Table 1 below shows the total stakeholder sample for each method, by country. Further information is available in Annex 2.

Table 2: Total stakeholder samples by country and data collection method

Country	KIIs	FGDs (No. of Stakeholders)	Online Survey (No. of external stakeholders/ as percentage of total external stakeholders for corresponding country <sup>13</sup> )	Online Survey (No. of internal stakeholders)
Argentina	6		34/ 18%	2
Brazil	13	22	18/ 10%	1
Chile	11		13/ 8%	1
Costa Rica	11		15/ 25%	1
Jamaica	11	9	21/ 11%	2
Uruguay	5		22/13%	2
Regional	12 <sup>14</sup>		12 <sup>15</sup> / 44%	5
<b>Total</b>	<b>68</b>	<b>31</b>	<b>135/ 14%</b>	<b>14</b>

## 2.3. Data Substantiation and Analysis

Data from the various lines of evidence was triangulated and analyzed using the evaluation matrix to structure the process, generating reliable evidence for all key evaluation questions. This permitted us to develop evidence-based conclusions, identify lessons learned, and develop actionable recommendations that aim to strengthen the programme going forward.

## 2.4. Quality Assurance and Ethical Standards

Ensuring quality is an integral part of Baastel's service provision. The quality assurance process began with the rigorous selection of the expert evaluation team to meet the requirements of the

<sup>12</sup> This was done via email, and both the email and the survey introduction clarified that responses would go directly to the survey platform managed by Baastel, and that responses would be seen only by the evaluation team.

<sup>13</sup> Based on the country stakeholder lists provided by the ECG.

<sup>14</sup> This includes coordination, implementing partner (UNW, ILO), and funding partner (EU) personnel at regional level as well as stakeholders interviewed in relation to Outcome 3.

<sup>15</sup> This includes two respondents who selected "other" for geographic location but appeared to consider themselves as working in a larger LAC region.

EU, ILO, and UNW for this assignment. As per the TOR, the Team Leader is responsible for ensuring the quality of all products delivered to the client. In addition, the evaluation team includes a member with extensive experience in assessing gender programming dedicated exclusively to quality assurance, providing expert advice and review services to the team at key points of the evaluation process.

Information, opinions, and quotes from external stakeholders are attributed in the report only by stakeholder category and data collection method in order to respect the confidentiality commitments made during data collection. To further preserve the anonymity of internal (EU, ILO, and UNW) stakeholders, given the relatively small number of those consulted, material from survey, interview, or email from these stakeholders is attributed simply to “internal stakeholder.”

## 2.5. Limitations

The team encountered a number of limitations in carrying out the evaluation. Firstly, issues with the availability, accessibility, and type of results data available for January 2018 to August 2019 period were a challenge. The team found that monthly reporting did not facilitate a sense of progress, since information was dispersed across separate reports by country and implementing organization, and the format did not present indicator data together in collated form.<sup>16</sup> This limitation, identified in the Inception Report, was addressed by using a variety of data sources and rigorous triangulation, as well as by focusing on stakeholder perspectives and satisfaction with the programme contributions and results.

The team predicted some challenges in securing a comprehensive set of interviews with Programme stakeholders due to the short timeline for the evaluation and the great variation in type and level of stakeholder engagement. Scheduling interviews did prove challenging, with some differences across countries; however, the final sample met the criteria established at the outset, covering the full variety of stakeholder categories and all countries, generating robust and representative data overall.

As noted in the Inception Report, some evaluation questions, particularly related to financial efficiency, were considered beyond the scope of the evaluation or of weak evaluability. At the ECG’s request these questions were left in the evaluation matrix but, as expected, the evaluation team’s ability to gather appropriate data related to them was severely limited and therefore limited commentary is offered on these questions in this report.<sup>17</sup>

---

<sup>16</sup> A related limitation is that some indicators were not considered relevant for purposes of determining programme contribution to outcomes – and this in turn was related in some cases to problems in the design logic. This affected the evaluation team’s ability to assess progress using indicator data. Although these issues largely fall outside of the scope of the evaluation, they are addressed to some extent in the findings where it was considered that they had a notable impact on effectiveness or efficiency.

<sup>17</sup> See Table 1 (Evaluation Question Review) of the approved Inception Report for more details.

Gathering information related to Outcome 3 (establishment of a financing mechanism) proved difficult because much of the significant activity on this outcome occurred after midterm. As a mitigation measure the team took the additional step of reviewing some materials outside the scope of the evaluation, but our ability to assess this area was limited.

One potential limitation identified in the inception report – lack of support from in-country partners for the evaluation process – did not materialize. On the contrary, Programme personnel and all others associated with the Programme provided needed assistance in a collaborative and timely manner, demonstrating their interest in a useful, learning-oriented evaluation process.

## 3. FINDINGS

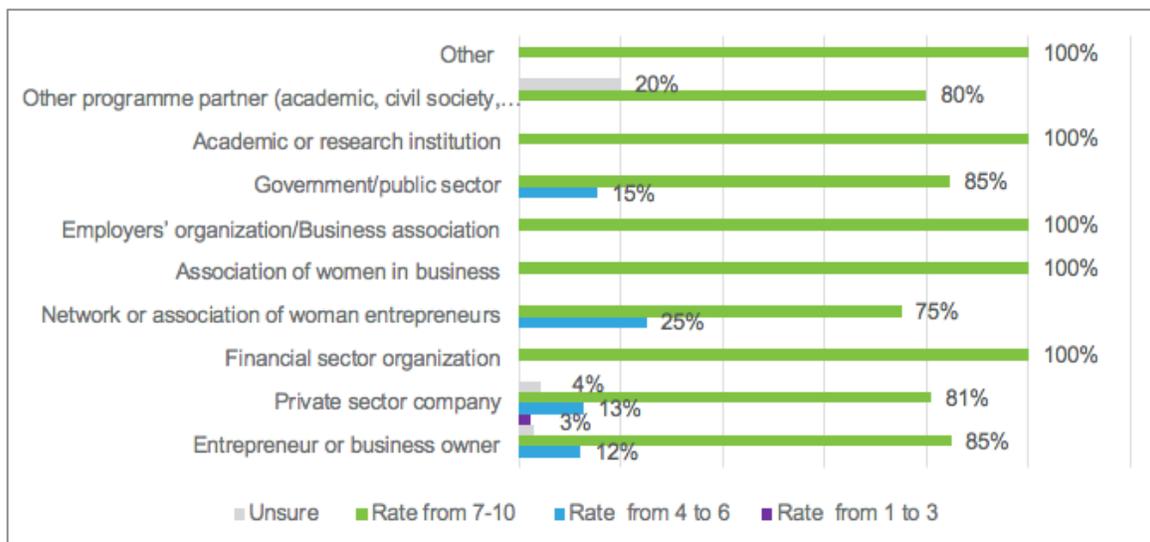
This section presents the main evaluation findings under the headings of effectiveness, efficiency, and “orientation to impact and sustainability,” with headlines for each finding followed by analysis.

### 3.1. Effectiveness

- ✓ **FINDING 1 – Stakeholders across categories and countries value Programme contributions in areas such as capacity-building for women’s entrepreneurship; raising awareness; and providing opportunities and convening organizations and individuals to promote dialogue and knowledge exchange. Win-Win personnel have generated strong buy-in from a range of stakeholders and are considered a notable Programme strength.**

Almost all external stakeholders consulted across all categories and in all six programme countries expressed strong approval of the Programme’s work. 74 percent selected a positive rating on Programme effectiveness, with minimal differences across stakeholder categories (see figure in Annex 7).<sup>18</sup> Survey respondents’ reactions to a series of statements associated with various programme outputs and activities, shown in Figure 3, were also very largely positive, with no significant differences across outcomes or stakeholder categories.<sup>19</sup>

Figure 2: Effectiveness ratings from external stakeholders, by category (Survey Q9)



<sup>18</sup> The survey provided a ten-point rating scale and an “unsure” option. Responses have been grouped as follows: 1-3: negative; 4-6: neutral; 7-10: positive.

<sup>19</sup> Just one respondent selected a negative rating; nine percent selected a moderate rating.

Figure 3: Stakeholder perceptions of programme contributions (Survey Q13)



In addition to the survey findings, data from monitoring indicators on **stakeholder perceptions of increased capacity and knowledge related to Programme activities are positive**; 88 percent of women entrepreneurs who participated in capacity building activities or networking events report increased access to knowledge on procurement opportunities/business skills

(indicator 1.1.3) and 88 percent of participating companies report having enhanced their knowledge on gender equality (indicator 2.2.3). (See in the table in Annex 5.)

Open-ended survey answers provide insight about what stakeholders most appreciate in the programme. 89 (of 135) external survey respondents wrote answers to the question “What do you consider is the most significant change the Win-Win programme has brought to you or your organization?” Several mentioned specific results or benefits, for example Programme contributions to increased numbers of women in leadership positions in their organizations, access to tools – such as the ILO WIBM and WED studies and their methodologies, information about gender-sensitive procurement, use of the WEPs or GGAT to guide company gender policies and practices, or implementation of the use of inclusive language. Analysis of the responses received point to the largest group of responses (45 percent) highlighting the programme’s ability to increase knowledge or awareness on gender equality in the private sector in line with its core objectives. Knowledge sharing and exchange came next, with 27 of answers highlighting this area.<sup>20</sup> This finding was supported by interviews and FGDs, in which a common theme from **WEPs company representatives, was the value of opportunities for exchange facilitated by Win-Win**. Similarly, in open-ended answers on “major strengths” of the Programme, 43 percent of responses related to networking and exchange and 30 percent to capacity building (with answers pointing to such strengths as: “The accompaniment and tools that are offered,” “Institutional support from representative in country and the chance to organize oneself through the self-assessment [GGAT],” or “the training meetings and videos.” (A list of all open-ended responses is presented in Annex 6.)

Win-Win engages with a wide variety of stakeholders in a wide variety of ways. **Country consultations were an important process to help identify the needs of different stakeholders** and the evaluation found that Programme personnel continue to adapt flexibly at country level to differing needs and opportunities that characterize different programming environments.

- ✓ **FINDING 2 – Contribution to increased cooperation between women-led businesses in Europe and LAC to expand opportunities (Outcome 1) has been one of the greatest challenges for Win-Win. Among the contributing factors, the evaluation identified flaws in the Programme pathway logic in this outcome, mismatched expectations between Programme personnel and EU, lack of trade promotion experience among Programme personnel, and limited engagement from the EU. Most progress under Outcome 1 has been on capacity building for women entrepreneurs and women in business and support to public sector women’s machineries.**

**Many efforts have been made to advance on EU-LAC cooperation.** These include: a partnership with Redlbero, accessed in Year 1 through programme links to Costa Rica’s export

---

<sup>20</sup> Increased commitment to gender equality was identified by 22 percent and 13 percent identified specific changes in practice in their companies or organizations. A handful of answers related to women’s empowerment. (See Annex 6 for a table presenting all the responses, as well as tables with responses to other open-ended questions.)

promotion agency PROCOMER; partnership with the International Women's Coffee Alliance (IWCA) with a view to supporting producers in Brazil, Costa Rica, and Jamaica to access marketing opportunities in Europe; an MoU with the Caribbean Export Agency aimed at enhanced export competitiveness of women-owned firms in support of entry into EU markets; efforts since September 2018 by the Regional Coordination, supported by the EU PI in Brazil, to reach out to EU representatives in Brussels for assistance in linking with EU stakeholders in the private sector; and efforts to reach out to LAC-European chambers of commerce such as the Franco-Brazilian Chamber of Commerce.

Yet, by midterm, none of these efforts had led to the kind of cooperation envisioned in the PRODOC or by the EU Foreign Policy Instruments (FPI) Regional Programme. The closest result to linkages between the two regions was participation in a coffee trade show in Berlin by IWCA members from Brazil, Costa Rica, and Jamaica, and participation in International Coffee Week in Belo Horizonte. **The evaluation found no tangible evidence of increased cooperation for new or greater opportunities between women-led business in Europe and LAC.**

Most activity under Outcome 1 has involved capacity and knowledge activities to support woman-led businesses – related to such topics as leadership skills and empowerment, marketing, and procurement. In addition, NPSS have reached out to public sector women's machineries to support their work with the private sector in each country.<sup>21</sup> The evaluation found that **woman entrepreneurs and public sector partners appreciate this work.** Document review and interviews provided anecdotal examples; however, at midterm, it was generally not possible to identify concrete indicators of improved capacity.<sup>22</sup> Moreover, the evaluation did not find robust evidence that these activities contribute directly to their related output or outcome.

The importance of European linkages as a central element of Win-Win was reinforced during the inception workshop in June 2018 when one of the EU's "key messages" was: "The programme should not lose the European perspective. European companies and enterprises must participate in the programme."<sup>23</sup> However, progress in this area has been challenging for a number of reasons. **The Programme pathway for Outcome 1 is very unclear.** Consequently, even though monitoring data shows progress on output and activity indicators and some progress towards the

---

21 On this point, the UNW Regional Coordination organized a high-level breakfast for Women's Machineries ministers during CSW63 to present Win-Win's objectives and results and seek feedback on how best to support them

22 As noted, capacity-building data is reported in this area against indicator 1.1.1 (Percentage of participants from networks, associations and employers' organizations who acknowledge strengthened capacities to better support women entrepreneurs (and women's led business) to start and grow their businesses as a result of trainings/capacity building) and indicator 1.1.3 (Percentage of women entrepreneurs who participated in capacity building activities or networking events that report increased access to knowledge on procurement opportunities/business skills.) This data is gathered via the POX M&E app, based on perceptions reported by participants in events such as trainings. Interviews with stakeholders such as staff of women's machineries, women-owned businesses or women's networks confirmed they consider Win-Win support and training valuable but did not uncover specific instances in which skills were applied.

23 Win-Win Inception Workshop Report, p. 15.

single outcome indicator target, by midterm all relevant internal programme stakeholders recognized that **results on EU-LAC linkages via Win-Win have been weak.**

Output 1.1, intended to lead to increased cooperation between women-led businesses in Europe and LAC, is “Networking platforms in place to increase cooperation and to support expanded opportunities for women-led businesses in Europe and LA.” Activity 1.1.1 refers to *mapping* networks and associations in both regions, but no activity in the LogFrame links mapping to establishing bi-regional networks and no indicators monitor the creation of networks. Nor does the single outcome indicator in this area (“Number of processes related to the removal of barriers for women to market access, investments and women-led business that have been influenced by network members, associations and employers’ organizations”) refer to such networks. A second outcome indicator, proposed in the PRODOC, would have monitored “Number, size and type of formal networks established between women-led business from Europe and LAC (country and regional levels).”<sup>24</sup> The corresponding target was one regional network and one network per country. This indicator-target set, which was not included in the final approved LogFrame, might have served as a better guide for implementation towards the desired outcome.<sup>25</sup>

**Progress on Outcome 1 was also negatively affected by limited engagement from EU** (see Finding 12 for more details on this). Beyond the regional FPI, little interest was evident on the part of EU personnel, and no direct travel to facilitate this outcome was contemplated, on the assumption that it would be possible to initiate such EU-LAC connections virtually – an expectation that turned out to be overly optimistic.<sup>26</sup> One key internal stakeholder acknowledged that the feasibility of this goal and the workload it would represent for Programme personnel was misjudged; as this individual summed it up: “We thought it would be easier than it was.”<sup>27</sup> It was clear from interviews that both the EU FPI expectations about what the Programme team would do and Programme team expectations about what the EU would do were unmet. However, it should also be highlighted that the evaluation did not find any evidence of a systematic strategy for joint work with EU on promoting LAC-EU co-operation,<sup>28</sup> pointing to a design oversight rather than unmet targets.

---

24 PRODOC, p. 21.

25 Early on in the programme, its evaluability assessment warned, along these lines, of “certain flaws in the logical results chain as represented in the results matrix.” (Evaluability Assessment Report. Alberto Núñez Sabarís and others. December 12, 2018) The final matrix was reviewed with EU support by an EU PIMS expert, working with the Programme team to ensure it was adapted both to PIMS requirements and Programme M&E needs. Many indicators were removed at that stage.

26 Internal stakeholder.

27 Internal stakeholder.

28 During an April 2019 joint steering committee meeting with the parallel EU-funded G7 WeEmpower programme it was agreed a consultant would be hired to work from the UNW office in Brussels on facilitating linkages with women-led business networks in Europe to support this aspect of the work – which has also proved challenging for the G7 and Asia programmes. Engaging a face-to-face, door-knocking approach to mobilizing interest on the European side of the

In addition, **the evaluation found misalignment between EU/FPI and Programme implementer expectations on Outcome 1.** The EU/FPI, concerned with accountability to EU citizens and interests, envisioned this outcome opening up two-way avenues of co-operation and business for the mutual benefit of woman entrepreneurs in both regions. This outcome was also expected to connect with Outcome 2 on promoting gender sensitive business and employment practices and, ultimately with the creation of a financing mechanism under Outcome 3. By contrast programme implementers appear to have understood this outcome mainly as facilitating LAC producers' access to European markets or (though this has not happened) opportunities for EU businesswomen to "mentor" LAC counterparts. This mismatch in expectations reflects differences between FPI's EU-centred mandate and the UN's international cooperation mandate focused on targeting vulnerable socioeconomic groups. Data from interviews and document review also suggest that **little has been done to project the European dimensions of the Programme and very few external stakeholders are aware of this.**

- ✓ **FINDING 3 – Programme contribution to a sustainable model of gender-sensitive private sector engagement to support the achievement of the SDGs (Outcome 2) has been strongest. Efforts to reach out to the private sector to promote gender equality practices have been positively received. However, programme support for the implementation and monitoring of gender sensitive practices was weaker.**

As established in the PRODOC, the WEPs are a key driver of Win-Win, offering coherence across its diverse activities. **Companies appreciate the WEPs for being flexible, voluntary, free, and linked to a self-assessment tool (GGAT) to guide implementation.** In two programme countries, stakeholders consulted compared the WEPs and Win-Win favourably to other gender equality initiatives such as national certifications processes which they considered cumbersome and costly.<sup>29</sup> Reflecting this, Win-Win has made **strong progress on the number of WEPs signatory companies;** even if no more companies signed the WEPs after September 2019, the Programme would have achieved its initial goal, which is a reasonable proxy for its efforts to engage private sector commitment.

However, **less progress was observed on indicators associated with the implementation of gender sensitive practices.** For example, there was little progress on outcome indicator 2.1 and no data was reported by midterm against indicator 2.3. These are both important for assessing the *significance* of WEPs signatures, associated outreach, and capacity-building.<sup>30</sup> Several internal and external stakeholders stated that although WEPs signatures can be an important signal of a company's commitment to gender equality, **signing the WEPs does not guarantee**

---

equation appears to be a reasonable strategy, but the consultant did not begin work until October 2019, so no results were captured by this evaluation.

29 This was highlighted by a number of stakeholders in Costa Rica and Chile.

30 Outcome indicator 2.1 is "Number of processes supporting gender equality related to non-state level partnership / agreements which have been influenced" and indicator 2.3 is "Percentage of companies that have a Non-discrimination and Equal Opportunity policy, strategy or guideline."

**concrete steps will be taken towards their implementation.** Indeed, a few stakeholders commented that signing the WEPs can simply be an opportunity – in the words of one – for “grandstanding.”<sup>31</sup> One representative of a WEPs signatory company said in an interview: “I’m not really sure that signing the WEPs is going to lead to implementation. Sometimes it’s just about taking a pretty picture.”

External stakeholder survey responses about programme gaps or weaknesses were grouped into five general headings; about a fifth of respondents identified weaknesses related to follow-up, with answers including: “Monitoring and follow-up of the development of commitments - Increased technical support in the companies;” “Put into practice the recommendations;” or “In my opinion the gap is connected with the absence of tools to measure.” Nevertheless, **the evaluation found examples of concrete efforts on WEPs implementation**, highlighted in interviews and survey responses. Many are recognized and disseminated through the WEPs awards.<sup>32</sup>

Considerable effort has been made across the six Programme countries to encourage companies to sign on to the WEPs, but this has been easier to pursue in some countries (such as Brazil) than in others (such as Chile, Costa Rica, and Jamaica). And although the Programme had already surpassed its target for signatories, the evaluation found **evidence of pressure for Win-Win personnel to focus on securing more WEPs signatures.** This is understandable since the WEPs are the main vehicle for UNW private sector engagement globally and sign-ons offer a quantifiable metric of success. But both internal and external stakeholders expressed concern about emphasizing sign-ons over implementation and other elements of Outcome 2; in the words of one: “Signatures don’t matter – it’s the follow-up.”<sup>33</sup>

Weakness in follow-up on WEPs implementation is further suggested by the survey results: of 59 respondents who identified themselves as WEPs signatories, only 14 (24 percent) stated that they “Receive Win-Win assistance for WEPs implementation;” 19 (32 percent) said they had participated in in-person training or capacity-building delivered by Win-Win; and 10 (17 percent) that they had participated in online training or capacity-building delivered by Win-Win.<sup>34</sup>

UNW work with Global Compact and We Empower G7 on a monitoring and badging system to support monitoring may strengthen follow-up efforts. However, it is not clear whether this will happen within the Win-Win Programme cycle to support Activity 2.3.1, related to WEPs monitoring and reporting, and Output 2.3 (“Reporting platform enables companies to monitor and report on the implementation of their commitments to women’s empowerment and gender equality”). The reporting platform in question is the GGAT, which is voluntary and anonymous, making it unhelpful for systematically tracking implementation results. As such, at midterm no consolidated data was

---

31 Interview, Women-led business 1.

32 Several of the examples of good practice associated with the programme that are featured in the communications products created as part of the evaluation are linked to Win-Win efforts to promote the WEPs.

33 Internal stakeholder.

34 An additional eight respondents in various categories who did not identify themselves as WEPs signatories also stated that they receive assistance for WEPs implementation.

available on the related indicator (“Number of companies voluntarily reporting on the implementation of their commitments to women’s empowerment and gender equality”).

- ✓ **FINDING 4 – Progress on Outcome 3 was very limited at the time of the evaluation, affected by delays in contracting, lack of clarity from the outset about what the outcome would entail, and limited linkage with the programme’s other outcomes. Uncertainty remains, although the evaluation noted that the Programme had taken steps to advance this work after Programme midterm.**

In the Programme LogFrame, Outcome 3 calls for contributing “to woman-led innovation and business ventures in Europe and LAC” through the establishment of “an Impact investment facility” as an “innovative and sustainable financing model to attract additional private sector investments for gender equality, linked to SDG5 achievement.” The three steps outlined in the associated activities may be characterized as follows: i) benchmarking, ii) design of the financial mechanism; and iii) creation and implementation of the financial mechanism. Implementation of Outcome 3 is led by UNW’s Latin America and the Caribbean Regional Office (ACRO) in Panama with close collaboration and support from UNW’s Win-Win Regional Programme Coordinator.

This was slated to get underway in the third quarter of 2018 with a mapping of key actors in the finance and investment field. A regional experts’ meeting was expected in the first quarter of 2019, and the facility itself was expected to be operational – ready to provide “resources (including financial and technical assistance) to women-led innovation” by the first quarter of 2019.<sup>35</sup> However, **concrete action on Outcome 3 did not begin until the first quarter of 2019** when a specialist was hired on a one-year contract to support the regional UNW WEE specialist, based in UNW’s ACRO in Panama. Further progress was slowed by delays in contracting consultants to carry out a scoping study, develop a proposal for the investment facility, and organize an international seminar on innovative financing and a workshop to validate the proposal with a group of experts.<sup>36</sup> These consultants did not begin their work until May 2019, nearly a year after Win-Win was launched. In the interim, the Win-Win specialist hired to manage their work carried out the mapping exercise.

By midterm, scoping and proposal development was still in progress and the only tangible product associated with Outcome 3 was the preliminary mapping. In October 2019 a workshop was convened to canvass expert advice and begin generating buy-in from relevant actors in the LAC financial sector. While the timing of these activities placed them outside the evaluation scope, interviews with some pertinent stakeholders, and review of preliminary deliverables and the workshop report provided the evaluation team with some insights.

The consultants’ scoping study confirmed the relevance of the proposed mechanism, noting that considerable demand exists for gender-sensitive innovative financial services. The evaluation

---

<sup>35</sup> Win-Win Inception Report, Annex 07 – Win-Win Work Plans.

<sup>36</sup> The consultancy was carried out by the Spanish firm ENRED, which also developed the gender pay gap self-assessment tool (DIR). It took approximately five months for their selection and contracting process to be completed.

found that **some stakeholders believe UNW may be able to play a useful coordination and leadership role in this field**; however, interview and document review evidence also found a **considerable lack of clarity in UNW about what this would mean in practice**. Nor was it evident that appropriate technical expertise to support it had been engaged to support this outcome. In addition, **some Programme personnel expressed concerns about the feasibility of achieving Outcome 3 within a three-year timeline, given programme** accountability for two other substantive outcomes, and these concerns appeared well-founded.

One challenge for progressing this work, at least up to midterm, is that **efforts around Outcome 3 have not been meaningfully integrated with the other outcomes**. Several key internal and external stakeholders at country level stated that they were not consulted in a meaningful way with respect to this outcome, even though stakeholder interviews and a survey were carried out in July and August 2019 as part of the scoping process. This suggests that the programme had not yet sufficiently socialized the aims of Outcome 3 among programme target groups and, as such, whatever form the facility eventually takes, there is a risk that it may lack roots in country-level realities or the needs of the woman-led businesses that Win-Win has interacted with. **Over half of survey respondents stated they were “unsure” (48 percent) or disagreed (2 percent) that Win-Win is contributing to the establishment of an innovative financing facility to attract private sector investments for gender equality, which was the highest non-positive response for any survey question.**<sup>37</sup>

- ✓ **FINDING 5 – Stakeholders appreciate the tools, knowledge products, and awareness-raising activities accessed through Win-Win, with the GGAT highlighted as the most valued tool by private sector companies. However, many would like more practical tools, more systematic approaches, and easier access to tools and knowledge products. A number of stakeholders felt Programme tools and approaches are not adapted to small and medium enterprises.**

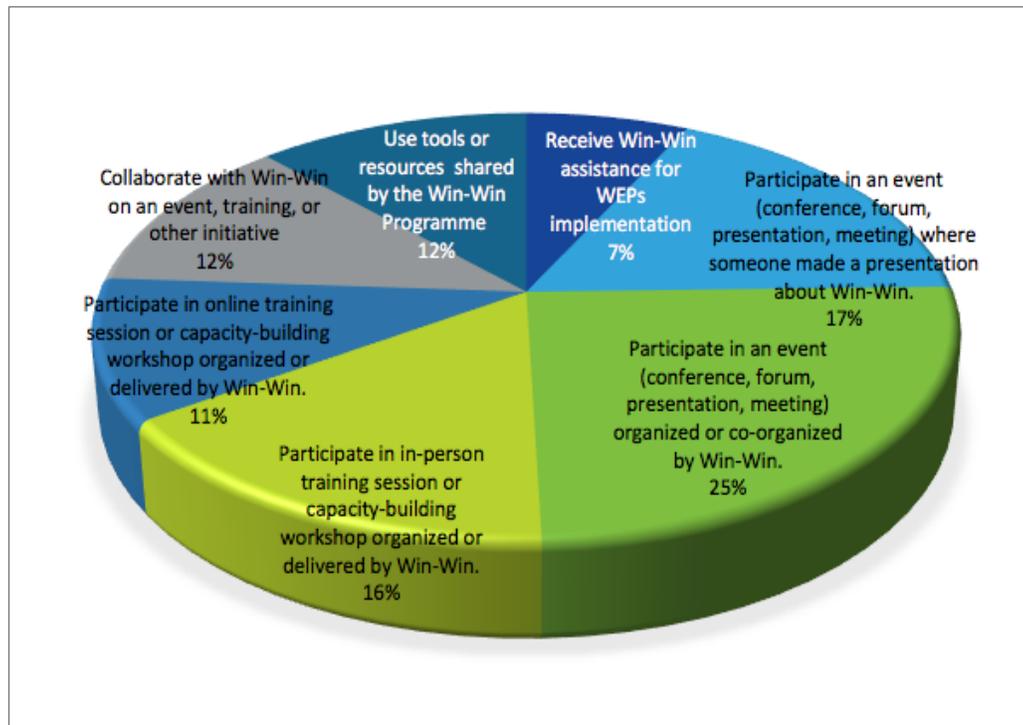
Stakeholders engage with Win-Win in a variety of ways across countries and categories. Almost all of those consulted were enthusiastic about opportunities to collaborate with the Programme, and were aware of knowledge products, methodologies, and tools associated with Win-Win. Many mentioned attending workshops on specific topics such as unconscious bias, gender pay gap, or gender-sensitive procurement. However, on the survey question that aimed to capture how stakeholders are involved with the programme, participation in events was more commonly selected than other options such as training or using tools, as Figure 3 shows. (Note that respondents were instructed to select as many options as applied.) This suggests that **many stakeholders engage with the programme in low-intensity ways**. This was supported by interviews in which it was often apparent that while stakeholders appreciate Win-Win, many – particularly Outcome 2 stakeholders such as WEPs signatories – have only had sporadic contact

---

<sup>37</sup> 56 percent of respondents “agreed” or “strongly agreed” with the associated statement but compared with the generally extremely positive responses on questions about other programme outputs and activities, this response appears significantly “non-positive.”

with the programme with no specific capacity or knowledge gains or results clearly attributable to the application of skills or knowledge gained through the programme.

Figure 4: Type of involvement with Win-Win (Survey Q12)



**The GGAT emerged as the most valued tool accessed by private sector companies.** Many company representatives appreciate how this self-assessment tool helps them identify gaps in various aspects of company gender equality performance and guides them in creating an action plan to address these – a process supported by Win-Win information and personnel. In a few cases, companies had received “personalized” support from NPSS in completing the GGAT and developing action plans, as part of an initiative to engage more closely with “pilot” companies to provide more robust implementation support. One interviewee who was very enthusiastic about the GGAT, commented: “We were able to use this to evaluate ourselves, particularly in relation to human resources management. It leads you to reflection. We did the assessment and got a low score, but with the help of the programme, we’ve taken an important leap forward.”<sup>38</sup>

A key tool developed through Win-Win is the gender pay gap self-assessment tool (the “DIR” – the *Diagnóstico de Igualdad de Remuneración*). Several private sector stakeholders who were

<sup>38</sup> Interview, WEPs signatory 1.

interviewed reported knowing about this tool, or having attended a presentation about it, but **the evaluation did not encounter anyone who had used the DIR.**<sup>39</sup>

**A number of stakeholders felt the Programme needs a more systematic approach to supporting businesses on WEPs implementation.** Several company representatives commented that they would value access to a full package of tools to support implementation after signing the WEPs. A number also said they would like more support in identifying indicators to track progress. This also emerged from responses to the open-ended survey question on weaknesses or gaps in the programme, where a need for more tools or training was one of five general categories of response identified by the evaluation team, garnering about a fifth of answers (as shown in Annex 6).

Nevertheless, a number of stakeholders commented that **Programme tools and approaches are not well adapted to smaller companies.** Several stakeholders noted in interviews or the survey that the Programme's activities and outputs in Outcome 1 and 2 are geared solely to large companies, and programme personnel also highlighted this challenge. Along these lines, one interviewee representing a network of women in business noted a lack of practical options for monitoring procurement practices: "The questionnaire says interview suppliers in reflection groups, but you ask yourself, what's the exercise, concretely? And SMEs don't have the resources to do a reflection workshop."<sup>40</sup> A private sector survey respondent who felt that Win-Win is not well adapted to the needs of SMEs commented: "[You need to] think about companies that don't have a special department to implement the Win-Win Programme."

In some countries, such as Costa Rica and Jamaica, the Programme has been called on to adapt to the realities of woman entrepreneurs and woman-led small businesses who, in most cases, lack the managerial, organizational, or financial capacities to pursue the three major programme outcomes (partnering with European countries, fully embracing the WEPs, and becoming subjects of impact investment). This is very much in line with an inclusive approach that seeks to ensure access of those most vulnerable. In response, **the Programme has developed workshops to address basic capacity-building needs of woman-led SMEs.**

The evaluation found that **capacity-building based on the adapted versions of the Power of Procurement manual were well-received on both the supply and demand sides** – that is, by women entrepreneurs and their networks as well as companies and in some cases (such as Jamaica and Uruguay), public sector entities.<sup>41</sup> Programme work with women entrepreneurs is

---

<sup>39</sup> According to Programme personnel, Travel Excelente in Costa Rica piloted the DIR but the evaluation did not interview this stakeholder, and no other stakeholders interviewed or surveyed mentioned using the DIR, although this question was asked directly in all relevant interviews.

<sup>40</sup> Interview, Association of Women in Business 1.

<sup>41</sup> Awareness-raising and capacity-building on gender-sensitive procurement process in some countries was carried out primarily with private sector companies; this was the case, for example, in Brazil. But in some (Jamaica, Uruguay) it was clear that work on procurement refers to government purchasing (demand) to be satisfied by women-led business

carried out through a variety of modalities and in partnership with various organizations, such as women's machineries, employers organizations, NGOs, business associations, and entrepreneurs' networks.

**The ILO's Women's Entrepreneurship Development Assessments (WED) and Women in Business and Management Reports (WIBM) are key Win-Win knowledge products** which the evaluation found have already led to new learning and plans for future activities in at least two employers' organizations. The WED and WIBM reports provide evidence that can support recommendations for a range of stakeholders including government policymakers, implementing agencies, and private sector and employers' organizations to shape policy and practice for greater gender diversity across company ranks and a more inclusive role for women entrepreneurs in economic development and growth.<sup>42</sup> However, **the integration of these ILO materials into the Programme overall has been uneven.** The ILO managed to produce many of these reports in less than one calendar year, yet they have become available relatively late in the Programme cycle, making it difficult to take full advantage of their diagnostic character in moving forward with other aspects of Win-Win. It was also unclear to what extent they had been disseminated or used beyond the ILO's own counterpart organizations.<sup>43</sup>

- ✓ **FINDING 6 – The Win-Win Programme has struggled to link its discrete communications initiatives to an overall strategic communications approach to provide a unified programme narrative and ensure visibility efforts serve Programme results. The absence of a consolidated online hub to raise Programme visibility, make tools and resources accessible, manage programme knowledge, and promote the formation of national and regional networks is a significant communications-related weakness.**

Communications are at the heart of Win-Win. The Programme's guiding strategy, as the PRODOC states, is "to leverage knowledge through the cultivation of collaboration and commitment among a highly diverse and wider range of partners" to "encourage surfacing, sharing, and adoption of practices within the private sector [...] that will advance the gender dimensions of the SDGs." Strong communications, visibility, and knowledge management practices are critical for supporting co-operation between the EU, ILO, and UNW, supporting a geographically dispersed team carrying out a wide range of activities in very different contexts, encouraging and sustaining engagement and buy-in from many different kinds of stakeholders.

Many communications products were created in Year 1, and the programme received coverage in the traditional media; however, the evaluation found that **communications objectives had not been systematically pursued in support of programme results** and there have been gaps

---

(supply) and this was the intention of the corresponding workshops. In other cases, both public and private sector entities were encouraged and/or assisted to implement more gender-sensitive procurement processes.

42 Ultimately Programme implementers expect these reports may provide the basis for formulating national action plans or strategies on WED to be presented to governments. ), The ILO has also produced a regional report on the costs of violence and another on best practices.

43 These reports were made available on the ILO Win-Win website launched in 2020.

and challenges with quality. A Win-Win newsletter was planned quarterly from the third quarter of 2018, but did not appear until early 2019; moreover, the two newsletters produced by midterm mainly present a list of activities and photographs, rather than communicating a strategic Programme narrative. The second largest group of responses from external stakeholders to a question about Programme weaknesses, as well as a third of external stakeholder responses to the survey question asking for recommendations related to communications issues, with such comments as: “The Programme should have greater visibility,” “needs a more comprehensive communications strategy,” “Communication problems,” and “The communication of the actions...could be more organized;” “better marketing off the programme;” and “more visibility in the media.” (See Annex 6 for all responses.)

**Several internal stakeholders identified knowledge management as a gap** in the Programme, and document review confirmed an ad hoc approach has been taken to creating and sharing communications and knowledge products across the six countries. For example, a Portuguese version of a “WEPs guide,” adapted from a UNW product with the addition of the Win-Win logo, usefully sets out the basics of the principles and an approach to implementation, but this product did not exist in English or Spanish.<sup>44</sup> More than one NPSS noted that despite attempts to share experiences and materials, this had not been done in a systematic manner. This was partly because the programme had proceeded at a different pace and in different ways across the six countries, but largely because there was no one to coordinate such efforts.

Win-Win has a social media presence on LinkedIn and, as noted, has received media coverage. However, **visibility and programme identity have been ongoing issues for the Programme**, with EU stakeholders expressing dissatisfaction with how its role in the Programme is profiled on some occasions. There were complaints that UN Women, in particular, was failing to meet contractual obligations to consistently ensure EU visibility in activities or publications associated with the Programme and that information and opportunities for involvement are not shared with EU representatives at country level. The following comment from one EU stakeholder reflects this sentiment, shared by some other EU personnel interviewed: “EU doesn’t just want to be the wallet that hands out the money. The idea is to create lasting alliances and influence, so if the project is going to the ministry of women or to companies, this needs to be made clear. We need to be brought in more, involved more.”<sup>45</sup> Visibility has been a point of contention to a lesser extent with ILO. A stronger communications function from the beginning might have averted some of these problems as well as strategically tying visibility to programme objectives.

Another related weakness identified by the evaluation is the lack of a consolidated Programme website or online hub. The Win-Win PRODOC states:

*In many ways, the key strategy of the programme is to capture, refine and share knowledge through platforms and networks. As such its knowledge hub function intends to become a recognized centre of excellence (also linked to global efforts) that will serve as a clearinghouse of tools, training materials, reports, and promising practices that*

44 According to programme personnel, translation was ongoing at midterm.

45 Internal stakeholder.

*companies can contribute to and access in the further development and refinement of their own operations.*<sup>46</sup>

However, **at midterm, there was no centralized online location to support the “knowledge hub” function.** Activity 2.4.2 aimed to expand and translate existing online platforms – in particular [www.empowerwomen.com](http://www.empowerwomen.com), the site where the WEPs are housed. This was intended to facilitate Win-Win peer-to-peer learning and exchange in LAC and European countries and documentation of good practices. Intended to accompany the entire Programme cycle, this crucial communications activity stalled because the site is being restructured, and because of the long delay in replacing the regional communications expert. The existing [www.empowerwomen.org](http://www.empowerwomen.org) site was not found to be user-friendly; and entering “Win-Win” and similar terms into its search engine did not produce hits on Win-Win material or mentions.<sup>47</sup> The online WEPs portal is also of limited utility, since – including the online WEPs sign-on materials – it is entirely in English.

Meanwhile, the ILO’s “Connecting Women in Business” interactive map, planned for completion by the end of 2018 based on preceding mapping activities offered another website option.<sup>48</sup> An ILO Regional monitoring report describes it as a webpage gathering “all the knowledge products developed in the Win-Win Programme framework” in one place to ensure that “Employers Organizations and the companies of the Latin America and the Caribbean region will have easy and didactic access to information, tools, and methodologies for the promotion of gender equality in the field of business.”<sup>49</sup> This site, which could enhance the effectiveness (and sustainability) of Win-Win, was still under development in the third quarter of 2019.<sup>50</sup>

- ✓ **FINDING 7 – Win-Win has forged a variety of partnerships and collaborations at country level and, to a lesser extent, regionally, to promote synergy and facilitate results. However, in some countries, there is concern that Win-Win competes with existing national programmes.**

The Win-Win PRODOC encouraged the development of “Win-Win partnerships at all levels” – and both the PRODOC and the country consultation reports identified numerous opportunities for such partnerships. **A number of formal and informal partnerships were pursued at country and regional level with relevant organizations** – including several identified in the PRODOC and country consultation reports. One major agreement relevant to Win-Win is the MoU supporting joint work across the region on the UNDP’s Gender Equity Seal and UN Women’s WEPs, signed in July 2018.<sup>51</sup> This MoU envisioned the two agencies collaborating to promote “an integrated journey to equality: from WEPs commitment to GES certification.” The evaluation found

---

46 Win-Win PRODOC, p. 77-78.

47 In addition, programme information is scattered across other websites – including the websites created in Brazil, Argentina, Uruguay to promote WEPs or similar awards.

48 Win-Win Work Plans (Annex 07).

49 Win-Win Regional/ILO Monthly Report January to August 2019.

50 It was subsequently completed and launched in January 2020.

51 MoU UNDP-UNW, July 2018.

little concrete evidence of such collaboration, beyond collaboration with UNDP on the WEPs Forum in 2018, and linkages between Win-Win and the UNDP Gender Seal Programme in Jamaica and Costa Rica – including joint workshops conducted with UNDP in Costa Rica. A more informal agreement was also concluded between the Inter-American Development Bank and Win-Win for collaboration with the IDB’s Gender Parity Initiative (GPI). Following from these agreements, Win-Win collaborated with IDB “Ring the Bell” activity in all Programme countries and joint organization of the WEPs award in Uruguay.

These agreements address the reality of a crowded field on private sector gender equality issues in several of the programme countries. Some stakeholders expressed concern that emphasizing WEPs sign-ons was inappropriate in some country contexts, an issue also identified in the inception period consultations. The perception that Win-Win competes with related programmes promoted by national governments or other agencies has meant that in some cases, seeking signatures may undermine the Programme’s potential to convene likeminded actors for co-operation on the broader aims of Win-Win.

**Efforts to boost synergies have been made in all countries, usually with positive results.**

Although some external stakeholders said in interviews that **the number of similar initiatives** – national certifications and seals, the WEPs, the GPI, and more – can be confusing, nearly all said they consider Win-Win complementary to other similar initiatives. Moreover, many private sector company representatives also stated that they preferred what Win-Win offers – not least because signing the WEPs is voluntary, free, and flexible. However, precisely for these reasons, some national stakeholders feel promotion of the WEPs undermines progress on government certification processes which have stricter criteria and involve costs such as payment for annual renewal or completion of a costly independent audit. In one case, Win-Win was described as “sabotaging” a national programme.

Given this context, in some countries it has been necessary for Win-Win to tread softly, especially in relation to WEPs promotion. **The strategy has been to promote Win-Win as a complement to national certification processes and emphasize its convening role.** In Costa Rica, overcoming hostility has been difficult, but as noted above Programme has succeeded in conducting joint workshops with the UNDP Gender Seal Programme and UNDP’s public sector counterpart, INAMU. In Chile, the main strategic approach is to emphasize the role of Win-Win as a convenor for various organizations and companies interested in working toward WEE and gender equality in the world of work. Because collaboration at the national level is complicated by the relevant ministry’s promotion of the *Norma Chilena*, the NPSS in Chile has adopted a successful strategy of working the decentralized branches of the *Servicio Nacional de la Mujer y Equidad de Genero* (SERNAMEG).

✓ **FINDING 8 – Greater and more direct involvement of EU in the Win-Win Programme would be welcomed by all parties and could strengthen Programme results.**

The Win-Win Programme is a “delegated agreement” in which EU FPI funding is granted to UNW as implementer and ILO as co-implementer agency; these latter have full responsibility for results. Nevertheless, because of the Europe-related elements of the Programme, and because of EU

interest in promoting new alliances and raising its profile in relation to WEE and gender equality work with the private sector in the LAC region, there was an expectation by all parties and, according to EU representatives, a desire by EU actors to play a more active role in the Programme. This has been facilitated to some extent by strong communication at the regional level between the UNW Regional Coordinator and the EU FPI Regional Programme Officer but, in general, **there has been little direct involvement in the Programme by the EU.**

PRODOC's vision of a comprehensive LAC-EU partnership under Outcome 1 and the promotion of bilateral innovative impact investment opportunities under Outcome 3 require an active and cohesive strategy for European engagement – ideally also linked to activities in Outcome 2. Both EU and UNW personnel expected efforts by EU representatives in the region and counterparts in Brussels, would facilitate connections with EU networks. However, **expected support from the EU failed to materialize**, as acknowledged both by Programme implementation and EU evaluation respondents. At the same time, **Programme implementers have not reached out effectively to EU to include them.**

Some **EU personnel acknowledged that they often lack the time to get more involved** and some NPSS confirmed this problem. One explained: “We try to present this as a joint programme, and we always mention the ILO and the EU. But they have limited capacity to be present. The EU isn't interested in workshops. They're interested in the high-level activities, which is normal.”<sup>52</sup> Another issue highlighted by some Programme personnel is that EU representatives in the six countries do not all share the same perspective on Win-Win, and their views are not all aligned with the EU regional FPI at regional level. For example, in some countries EU personnel are keen to see Win-Win engage more with SMEs, whereas this was not seen as a priority regionally or in some other countries.

### 3.1. Efficiency

- ✓ **FINDING 9 – Time, personnel, money, technologies, and other programme resources generally appear to have been used as planned; however, staffing has been inadequate for the Programme's workload and the distribution of budget resources across outcomes and activities has tended to exacerbate some identified Programme challenges.**

The initial Win-Win budget included only part-time Programme assistants for five of the UN Women-hired NPSS and a part time assistant to be shared between the Regional and Brazil Programme, in addition to a Regional programme officer and a full time Regional Communications and Knowledge Management Analyst. For the ILO, Programme funding covers only the Regional Programme Coordinator and a Regional Administrative Assistant. ILO country-level specialists are paid through non-Win-Win budgets.

**Staffing for the Programme is tight in relation to expected results;** this observation came up in several survey responses as well as repeatedly during interviews, both from internal and

---

<sup>52</sup> Internal stakeholder.

external stakeholders. One stakeholder who occasionally collaborates with the Programme commented: “I see them as being very short staffed [...] It’s great to plan but what’s hard is to really implement the activities, even if they want to. So, it’s not their fault, but [...] I’d like to see a bigger team. It would make it easier to help them.”<sup>53</sup>

Following a Programme-requested budget revision in July 2019, the EU approved a full-time Regional Programme Assistant, a full-time Regional Finance Associate, and full-time assistants for Brazil, Argentina, and Costa Rica as additions to the UN Women staff complement. This was made possible partly by cost savings on personnel from the delayed start in 2018 and was appropriate given the labour-intensive outreach, networking, and partnership-building involved in the Win-Win Programme. Some approved new personnel were in place by the time this evaluation was conducted, but **unexplained staffing gaps remained**.

In some cases, **the distribution of Programme resources was associated with imbalances among outcomes and outputs**. About half the Programme costs in both the original and revised budgets are assigned to Outcome 2, compared to 33 percent for Outcome 1 and 17 percent for Outcome 3.<sup>54</sup> EUR 209,000 over three years is allocated to outreach to new WEPs signatories (Activity 2.1.1) – one of the programme’s higher budget lines. Although the overall budget for Outcome 2 was very slightly reduced in the revised budget, the WEPs outreach budget line for Year 2 increased.<sup>55</sup> The budget line for the WEPs forums and similar events (Activity 2.3.2 – Promoting incentives for companies to enjoy recognition of their advances) is the highest.

Organizing the forums is, naturally, costly, and the evaluation found these events successfully motivate companies and draw public and media attention to the issues. Moreover, programme personnel pointed out that by the end of Year 2 much “outreach” actually consists of responding to incoming requests from companies as opposed to seeking them out. However, the evaluation team considered that **allocating relatively more resources to Outcome 1 might have led to better progress overall**. This might have involved budgeting for Programme personnel missions to Europe in Year 1, convening meetings in Europe, and greater focus on building formal country and regional level networks or communities of practice among Programme stakeholders. Overall, Win-Win might have benefited from more focused spending in support of its high-level strategic goals.

Finally, the **imbalance in budget allocation between ILO and UNW challenges efforts to maximize the value of joint implementation**. (See Finding 11 for more on this point.)

---

53 Interview, Programme Partner 2.

54 Win-Win, Budget Revision 22 July 2019.

55 Win-Win, Budget Revision 22 July 2019. Another large budget line is Activity 3.1.3 which includes the amounts for initial grants through the envisioned “impact investment facility.”

- ✓ **FINDING 10 – The number and mix of countries selected for Win-Win has contributed to a richness of experience in the programme but undermines effectiveness by complicating coordination efforts and generating additional costs.**

The Win-Win Programme implementation team made strong efforts during the inception workshop and over subsequent months to identify points of commonality within the six Programme countries to facilitate more effective and efficient use of resources and consolidate programming approaches. However, the evaluation did not find any clear rationale for the selection of the six countries; in fact, it emerged that some initial discussions considered implementing the Programme in just three countries which – given constraints of time and resources – would likely have led to improved strategic focus.

Numerous Programme challenges stem from the number and selection of countries. First, **the inclusion of an English-speaking country, a Portuguese-speaking country, and four Spanish-speaking countries complicates coordination efforts and adds substantial costs** (for translation and interpretation). Brazil was included in the Programme to leverage UN Women's longer history of working with the private sector on WEPs in that country. Indeed, to a significant extent, the Programme was developed to sustain and build on preceding work in this area by Brazil's NPSS, who was expected to be an important resource for the whole implementation team. In practice and especially in the start-up period, there has been some "mentoring" and sharing of experiences of this kind, but the differences in country contexts limit the feasibility of this.

**NPSS and ILO Specialists have been able to adapt Programme activities with some flexibility in response to differences in country contexts.** Initially, there appeared to be more concern about implementing in line with work plans that were quite similar across countries – in part to speed up implementation to overcome the delays in start-up. However, as the team has become more familiar with the Programme and their programming environments, they have had considerable freedom to adjust their approaches. This kind of adaptation is a strength of Win-Win which appears to have facilitated co-operation with relevant local organizations and enhanced approval of the Programme.

- ✓ **FINDING 11 – Programme design, organizational structures, and the imbalance in budgets between the two implementing agencies create challenges for coordination and synergy between ILO and UNW. While in some instances the advantage of joint work was apparent and personnel from both agencies have tried to overcome these barriers, due to existing limitations, ILO and UNW components work largely in isolation.**

For ILO, participation in Win-Win generates reach and visibility for its technical and research products as well as supporting ACT/EM to position itself with employers' organizations on gender equality and WEE issues. Meanwhile, the ILO facilitates access for UNW to employers' organizations. However, ILO's participation in Win-Win is burdened by a comparatively low budget (about 16 percent of total budget) and scarce personnel. With the resources available, the ILO has successfully maintained budget execution and moved forward in a timely manner on activities and outputs under its responsibility in the joint work plan. However, limited human and financial

resources – including the fact that some Win-Win countries do not have a permanent in-country ILO Specialist -- restricts opportunities for meaningful coordination, knowledge-sharing, and co-operation in achieving overall programme goals. Despite the development of a shared work plan to promote teamwork and synergy, **benefits from the interagency approach are only partially realized**. Moreover, coordination structures are not formally integrated, so partnership depends largely on informal factors such as individual efforts to cultivate positive relationships and communication.

Internal stakeholders, both in ILO and UNW, felt that **the lack of a more integrated approach led to lost opportunities to benefit from each agency's comparative advantage**. Both ILO and UNW stakeholders were frustrated by the comparatively little time available to ILO Specialists for work on Win-Win. One ILO Specialist noted that they would have liked to be more involved in planning and stock-taking exercises – such as annual strategic planning workshops or periodic meetings to bring together ILO and UNW Programme personnel from all countries and learn about each other's work. Notably, only one ILO Specialist attended the two main working days of the inception workshop, along with the (just-hired) ILO Regional Coordinator.<sup>56</sup>

Personnel from the two agencies stated they worked well together and appreciated the added value that each brings to Win-Win. Also, **personnel from the two agencies expressed matching interpretations of their corresponding roles**. For example, one ILO Specialist noted that, beyond the delivery of key ILO programme outputs such as the WIBM and WED studies and workshops, they saw their role as being “to facilitate understanding of the project by the employers organizations [...] and to be a bridge between UNW and the employers' organizations.”<sup>57</sup> This ILO Specialist's country-level UNW counterpart echoed the word “bridge” to explain: “We try to coordinate, especially on work with business organizations; the ILO have that relationship and they have served as a bridge for the programme.” Interviews revealed that some efforts to coordinate have borne fruit, through connections in several cases between employers' organizations and UNW, and direct cooperation on certain activities. In Argentina, for example, the employers' organization signed the WEPs, and UNW and WEPs companies participated along with organization members in four ILO training events. Similar co-operation was observed elsewhere – for example in Brazil, Costa Rica, and Uruguay. Nevertheless, **the two Programme components largely operate in isolation from each other**. The primary consequences have been lost opportunities to promote the WEPs more widely through the employer's organizations and – possibly – to leverage ILO ACT/EM institutional connections in support of the elusive linkages with Europe.

The Executive Steering Committee as well as the National and Regional Technical Advisory Groups offer one potential mechanism for more strategic and systematic EU, ILO, and UNW input to the Programme, along with providing a channel through which the Programme to benefit from

---

56 ILO Specialists were invited to the workshop, but ILO did not have the budget or availability to participate. UNW funded the attendance of the one available Specialist through the Regional Coordination budget.

57 This NPSS felt this included letting the organizations know that in addition to the ILO studies and resources, UN Women also has other products that can be useful to them.

the expertise and advice of other key stakeholder representatives (in the case of the National Technical Advisory Groups). However, the evaluation found that these **Programme governance structures had met infrequently or, in most cases, not at all.**

✓ **FINDING 12 – Programme administrative processes have often hindered rather than facilitated results, especially through slow contracting processes.**

The bulk of Win-Win administration and operations is in the hands of UN Women. The evaluation found that **internal administrative procedures have caused significant delays in some aspects of the Programme.** This was highlighted repeatedly by internal stakeholders but also by some external stakeholders – several of the latter noting that UN Women is highly bureaucratic and complex. One public sector interviewee commented that UNW procurement, contracting, and expenses procedures take more time and effort than in government agencies.<sup>58</sup> Another external stakeholder that partners with Win-Win at country level even explained that “when there have been issues of bureaucracy within Win-Win, things that are hard or complex for UN Women, we’ve been able to help find a way around it.”<sup>59</sup>

**Slow onboarding of personnel in 2018 meant the Programme began in a rush.** Key personnel, including the UNW and ILO Regional Coordinators, had little time to appropriate administrative and operational dimensions of the Programme – or, more importantly, strategic considerations – before diving into implementation. The Regional Coordinator’s hiring process was not completed until five months into the inception period and only a month before the inception workshop, and the ILO Regional Coordinator’s contracting was completed just days before the inception workshop. Some UN Women NPSS participated in the inception workshop just as – in one case before – their contracts were finalized.<sup>60</sup> Slow contracting for the consultancy under Outcome 3 also contributed to delays in this area.

**The Programme has also been negatively affected by turnover in regional personnel.** The PRODOC describes the regional staffing complement as: a UNW Regional Programme Coordinator, Programme Analyst, Regional Administrative Assistant, Monitoring and Evaluation Associate, and Communications and Knowledge Management Analyst, and an ILO Regional Programme Coordinator and Administrative Assistant.<sup>61</sup> Regional UNW programme analyst and administrative positions vacant from August and July 2019, respectively, had not been filled by the time the draft evaluation report was completed in December 2019, and the crucial communications position had been unfilled since February 2019. Nor had the full-time Regional Finance Associate position approved by the EU in July 2019 been filled, even though the justification for adding this position was that lack of such support created risks for the Programme.

---

58 Interview, Public sector 3.

59 Interview, Public sector 4.

60 Win-Win, First Annual Report to Donor, Annex 2 “Programme staff hired.”

61 First Annual Programme Report 2018, Annex 2 “Programme staff hired.”

Given that **the Programme has critical regional personnel gaps**, excessive time and effort has been required simply to keep the Programme moving forward, maintain good relationships with EU and ILO partners, and deal with time-consuming but necessary administrative requirements. One internal stakeholder noted that **short term consultants have allowed the programme to partially fill some gaps and gain access to specific expertise** – for example, to develop the DIR, provide training in anti-racism, and support communications at country level.

✓ **FINDING 13 – Programme organizational structures, accountability systems, and coordination practices have placed burdens on implementing personnel and offer weak support for adaptive management.**

The evaluation noted several features of programme structure and organization that are not conducive to optimal management outcomes. **UNW’s mix of matrix and project management approaches creates added complexity in an already complex programme.** The Regional Programme Coordinator is located in Sao Paulo, with key support such as the Regional M&E Associate located in the Brasilia UN Women’s Country Office, challenging information-sharing and collaboration. The Programme is managed from Brazil because the EU Regional FPI Programme Officer is located there, and to take advantage of UNW Brazil’s history of private sector engagement in the country. Formal accountability for the Programme has shifted over time between Brazil and Panama because of changes in UN Women personnel.<sup>62</sup> Meanwhile, management of all contracting and financial matters rests with UNW ACRO in Panama.

ILO and UNW operational and management procedures operate in parallel. UNW-ILO coordination occurs horizontally through the UNW Regional Coordinator and the ILO Regional Coordinator. The Programme structure does not include any reporting or direct coordination relationship between the UNW Win-Win Coordinator – who has responsibility for the Programme as a whole – and ILO personnel carrying out Win-Win activities in the six countries. Such coordination has therefore depended on ad hoc and informal efforts to maintain good communication and relationships between the regional coordinators and between the in-country UNW and ILO personnel. Resulting gaps in information flow complicate efforts to make the most effective use of each implementing organization’s contacts and knowledge. These issues are exacerbated by the staffing gap in communications and knowledge management, noted in Finding 12.

The Programme was also challenged in creating an M&E system that could meet both the requirements of the EU FPI Partnership Instrument Monitoring System (PIMS) and programme management needs. Although harmonized with the PIMS, **Programme M&E practices and tools only weakly support adaptive management.** Monthly reporting formats are cumbersome to complete and hard to read. They collect narrative material, but it is difficult (as the evaluation team

---

<sup>62</sup> In the first year, there was a direct formal accountability to the UNW Representative in Brazil. Following her departure, as of March 2019 formal accountability was moved to ACRO in Panama, with the direct supervisor of the UNW Regional Coordinator based there; in January 2020 with the arrival of the new representative to Brazil, formal accountability was expected to return there.

discovered) to use them to compare information across countries or gain a consolidated picture of progress and results. Compiling indicator and narrative information to feed annual reporting is therefore very time-consuming, and as a result **information needed for ongoing programme management and coordination comes mainly from informal channels such as meetings, email, and WhatsApp exchanges.**

Data on a number of indicators is collected via the digital POX application, which allows participants in events to respond to monitoring questions via their cell phones.<sup>63</sup> This facilitates regular data collection but **there are drawbacks to using POX.** Although participants reportedly enjoy using the app, responses may be influenced by knowing responses will be projected – even if anonymously – on the presentation screen. Moreover, POX data for capacity-building indicators comes from questions about participants’ immediate self-perceptions of capacity gained and no other indicator data is collected that might establish capacity more objectively (for example, based on knowledge tests or follow-up questionnaires on retention or use of capacities gained.) Programme personnel also noted that data is lost because the app does not always function and data from participants who leave before the very end of an event is not captured.<sup>64</sup> According to one team member, “in the worst-case scenario, we miss responses from half of the participants.” In some cases where it is known in advance that connectivity may be an issue, paper questionnaires are prepared.

### 3.2. Orientation to Impact and Sustainability

- ✓ **FINDING 14 – With a few exceptions – including some ILO work with employers’ organizations and work on masculinities – much of the Programme outreach has been limited to women and to private sector personnel already concerned with gender or diversity issues. However, the evaluation found some evidence of efforts to reach out to men and to address gendered norms and practices at a deeper level.**

In much of its work, Win-Win engages with organizations, or individuals within organizations, that are already committed to advancing gender equality or women’s empowerment – such as human resources personnel with responsibilities for corporate diversity and inclusion mandates, women’s machineries in government, women’s organizations, or civil society partners with related missions. **The large majority of the Programme’s individual contacts are women**, as reflected in the large majority of women among evaluation survey and interview respondents.<sup>65</sup> While it is not surprising for work to promote WEE to engage primarily with women, efforts to bring more women

---

63 Use of POX was implemented over time beginning in January 2019.

64 For example if participants rely on an internet connection that is not working well. In addition, it was found that the app is easy to use with iPhones, but not always with Android.

65 As mentioned in section 2.2, 91 percent of external survey respondents were women and of the 13 external respondents who were men, four represented employers’ organizations. 86 percent of survey respondents who said that they (or their companies) had signed the WEPs were women. An exception is ILO work with its counterpart employers’ organizations.

into leadership positions and create truly gender sensitive business environments require engagement with men: to increase their awareness and commitment on gender issues, to harness their influence, and – as in the programme’s work on masculinities – to contribute to deeper changes in gender norms and practices that will ultimately benefit both men and women.

Several internal and external stakeholders highlighted **the importance of more outreach to “the unconverted” – higher decision-making levels in companies, and men in general**. As one WEPs signatory company representative (a woman) said in an interview, “The biggest challenge we had after the self-assessment was to go talk to the higher leadership about it.” During the FGDs in Brazil, representatives of private sector companies (including several men) noted that “affinity groups” or “diversity and inclusion” or “gender” committees within larger companies are largely composed of women. They discussed the difficulty – but also the need – to engage men and address underlying norms, pointing out that this is also important for LGBTQ and other groups vulnerable to discrimination.<sup>66</sup>

Some Programme personnel mentioned the importance of outreach to men and one WEPs signatory interviewed noted that the NPSS she interacts with “always talks about how to include more men, that we need to get more men involved.” Win-Win efforts to reach out to men and directly address underlying gender norms include workshops conducted in partnership with the NGO PROMUNDO in Brazil and so-called “barbershops” in Uruguay and Argentina. Such **Programme work on masculinities has been well-received** and there are plans to replicate the workshops in other countries in 2020.

Programme work on unconscious bias, as well as on violence against women, also addresses deeper gender issues; while this work has not been extensive, the evaluation found examples of change resulting from this work. A stakeholder from one WEPs signatory described how,

*As a result of our connection with Win-Win and doing the GGAT assessment, we have designated two people in the company as contacts if a case arises where an employee is a victim [of violence] – two people who are there to listen, provide guidance, and direct them to available services. And two months after putting this in place, a case did arise, an employee did come to these designated people. We had not considered this before. The issues are there, but if you don’t have the system or channels in place – you don’t see them. So we created the channels – and the fact that someone used them is a good sign of their trust in the company as well.<sup>67</sup>*

Win-Win also addresses gendered norms and practices with women entrepreneurs and women in business under Outcome 1. Win-Win **training and capacity-building on skills for business and marketing includes work on empowerment and leadership** – in line with the programme outputs 1.1.3 and 1.1.4. One interviewee explained that she valued the workshops she had participated in via Win-Win because, in addition to practical skills, they built motivation and

<sup>66</sup> While broader work on diversity is not explicitly within the Win-Win mandate, an intersectional approach takes account of the interrelationships between gender and other forms of discrimination.

<sup>67</sup> Interview, WEPs signatory 1.

confidence. This stakeholder echoed a point made in some of the open-ended survey response in commenting that a major value of the programme was the empowering effect of access to knowledge about the situation of women:

*Now we've seen the statistics, the reach of women at an international level, how much domestic work women do compared to men, women in leadership. We see what women are doing and can do, and what the gaps are with men. In my case, I feel like this has motivated me enormously, through the workshops and trainings.<sup>68</sup>*

- ✓ **FINDING 15 – The Win-Win Programme is increasing the profile of UN Women as a valued partner for the private sector, building on positive perceptions about its status as a neutral interlocutor and convenor.**

UNW was already working on WEPs promotion in LAC prior to Win-Win and continues this work in non-Programme countries. In addition, UNW had a history of private sector engagement in Brazil. Nevertheless, in general the agency has limited private sector experience. According to several NPSS, before the Programme UNW had few relationships with businesses – one noted that UNW Women contact lists in the countries included no businesses at all. Programme personnel undertook the task of getting acquainted with the private sector, which was easier for some who came to the Programme directly from the business sector and therefore knew how to speak the language of business. **The Programme has significantly strengthened UN Women's relationship with the private sector in the programme countries.** A number of stakeholders noted in interviews that because of the Programme's association with the UN it is perceived positively as a neutral interlocutor and valued for generating high-profile, high-level engagement both within private sector companies and in government and society at large. Indeed, **the programme is widely seen and understood as "a UN Women project."**

However, while the Programme is helping UN Women build good relationships with individual companies at national level – and, more strategically, through the ILO, with some employers organizations – **there is little evidence of relationship-building with the private sector at regional level.** The work with Redlbero and with IWCA are good openings in this direction.

While Win-Win may have contributed less to ILO's relationships with the private sector, since dealing with employers' organizations is an essential part of the agency's mandate, specific learning about barriers to entrepreneurship and about women in business in the Programme countries, through the WED and WIBM studies funded by Win-Win, provide an opportunity for ILO and its counterpart employer organizations to move into new areas of work on gender equality.

- ✓ **FINDING 16 – At midterm, the Programme had not yet made systematic efforts to develop a comprehensive sustainability strategy or leverage additional resources, although these issues were of concern to many stakeholders, both internal and external.**

---

<sup>68</sup> Interview, Network of women entrepreneurs 1.

At midterm, after just over a year of programming, it was still early to assess sustainability prospects. Indeed, **the de facto Programme duration of 30 months, from launch in July 2018, is short for producing results and ensuring their sustainability**. As one internal stakeholder stated, the Programme “is in the middle of a cycle of behavioural change, of changing perspectives of CEOs, of norm change; it’s happening, but it will take time to make sure that the changes are sustained.”<sup>69</sup> Nevertheless, as per the evaluation criteria of “orientation” to sustainability, the evaluation considered the extent to which programming priorities and approaches appear geared to sustaining results.

Win-Win activities such as presentations and workshops for private sector companies and capacity-building for women woman entrepreneurs and woman-led small businesses are contributing to increased awareness and capacities at various levels. Win-Win has also helped promote policy-relevant issues, drawing the attention of business leaders, the media, and other opinion-makers to gender equality issues relevant to the private sector. Survey and interviews responses show many stakeholders feel the Programme has contributed to putting WEE and gender equality on national agendas. Likewise, through its “business case” message, supported by promoting the WEPs and the WEPs fora and awards, Win-Win has helped increase awareness of gender equality as an element of branding and market positioning. At an institutional level, Win-Win collaboration with national and local government institutions and with employers’ organizations is also producing some results likely to endure. In Argentina, for example, the Programme funded the creation of a WEE office in a government agency. The enthusiasm expressed by a variety of external stakeholders in interviews, FGDs, and survey responses suggest that **awareness and capacity generated through Win-Win Programme activities are likely to endure** beyond the Programme’s lifecycle.

The evaluation found **clear signs of sustainability of results related to ILO work** based on the long-term assets ILO brought to the Programme: research-based knowledge and an ongoing relationship with employers’ organizations. For example, in Costa Rica, UCCAEP (the national union of chambers of commerce) is building on the ILO WIBM study to move ahead with a renewed and focused strategy for promoting women in positions of leadership. UCCAEP has a shared work plan with ILO which ensures ownership over gender equality goals that seems likely to persist into the future. Similarly, likely ongoing results were noted in relation to work with ILO’s counterpart in Brazil, the Mato Grosso chapter of the *Câmara Nacional de Industrias* (National Chamber of Industries), where activities responding to the findings of the WED assessment were already being planned. In Argentina, employers’ organizations credit the Programme with helping to increase the number of women in key leadership positions within their organizations.

Despite these signs that some programme results are likely to endure, **the evaluation found limited evidence of efforts by Win-Win to create formal mechanisms to facilitate sustainability**. For example, by midterm there was no evidence of the establishment of networking platforms that might continue beyond the end of the Programme, as envisioned under Output 1.1; the Programme has focused on “networking” rather than “network building.” Moreover,

---

<sup>69</sup> Internal stakeholder.

both internal and external Programme stakeholders expressed concerns about sustainability. Several external stakeholders noted in interviews and survey responses their hope that the Programme would continue. One public sector interviewee expressed this concern this way:

*We have really made good use of their tools, methodologies, and information in areas where we don't have specific expertise. [...] When they leave, I'll have to try to find others to help with these various issues – like salary, violence and harassment, and procurement. But I'm going to feel a bit orphaned.*

In at least one Programme country (Costa Rica), a formal Project Cooperation Agreement through which a national organization takes up implementation of key results may be a positive step toward more formal sustainability.<sup>70</sup> Results are also likely to be sustained concretely in some cases through the continuation of initiatives launched through the Programme with other partners and allies – such as the organization of the WEPs Award in Uruguay together with PwC and IDB. However, **a few stakeholders felt the Programme should invest more in the organizations positioned to continue related work after the Programme ends.** For example, an interviewee from an association of women entrepreneurs that has collaborated with Win-Win on a number of workshops felt “it would be good to give more support to organizations like ours that are already working on these issues and will continue to do so. More feedback to us would create a greater multiplier effect.”<sup>71</sup> A public sector interviewee in one country was very critical of what they saw as the programme’s lack of sustainability planning, feeling that Win-Win should do more to ally itself with public institutions to ensure lasting benefit after the programme ends.<sup>72</sup> However, this critical perspective was an exception, countered by positive views from public sector stakeholders in other countries, including women’s machineries and public institutions such as the Ministry of Mining and Energy in Chile and Uruguay.

---

70 Through this PCA, still under development at midterm, the Asociación Empresarial para el Desarrollo (AED) which is the Costa Rican “secretariat” for the Global Compact, will contribute to implementation of results related to both Outcome 1 and Outcome 2. As the PCA states: “By the end of the project, AED, as the local Global Compact network, will have tools and technical and audiovisual resources for the promotion and implementation of the WEPs, a network of trained and committed private sector leaders, a permanent training programme as a value proposition for companies that are signatories of or interested in the WEPs, and a system of follow-up with the companies that will permit progress monitoring and accountability on the process they have carried out. These actions contribute to strengthening and giving sustainability to Outcome 2 of the Win-Win Programme [...]. In addition, AED will have a methodology for supporting networks of women in business. It will also work on advocating on public procurement processes and with the Development Bank System to include gender criteria, in order to offer greater business and financing opportunities to women in business and contribute to reducing structural barriers that limit their development and growth. These efforts contribute to the achievement and sustainability Outcome 1 of the Win-Win Programme UN Women, “Apoyo para la implementación del Programa ‘Ganar-Ganar: la igualdad de género es un buen negocio’ en Costa Rica,” pp. 21-22. [Baastel translation.]

71 Interview, Women Entrepreneurs Network 1.

72 Interview, Public sector 2.

According to the PRODOC, Win-Win was to be implemented with EU, ILO, and UNW financial contributions “with the express intention to leverage additional resources from the private sector as well as other partners of the targeted countries to ensure sustainability.”<sup>73</sup> However, following the delayed start, initial implementation efforts were more concerned with ensuring existing budget funds were spent than with mobilizing more.<sup>74</sup> **The evaluation did not find evidence of significant efforts to leverage financial resources.**<sup>75</sup>

Finally, as noted in the discussion of Finding 4, it remains unclear what shape the Outcome 3 investment facility might take; however, interviews suggested that a **number of internal stakeholders see the financing facility as a sustainability mechanism** which could enable UN Women to continue its work with the private sector. The facility could allow payment for services, allowing UN Women to maintain a secretariat to serve as a conduit between gender lens financing supply and demand and as a technical assistance provider. Delays around this outcome make it difficult to assess how realistic this possibility may be.

---

73 Win-Win PRODOC, p. 5.

74 According to the agreement, funds from the EU for Year 2 could not be requested unless 70 percent of the first-year grant had been spent. In fact, the Inception Workshop report noted that “[i]t is important to consider that the Programme has a great amount of resources to be spent and resource mobilization for the Programme should not be the focus of energy investment during the first year.” Win-Win, “Inception Workshop Report,” p. 8.

75 Isolated cases may exist in which small amounts of resources are leveraged: for example, in Costa Rica, a Project Cooperation Agreement is being developed (not yet concluded at midterm) with the Asociación Empresarial para el Desarrollo (AED), which is the local “secretariat” for the Global Compact, through which the AED will execute approximately USD 150,000 of Win-Win funds, making a contribution of about USD 1500 themselves; however, this is hardly the kind of “leveraging” that will sustain the programme into the future.

## 4. CONCLUSIONS

The following conclusions are derived from an analysis of the main evaluation findings. They highlight the most significant insights about the programme established by the evaluation team in relation to the evaluation criteria and key questions.

### 4.1. Effectiveness

The Win-Win Programme is viewed positively by a wide range of stakeholders and has carried out a plethora of activities, conducted an enormous amount of outreach, and established many formal and informal partnerships. Nevertheless, progress towards outcomes seems to be hampered by a focus on implementation of discrete activities in lieu of a strategic focus on high-level goals. The Win-Win “theory of change” (see section 1.1) identifies four elements that are expected to combine and contribute to the overall programme aims related to the adoption of gender-sensitive models in the private sector to advance the gender dimensions of the SDGs. These elements are: 1) knowledge, training, and tools; 2) women’s demands and advocacy; 3) incentives and tools for reporting on progress; and 4) networks and platforms for sharing. While the programme has advanced to some extent in each of these areas individually, the evaluation found that programme has not yet managed to combine these into a strategic equation that is greater than the sum of its parts.

By midpoint, the many and varied activities and outputs undertaken by the programme were greatly appreciated by diverse stakeholders – including woman entrepreneurs, businesswomen, and their networks; staff of government ministries; NGO and academic partners; other UN agencies; human resource managers in multinational corporations and companies; officers in employers’ organizations such as federated chambers of commerce and industry associations; and many more. The challenge for the programme was translating all this activity into progress towards new business opportunities for women in Europe and LAC, measurable changes in business practice, and the development of a durable partnership for private sector financing of gender equality and women’s empowerment. The evaluation found very uneven progress towards these three programme outcomes.

Programme results under Outcome 1 have been strongest in regards to capacity building activities aimed at strengthening women’s business and entrepreneurship skills and knowledge; however, this has not led towards increased co-operation and linkages between European and LAC woman entrepreneurs or businesses, nor is there clear progress towards establishing networking platforms. Greater involvement of the EU, clearer alignment of goals, and a more robust programme pathway linking Outcome 1 activities and outputs to the higher-level results will be needed to advance this goal.

Performance has been strongest in Outcome 2, where the Programme has exceeded its target for new WEPs signatories and conducted outreach, capacity-building, and convening activities with companies and other actors. Programme contributions in this area are greatly appreciated

and Win-Win team has adapted to differing country programme environments and shown initiative in identifying and following up outreach and collaboration opportunities; however, the link between outreach and awareness-raising, on the one hand, and implementing and monitoring progress on gender-sensitive private sector models, on the other, is not always strong. The evaluation found examples of progress, but they tended to be dispersed and attribution to the programme was not always evident.

Work on Outcome 3 was hindered by slow contracting processes and lack of clarity about the nature and feasibility of the envisioned financial facility. By midterm, this area had not progressed beyond scoping and consultation and had limited links to ongoing activities under the other two outcomes. While forward steps were taken after midterm – such as the international seminar and experts' meeting in October 2019 – uncertainty remains about how this outcome will be achieved, and the Programme will likely require significant support to generate measurable progress in this area before the end of 2020.

## 4.2. Efficiency

The evaluation found that many programme gaps and weaknesses are linked to design and management issues. First of all, while each of the three key Programme partners – EU, ILO, and UNW – brought specific value to the programme, their expectations were not always clearly articulated or fully aligned. This has created some confusion and frustration on all sides. It has also placed Programme personnel in a difficult position as they try to meet vaguely articulated, sometimes unrealistic, and sometimes conflicting demands. Flaws in the results framework and the absence of a more detailed theory of change to guide shared understanding of the pathway from activities to results are both a consequence and a contributor to these problems. In addition, issues around staffing delays further impeded the team's ability to develop a more strategic and coherent approach.

The uneven distribution of the budget has also contributed to challenges in achieving outcome-level results. This is the case for the great difference in budget between the two implementing agencies, but also the large proportion of the budget assigned to Outcome 2. A more even distribution of resources might have facilitated the development of more strategic action to develop linkages with women entrepreneurs and networks in the EU and encouraged better linkages across the outcomes.

Another design weakness identified was in regard to the communications function. An initiative that revolves heavily around networking, convening, and knowledge exchange cannot afford to undervalue – or understaff – communications and knowledge management. A stronger communications strategy from the beginning, and quicker action to replace lost personnel in this area, might have strengthened networking and other programme results and averted some problems related to visibility and Programme profile.

Exacerbating these design issues, the evaluation identified significant operational challenges, including: late onboarding of key personnel; initial understaffing and delays in filling critical positions left vacant; non-aligned and complex administrative procedures; complex coordination structures and lines of accountability; the need to work in three languages; and the number, geographic dispersal, and distinctive contexts of the Programme countries. The combination of these factors has left less time than necessary for dealing with critical issues of programme strategy and prioritization of efforts. In this difficult programming environment, the ability of the programme simply to move forward on a daily basis has depended largely on the time-consuming and often arduous work, at country and regional levels, of coordinating activities, forging and sustaining relationships, and facilitating good communication between the main Programme partners (EU, ILO, and UNW) and multiple internal and external stakeholders. This type of work, which is often largely invisible, is critical to complex, multi-actor, geographically dispersed, network-style initiatives like Win-Win. Not factoring this in from the beginning at least partially explains initial understaffing and some subsequent problems.

### 4.3. Orientation to Impact and Sustainability

Win-Win has built on the strengths of both ILO and UNW – especially the former’s strategic connections to employers’ organizations and solid research-based methodologies, and the latter’s connection to WEPs promotion and broad expertise in gender equality. The significant capital UNW has gained with respect to private sector engagement is likely to have lasting impact for the agency and its ability to continue to act as a neutral and trusted partner going forward. At country level, UN Women has acquired unprecedented connections, networks, and abilities to understand, communicate, and work with business. These advances have good potential of remaining in UNW after Win-Win ends and contributing to future impacts on gender equality in the private sector, although a significant amount of capacity may leave with the NPSS, who are not permanent UNW staff.

Through its extensive outreach and convening, as well as its knowledge products, training, and support activities, the Programme has started to generate some impact among external stakeholders. Its best prospects for sustainability appear linked to the commitment and capacity it has generated through these activities, particularly around the WEPs, under Outcome 2 but also under Outcome 1 among stakeholders such as woman entrepreneurs and their associations, employers’ organizations, and public sector actors. However, the Programme often demonstrates a scattershot approach, reaching out to a broad array of stakeholders in a variety of ways, rather than prioritizing a few strategic approaches. A positive consequence of this is that it makes the Programme highly responsive and contributes to engagement across a wide array of stakeholders. However, a negative implication is that commitment and capacity gains are dispersed. The programme has not yet undertaken actions to consolidate and transform this emerging commitment and capacity into a force that can generate impact at a higher level – for example through formal network-building or joint advocacy. Unless the variety of connections generated by the Programme can be consolidated and harnessed, sustainability will mainly depend on the commitment of dispersed individuals – mainly women – after Programme end.

## 5. RECOMMENDATIONS

The following recommendations were developed based on the findings and conclusions of the evaluation and take into account comments received as well as discussion following presentation of the preliminary version of the evaluation report to key internal programme stakeholders. Each recommendation is introduced with a note about the primary stakeholders to whom it is directed, the level of priority that the evaluation team assigns to the recommendation, and the timing envisioned for undertaking it. Next, the recommendation “headline” is presented in bold, followed by explanation and more detailed guidance.

### **Recommendation 1**

*For all programme partners, including EU FPI and ILO and UN Women senior managers, along with the Regional Coordinators and Programme implementation team. **Priority 1.** This recommendation should be completed before the end of Q1 2020.*

**Conduct a joint, “quick” strategy exercise to examine the Programme logical pathways (an abridged theory of change exercise) to help clarify the link between activities and expected high-level outcomes, leading to a review and, if necessary, revision of the Programme LogFrame to guide and help prioritize the final year of Win-Win.**

This exercise is suggested to ensure a clear, shared understanding of Programme outcomes, change pathways, and expectations among all key partners. This should be the basis for refocusing efforts and making practical decisions about what the Programme can and should accomplish in its remaining year. All ILO and UNW Programme implementation personnel as well as key EU stakeholders and ILO and UNW decision-makers relevant to the Programme should participate in this exercise which, ideally, should be carried out with the assistance of an outside facilitator. If necessary, some elements of this process could be facilitated online, via written exchanges followed up by web meetings. During this exercise, the logic connecting Programme activities, outputs, outcomes, and impact should be carefully examined, with due attention to relevant risks and assumptions as described in this report; Programme achievements to date; and available human and financial resources and time constraints. If changes in the LogFrame seem warranted, these should be made. Use the findings, conclusions, lessons, and recommendations from this midterm evaluation as a reference point for this exercise.

### **Recommendation 2**

*For the Programme implementation team, including ILO and UNW Regional Coordinators and ILO and UNW Specialists in each country. This recommendation should be completed before the end of Q1 2020 to guide activity over the remainder of the programme cycle. **Priority 1.***

**In the Programme’s final year, seek to consolidate results achieved, narrowing rather than broaden the focus of activities based on a critical assessment of which activities and partnerships are best aligned with achievement of overall outcomes and likely to yield greater sustainability. This should lead, among other things, to:**

- a. Continued focus on consolidating relationships with – and among – existing partners and stakeholders rather than outreach to new stakeholders – with the exception of continued and strengthened efforts to expand contacts to higher-level decision makers and/or men within stakeholder organizations such as WEPs;
- b. Greater focus on consolidating, organizing, and disseminating existing tools, methodologies, and knowledge products to support capacities and promote sustainability of results;
- c. Building on efforts in areas with greatest potential to contribute to sustainability, including;
- d. Capitalizing on opportunities to share, scale-up, and replicate successful Programme activities across countries and regionally, including initiatives such as work on masculinities that address gendered norms.

### **Recommendation 3**

*For the Programme implementation team, especially ILO and UNW Regional Coordinators, working with EU representatives, and with support from country-level Win-Win personnel. This recommendation should be completed before the end of Q1 2020 to guide activity related to Outcome 1 over the remainder of the programme cycle. **Priority 1.***

**Depending on whether such action is aligned with the results of the exercise described in Recommendation 1, step up efforts to build and formalize linkages between EU and LAC woman-led businesses and entrepreneurs. Recognizing that this is unfamiliar territory for UN Women, consider the following strategies:**

- a. Actively enlist EU, through the Brazil Regional FPI programme, to contact trade promotion agencies both in LAC and Europe.
- b. Actively enlist ILO to build on ILO connections with employers' organizations in Europe.
- c. Engage the six LAC country embassies in European countries and EU delegations in the six LAC countries to help identify business opportunities.
- d. In all interactions with potential EU and LAC stakeholders in this area, communicate a concrete value proposition for their involvement; ideally, this would be linked to the design of the financing mechanism in Outcome 3, but at minimum it should demonstrate that engagement with Win-Win has the potential to lead to new business opportunities and/or opportunities for joint advocacy and action around the enabling environment for women's entrepreneurship and business participation.
- e. In line with point d, design a proposal for a formal networking platform to link identified woman-led businesses and entrepreneurs and their organizations from the six LAC countries and the EU countries.
- f. Contract experts in trade facilitation to support implementation in this area.
- g. In moving this work forward, seek opportunities to build on the advances to date through the MoU with Redlbero and activities with IWCA.

#### **Recommendation 4**

*For all programme partners, with a lead role for the UNW Regional Coordinator and UNW ACRO senior managers and personnel, in cooperation with EU representatives and with support from the ILO Regional Coordinator and country implementing teams. The first elements of this recommendation should be completed before the end of Q1 2020 to guide activity related to Outcome 3 over the remainder of the programme cycle. **Priority 1.***

**In alignment with the results of the exercise described in Recommendation 1, top level regional representatives of UNW, ILO<sup>76</sup> and EU must agree on realistic targets – and potentially a revised outcome or outputs – to guide efforts on Outcome 3 until the end of the Programme period. If the decision is to concretize the investment facility, a set of practical steps must be identified, linked to other Win-Win programme activities. Recognizing that this is very unfamiliar territory for all three Programme partners, consider the following strategies:**

- a. Build on the contacts already established in the impact and gender lens investment ecosystem to engage a trusted technical advisory group to play an active technical and leadership role in this initiative. Priority members of this group must be those who have actual experience in creating impact investment funds such as PROMUJER, Ventures of Mexico, Deetken Impact, IFC, CAF, IDB and OPIC.
- b. Contract a qualified expert to lead this work in consultation with the above technical advisory group and oversight from the Programme partners.
- c. Reach out to EU investors, in conjunction with work described in Recommendation 3, to include them in this endeavour, in keeping with the overall programme aim of facilitating EU-LAC business and investment linkages.
- d. Determine whether a realistic goal would be aiming to design and pilot a limited initiative as a trial run of the financing initiative, possibly in just one or two of the Programme countries.
- e. Ensure direct involvement in this initiative by one or two selected country Programme teams and key financial stakeholders from those countries, including participation by woman-led businesses to identify their practical needs as consumers of financing.

#### **Recommendation 5**

*For the Programme implementation team, especially the ILO and UNW Regional Coordinators, supported by regional communications/knowledge management personnel and country-level implementation personnel as relevant. Following up on this recommendation over the remainder of the Programme period is considered critical for consolidating results and promoting sustainability and impact. **Priority 1.***

---

<sup>76</sup> According to the regional M&E matrix and work plans, ILO activities do not contribute to achieving Outcome 3. As such, ILO is not responsible for results in this area. Nonetheless, it is suggested that ILO be included to assess whether there are areas of potential collaboration that might call for adjustment in the Programme activities (and related budgets).

**Over the remaining Programme period, consolidate and promote Win-Win’s function as a convenor, and promote sustainability of results, through efforts to develop and formalize national and regional “Win-Win” networks, linked to dedicated online resource and knowledge exchange hubs.**

Accelerate the full operationalization and promotion of online hubs for the Programme, building on approval of and engagement with the “Win-Win” brand and motto.<sup>77</sup> This is a critical action to respond to many external stakeholders’ expressed needs and recommendations and to strengthen potential for sustainability by ensuring ongoing access to a complete package of relevant tools and information, as well as opportunities for networking and exchange that could sustain momentum initiated by the programme.<sup>78</sup> This online space should be linked to related international and national initiatives in order to ensure that it is not perceived as competing with these but, rather, capitalizes on the identified value added of the Win-Win Programme as a convenor and bridge offering products, services, and approaches complementary to those of other actors working to promote gender equality in the private sector. A potential model might be found in the online women’s political participation knowledge hub, iKNOWPolitics ([www.iknowpolitics.org](http://www.iknowpolitics.org)). In terms of creating and hosting such a hub, practical options could be:

- a. Highlight Win-Win more prominently with its own space on [www.empowerwomen.org](http://www.empowerwomen.org), and ensure prominent links are promoted online between this space and the ILO Win-Win website;
- b. Actively promote the new ILO website and the Win-Win space on [www.empowerwomen.org](http://www.empowerwomen.org) in person during workshops and meetings as well as in all email communications and via LinkedIn or other opportunities;
- c. Build into existing Win-Win hub(s) ([www.empowerwomen.org](http://www.empowerwomen.org) and the new ILO Win-Win site) space for an online community of practice, with opportunities for hosting webinars, sharing resources, and hosting conversations on specific topics of interest; for example, if human resources allow, facilitate online conversations with women entrepreneurs on specific challenges or opportunities: when the communications function is filled at regional level this team member could manage this process; other options include having national NPSS rotate this task, or engaging external stakeholders with high level of commitment to Programme goals to take this on as a contribution to Win-Win;
- d. Link special “online events” and interactive opportunities to Win-Win social media channels (i.e. LinkedIn). For example, consider following the lead of WeEmpower and launching a call for WEPs case studies, to be compiled and showcased on LinkedIn and the online hubs;

---

<sup>77</sup> Ideally, there would be just one recognized online Programme hub; however, [www.empowerwomen.org](http://www.empowerwomen.org) already exists and the ILO’s Win-Win website is now live (this occurred after evaluation data collection was completed). Realistically, therefore, both these sites will need to be used and promoted, with links promoted between them.

<sup>78</sup> Since the ILO site was not completed or live by midterm or by the time data collection was conducted, the evaluation team did not review it; however, the site is now live and appears to offer the opportunity to fill many of these functions.

- e. Ensure the online hub(s) will continue to be hosted by a partner or ally to ensure sustainability after programme end, with a view to ensuring that this is seen as an open forum for knowledge-sharing and promoting synergy among a range of relevant stakeholders rather than an initiative that “belongs” to one organization in particular.

### **Recommendation 6**

*For UNW senior managers and UNW ACRO administrative and finance personnel in coordination with the Win-Win UNW Regional Coordinator. This recommendation is considered critical for addressing administrative bottlenecks to facilitate progress to the end of the programme period, including implementation of other recommendations of this evaluation; however, it is assigned lower priority in recognition that the issues are not within the direct control of the programme and may be difficult to resolve in the available time. **Priority 2.***

**Identify critical bottlenecks in contracting and other administrative procedures in UN Women and seek solutions to expedite and ease needed actions in these areas over the remainder of the Win-Win Programme cycle or plan well in advance for any contracting needs.**

Broad recommendations about improving UNW administrative procedures would require an organizational analysis beyond the scope of this evaluation. However, findings clearly show that these issues have undermined Programme effectiveness. Moreover, given that a number of other recommendations rely on contracting outside expertise to move outcomes forward, taking steps to prevent costly delays in this area is critical. A targeted assessment of upcoming Programme needs in these areas and how they can be met most efficiently is suggested. Notably, hiring for the full-time Regional Communications Specialist and full-time Regional Finance Associate and to fill any continued vacancies in the EU-approved staffing complement should be completed urgently to ensure the Programme has the human resources required as it moves into its crucial final year.

### **Recommendation 7**

*For the Programme implementation team, including ILO and UNW Regional Coordinators and ILO and UNW Specialists and other personnel in each country. To the extent possible, this recommendation should support improved programme management over the remainder of the Programme period. **Priority 2.***

**Across all Programme outcomes, seek opportunities for greater integration of ILO and UN Women work to allow the Programme and each partner to take advantage of each one’s value added and promote sustainability of progress post-programme. To facilitate this, consider:**

- a. Periodic remote meetings with participation of all Win-Win ILO and UNW personnel, including both Regional Coordinators, to share progress and identify areas of potential cooperation and synergy;
- b. Additional efforts by ILO to engage with UN Women in disseminating and highlighting ILO knowledge products among all relevant Programme stakeholders to maximize the reach and the benefit from these;

- c. Additional efforts to engage employers' organizations in WEPs-related activities and encourage their promotion of WEPs among their members, promoting these organizations as national "Win-Win champions" and seeking opportunities to provide awards and incentives for these organizations, in order to capitalize on their potential as multipliers;
- d. Encouraging the involvement of employers' organizations in the development of formal Win-Win networking platforms as described in Recommendation 7; and
- e. Joint ILO and UNW work to identify the most promising pathways for sustaining results after Programme end, based on the comparative advantage of each, and building on a strengthened communications strategy.

### **Recommendation 8**

*For the Programme implementation team, including ILO and UNW Regional Coordinators and ILO and UNW Specialists and other personnel in each country. This recommendation should guide programme work related to Outcome 2 over the remainder of the Programme period. Since this area has shown most progress to midterm, this focus is assigned lower priority. **Priority 2.***

**Within Outcome 2, and aligned with the results of the exercise described in Recommendation 1, focus efforts and resources on consolidating support for implementation and monitoring of gender-sensitive practices in the private sector. In this area, consider the following strategies:**

- a. Work with existing WEPs signatory companies and other interested companies and employers' organizations on effective ways to help them transform the Principles into practice and connect with others doing the same.
- b. Build on existing efforts to work more intensively with "pilot" companies, ensuring that these experiences are captured and shared, through effective communications, with other interested companies and with ILO counterpart employers' organizations who are in a position to multiply impact.
- c. In relation outreach and going work with WEPs signatories and other companies – particularly large companies, focus efforts to get beyond corporate contacts in areas such as human resources (for example, "diversity and inclusion managers"), sustainability, and procurement to reach a wider audience of men and higher-level decision-makers.
- d. Continue to adapt tools and approaches to the needs of smaller companies and to the differing national contexts.
- e. Consolidate and disseminate a practical package of tools and guidance, including guidance on indicators and monitoring of WEPs implementation, ideally making this available via the online hub described in Recommendation 8.
- f. Continue to prioritize cooperation and synergy in this work with other related initiatives associated with non-Win-Win partners, identifying and capitalizing on opportunities to participate in joint events, share information, and promote other relevant approaches to private sector engagement, in keeping with analysis of the different context in each country.

### **Recommendation 9**

*For the UNW Regional Coordinator and Regional M&E Advisor, with support from regional communications/knowledge management personnel, the ILO Regional Coordinator, and ILO and UNW country-level implementation personnel. This recommendation is considered important for optimizing adaptive management and reporting in the remainder of the programme period, but it is recognized that making changes in M&E systems at this stage in the programme cycle may be difficult. **Priority 2.***

**Consider options for adapting M&E processes for a more streamlined and user-friendly approach that allows ongoing consolidation of key performance indicators to support agile and strategic Programme management over the final programming year.**

In the final year of the Programme, needs associated with the EU PIMS should take second place to the potential of monitoring data to feed Programme learning and facilitate both regional coordination and more information-sharing across programme countries. The current monthly reporting format, which is one of the main monitoring tools, is a valuable means of gathering detailed narrative information that may be useful in preparing annual reports and has the value of highlighting to country and regional personnel the specific indicators relevant to their agreed work plans. However, it is time-consuming for the Programme team to complete and difficult for the Regional Coordinator to make use of. Consider a Performance Measurement Framework-style monitoring spreadsheet capable of aggregating all quantitative indicator data, shared via GoogleDocs so that all team members have quick access to information about progress across the Programme. This could be hyperlinked to brief narrative reports, or comment fields could be integrated for adding key qualitative information. It is important that any modified approach should replace, and not add to, existing processes.

## 6. LESSONS AND GOOD PRACTICES

The following lessons and good practices which may have applicability in other similar programming contexts were identified in the course of the evaluation.<sup>79</sup>

### 6.1. Lessons

1. In the case of a complex intervention like the Win-Win Programme that involves multiple factors such as interagency co-operation, outcomes that fall outside implementers' usual scope of work, a wide variety of external stakeholders, and coordination across multiple countries, it is especially important to clearly and comprehensively articulate expected change pathways, programme logic, strategies, and expectations, as well as risks and assumptions. Many of the challenges faced in the Win-Win Programme and highlighted by the evaluation can be traced to weaknesses on these points. Win-Win offers a lesson on the importance of developing a robust programme logic in a participatory manner ensuring a shared, clear understanding of the link between activities and high-level results, in addition to securing understanding of programme logic by persons brought onboard to implement the programme. A weak or unclear theory of change can lead to missed opportunities as well as activities that are disjointed and ultimately heading towards the stated goals.
2. Some challenges encountered by Win-Win stem from lack of adequate expertise within the programme implementation teams and delays in contracting or consulting with the required expertise externally. Win-Win thus offers a lesson on the importance of ensuring ongoing access from the outset to relevant experts in circumstances where interventions involve large expenditures in pursuit of outcomes involving specialized expertise beyond the implementing organizations' ordinary sphere of knowledge and experience. Moreover, the Win-Win experience suggests that such outcomes should not be undertaken without extensive prior consultation with such relevant experts.
3. Deriving from points 1 and 2 above, an important lesson from this experience is that complex multi-country inter-agency programmes benefit from a long inception period and key personnel should be in place during inception to ensure all internal stakeholders are aligned, expectations are clear, operational supports are in place, and sufficient time has been allotted to critical reflection on strategy and tactics.
4. Win-Win is an initiative oriented to awareness-raising, knowledge-exchange, and engagement by multiple and diverse stakeholders and, as such, its communications function is integral to

---

<sup>79</sup> In addition to the good practices highlighted here, the evaluation's communications component identified a set of interesting cases associated with the programme amongst Win-Win stakeholders. These are presented in the accompanying communications products.

achieving objectives. The evaluation found that problems such as gaps in communications strategy and personnel undermined programme success. This experience demonstrates the importance for a programme of this kind to ensure an appropriate communications function able to secure the implementation of a robust communications, knowledge management, and visibility strategy linked to Programme outcomes (not simply to raising Programme profile).

5. Programmes like Win-Win that are complex in organizational and operational terms and involve multiple and diverse internal and external stakeholders rely heavily for success on time-consuming and sensitive co-ordination work at all levels. This involves developing and maintaining good relationships between people as well as managing administrative requirements. Relationship-building can impose a heavy workload and easily flies under the radar since it involves activity that is often largely invisible or underestimated. A lesson from Win-Win is that such work needs to be acknowledged, adequately resourced, and planned for, in part by ensuring administrative and other support staff are in place so that time is freed up for the important relationship-building and maintenance work.
6. For a programme to promote gender equality in an effective, substantive, and sustainable manner – as Win-Win aims to do through women’s economic empowerment and leadership in the private sector – there is a need to reach out systematically beyond women and women’s groups in order to begin addressing root causes of inequality and discriminatory gender norms through engagement with men. While Win-Win has made some efforts in this direction, the current programme design lacks a clear strategy to engage men and secure an enabling environment for the type of change sought, with implications for sustainability and impact. A lesson emerging from this experience is that strategies for addressing norms and engaging men should be considered and built in from the outset.

## 6.2. Good Practices

1. Win-Win hired personnel with private sector experience for NPSS positions and this was found to make a positive contribution to the Programme, as these individuals were familiar with private sector culture and adept at “speaking the language” of business. This asset was noted and appreciated by stakeholders. Moreover, personnel with this kind of background were able to share their approaches with other programme personnel. This has proven to be a contributing factor to engaging successfully with private sector stakeholders and promoting their buy-in and participation in programme activities. This emerges as a good practice from Win-Win which should be considered for replication in other interventions with the private sector.
2. Despite identified challenges in integrating ILO and UNW Programme roles and contributions, individual Programme personnel sought to maintain good relationships and take advantage of opportunities to share information or support each other’s work. As a result, over time, synergies and complementarities between the two have emerged and strengthened. While the evaluation found that better formal preconditions for synergy and complementarity (such as a more even distribution of budget and activities) would be important for making the most

of joint implementation, these informal efforts by personnel may be recognized as a good practice that should be encouraged in similar jointly implemented interventions.

3. The Win-Win Programme's flexibility in adapting to local conditions has been a positive factor for promoting stakeholder buy-in and ensuring relevant results are achieved through locally tailored activities. In some countries where Win-Win or, more specifically, promotion of the WEPs, is perceived as competition to existing national certifications or other similar initiatives, the Programme has sought to presenting itself and the WEPs a complement or gateway to other initiatives. In addition, Win-Win has emphasized its role as a convenor, aiming to bring together organizations working towards similar goals. The programme's flexible to work with and around other similar initiatives to avoid perceptions of competition is a good practice applicable to other programming contexts in which a multi-country intervention encounters local conditions that call for adapting high-level outcomes to realities on the ground.
4. Win-Win seeks changes in private sector policies and practices that are ultimately linked to deeply rooted discriminatory gender norms and stereotypes. As such, the sustainability of changes promoted by the programme will be limited unless these norms are addressed. Emerging Programme work to reach out to men, particularly through work on masculinities, conducted in partnership with the NGO PROMUNDO in Brazil and Uruguay, is a positive example of Programme efforts in this regard. Similarly, work on violence against women, and efforts to promote parental leave for fathers ("paternity leave") are related good practices that acknowledge the deeper issues of gendered norms and practices that affect programme results. Efforts to engage men and to go beyond "empowering" women to address gender norms affecting men's assumptions and behaviour, are a good practice that should be replicated in other interventions aimed at promoting women's leadership and participation in the private sector.

## ANNEX 1: EVALUATION MATRIX

Key questions	Sub-questions	Indicators	Collection methods	Data sources
<b>Effectiveness</b>				
<b>EQ 1.</b> What has been the progress of the Programme in relation to the intended three outcomes?	<ul style="list-style-type: none"> <li>What is the overall implementation status of programme outputs and activities vis a vis planned?</li> <li>What indications are there that the programme is contributing to – or likely to contribute to – increased cooperation and expanded opportunities between Women-led business in Europe and LAC performing so far? (outcome 1)</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder perceptions of effectiveness of programme activities in advancing outcome</li> <li>Stakeholder perspectives on programme design elements that account for results</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> <li>FGDs</li> <li>Online survey</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., Progress reports, newsletters, country programme documentation, other communications outputs)</li> <li>ILO and UN Women programme personnel, country specialists</li> <li>UNW Country Representatives, UNW/ACRO WEE, UNW Regional Director</li> <li>EU representatives</li> <li>Programme stakeholders such as woman entrepreneurs, businesses, employers' associations</li> <li>Programme partners</li> </ul>
	<ul style="list-style-type: none"> <li>What indications are there that the programme is contributing to – or likely to contribute to – sustainable adoption of a model for private sector engagement? Is such engagement supporting SDG achievement performing so far? (outcome 2)</li> </ul>	<ul style="list-style-type: none"> <li>Reported outcomes and activities</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., Progress reports, newsletters, country programme documentation as M&amp;E documentation, other communications outputs)</li> </ul>
	<ul style="list-style-type: none"> <li>What indications are there that the programme is contributing to Bi-regional</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of increased cooperation and expanded opportunities between Women-led business in Europe and LAC (outcome 1)</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> <li>FGDs</li> <li>Online survey</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., baseline and progress data, progress reports, newsletters, country programme documentation, other communications outputs)</li> <li>ILO and UN Women programme personnel; country specialists</li> <li>UNW Country Representatives, UNW/ACRO WEE, UNW Regional Director</li> <li>EU representatives</li> <li>Programme stakeholders such as woman entrepreneurs, businesses, employers' associations</li> </ul>

Key questions	Sub-questions	Indicators	Collection methods	Data sources
	women-led innovation and business ventures (outcome 3) through the development of an impact investment/ gender lens investment/ support facility? <ul style="list-style-type: none"> <li>How is the programme promoting innovative knowledge products and tools?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of sustainable adoption of a model for private sector engagement; evidence of such engagement supporting SDG achievement (outcome 2)</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> <li>FGDs</li> <li>Online survey</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., Progress reports, newsletters, country programme documentation, other communications outputs)</li> <li>ILO and UN Women programme personnel; country specialists</li> <li>UNW Country Representatives, UNW ACRO WEE, UNW Regional Director EU representatives</li> <li>Programme stakeholders such as woman entrepreneurs, businesses, employers' associations</li> </ul>
	<ul style="list-style-type: none"> <li>To what extent have the WEPs driven the implementation of the programme?</li> <li>How have the programme implementers adapted plans to improve the results of the intervention?</li> <li>Has the programme led to increased cooperation or innovation?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of programme-implemented bi-regional women-led innovation and business ventures (outcome 3)</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> <li>FGDs</li> <li>Online survey</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., Progress reports, newsletters, country programme documentation, other communications outputs)</li> <li>ILO and UN Women programme personnel; country specialists</li> <li>UNW Country Representatives, UNW ACRO WEE, UNW Regional Director</li> <li>EU representatives</li> <li>Programme stakeholders such as women entrepreneurs, businesses, employers' associations</li> </ul>
		Status of progress on relevant outcome indicators, and associated outputs and activities as per the Logframe Matrix, defined according to the PIMS	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> <li>FGD</li> <li>Online survey</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., progress reports, newsletters, country programme documentation, other communications outputs)</li> <li>ILO and UN Women programme personnel; country specialists</li> <li>Programme stakeholders such as women entrepreneurs, businesses, employers' associations</li> </ul>
		Number and type of knowledge-based products developed (Including technical guidance, campaigns, training methodologies)	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., progress reports, knowledge-based products)</li> <li>ILO and UN Women programme personnel; country specialists</li> </ul>
<b>EQ 2.</b> To what extent are programme approaches	<ul style="list-style-type: none"> <li>How have the needs of target groups been identified?</li> <li>To what extent and how have</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of needs assessments of any kind</li> <li>Evidence of how stakeholder</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., PRODOC, baseline report)</li> <li>ILO and UN Women programme personnel; country specialists</li> </ul>

Key questions	Sub-questions	Indicators	Collection methods	Data sources
responding to the diverse needs of its target population and stakeholders overall?	programme approaches addressed these needs?	identification takes into account diverse needs	<ul style="list-style-type: none"> <li>• FGDs</li> </ul>	<ul style="list-style-type: none"> <li>• Programme stakeholders such as women entrepreneurs, businesses, employers' associations, women's networks, associations of women in business</li> <li>• Partners and other stakeholders such as civil society/NGOs, academic institutions</li> </ul>
	<ul style="list-style-type: none"> <li>• Are there new approaches that could be used to meet these needs?</li> <li>• How have underlying assumptions about gendered norms and practices affected programme results so far?</li> <li>• To what extent has the programme addressed the specific needs of afro descendant, indigenous, migrant and refugee women?</li> </ul>	<ul style="list-style-type: none"> <li>• Target groups' and key stakeholders' satisfaction with the activities and outputs, by type of target group characteristics</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> <li>• FGDs</li> </ul>	<ul style="list-style-type: none"> <li>• Programme documents (e.g., progress reports, newsletters, country programme documentation, workshop reports, event evaluations, other communications outputs)</li> <li>• Programme beneficiaries such as women entrepreneurs, businesses, employers' associations</li> </ul>
		<ul style="list-style-type: none"> <li>• Perception of diverse target groups of alignment of the programme design with their needs and priorities</li> <li>• Evidence programme adjustment to respond to changes in needs</li> <li>• Key stakeholder statements and perceptions of underlying/root causes</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> <li>• FGDs</li> </ul>	<ul style="list-style-type: none"> <li>• Programme documents (e.g., progress reports, newsletters, country programme documentation, workshop reports, event evaluations)</li> <li>• Programme stakeholders such as women entrepreneurs, businesses, employers' associations, women's networks, associations of women in business</li> </ul>
		<ul style="list-style-type: none"> <li>• Perception of target groups and key stakeholders of the integration of gender concerns into programme design and implementation</li> <li>• Evidence of programme adaptation to address needs of specific groups</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> <li>• FGDs</li> </ul>	<ul style="list-style-type: none"> <li>• Programme documents (e.g., progress reports, newsletters, country programme documentation, workshop reports, event evaluations)</li> <li>• ILO and UN Women programme personnel; country specialists</li> <li>• Programme stakeholders such as women entrepreneurs, businesses, employers' associations, women's networks, associations of women in business</li> </ul>
		<ul style="list-style-type: none"> <li>• Evidence that issues related to gender norms and practices are integrated in programme deliverables including published outputs</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> <li>• Online survey</li> </ul>	<ul style="list-style-type: none"> <li>• Programme documents (e.g., PRODOC, country programme documentation, workshop reports, knowledge products)</li> <li>• ILO and UN Women programme personnel; country specialists</li> <li>• Programme stakeholders such as women entrepreneurs, businesses, employers' associations, women's networks, associations of women in business</li> </ul>

Key questions	Sub-questions	Indicators	Collection methods	Data sources
<b>EQ 3.</b> What major external and internal factors have influenced the achievement or non-achievement of programme outcomes and outputs?	<ul style="list-style-type: none"> <li>Are there any political/contextual issues affecting (supporting or hindering) programme effectiveness?</li> <li>What are major programme strengths, weaknesses, opportunities, and threats and to what extent are implementers addressing or making use of these?</li> </ul>	<ul style="list-style-type: none"> <li>Examples of political/contextual issues facilitating or hindering programme effectiveness</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> <li>FGDs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., PRODOC, progress reports, country programme documentation)</li> <li>ILO and UN Women programme personnel; country specialists</li> <li>UNW Country Representatives, UNW ACRO WEE, UNW Regional Director, UNW Country Representatives</li> <li>EU representatives</li> <li>Programme partners and other stakeholders (e.g. academic representatives, NGOs, business associations)</li> </ul>
		<ul style="list-style-type: none"> <li>Internal strengths, weaknesses, and external opportunities, and threats affecting Programme results</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> <li>FGDs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., PRODOC, progress reports, country programme documentation)</li> <li>ILO and UN Women programme personnel; country specialists</li> <li>UNW Country Representatives, UNW/ACRO WEE, UNW Regional Director, UNW Country Representatives</li> <li>EU representatives</li> <li>Programme partners and other stakeholders</li> </ul>
		<ul style="list-style-type: none"> <li>Examples of efforts of the Programme to address the effects of contextual factors</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> <li>FGDs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., PRODOC, progress reports, country programme documentation)</li> <li>ILO and UN Women programme personnel; country specialists</li> <li>UNW Country Representatives, UNW/ACRO WEE, UNW Regional Director, UNW Country Representatives</li> <li>EU representatives</li> <li>Programme partners and other stakeholders</li> </ul>
<b>EQ 4.</b> How is Programme stakeholders' cooperation affecting the achievement of activities, outputs	<ul style="list-style-type: none"> <li>Is there buy-in and ownership from the different stakeholders? What examples can be provided?</li> <li>How can challenges in this area be addressed?</li> </ul>	<ul style="list-style-type: none"> <li>Indications of further activities, resources (human or financial) or funding that has been allocated as a result of the programme activities. (link to EQ13)</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., PRODOC, other planning documents, progress reports, country programme documentation)</li> <li>ILO and UN Women programme personnel; country specialists</li> <li>UNW Country Representatives, UNW/ACRO WEE, UNW Regional Director, UNW Country Representatives</li> </ul>

Key questions	Sub-questions	Indicators	Collection methods	Data sources
and outcomes?				<ul style="list-style-type: none"> <li>EU representatives</li> </ul>
		<ul style="list-style-type: none"> <li>Examples of stakeholder buy-in and cooperation or challenges in this area facilitating or hindering achievement of activities, outputs, and outcomes</li> <li>Indications of high-level involvement (e.g. participation at events or meetings; communication with high-level officials; programme referenced in speeches or presentations, etc.)</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., Progress reports, country programme documentation)</li> <li>ILO and UN Women programme personnel; country specialists</li> <li>Programme stakeholders such as women entrepreneurs, businesses, employers' associations, women's networks, associations of women in business</li> <li>Programme partners and other stakeholders</li> </ul>
<b>EQ 5.</b> To what extent has interagency coordination and collaboration (between country offices, with the EU, between UN Women and ILO) facilitated or hampered achievement of results?	<ul style="list-style-type: none"> <li>Is there a clear understanding of roles and responsibilities by all parties involved in the programme implementation?</li> <li>Have all key stakeholders assumed their responsibilities?</li> <li>Is there any degree of complementarity and/or juxtaposition among them?</li> <li>How is collaboration and coordination among the implementing agencies affecting the achievement of outputs and outcomes?</li> <li>What benefits and challenges can be identified in the interagency approach?</li> </ul>	<ul style="list-style-type: none"> <li>Planned vs actual roles and responsibilities and coordination mechanisms for country offices, EU, UN Women, and ILO</li> <li>Coherence of expressed roles of stakeholders with each other's perceptions</li> <li>Clarity of responsibilities in MOUs or other documentation</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., PRODOC, other planning documents, progress reports, country programme documentation)</li> <li>ILO and UN Women programme personnel; country specialists</li> <li>UNW Regional Director, UNW Country Representatives, UNW ACRO WEE, UNW Regional Director</li> <li>EU representatives</li> </ul>
		<ul style="list-style-type: none"> <li>Examples of collaboration and coordination among implementing agencies advancing programme results</li> <li>Are there any results that stem from collaboration and could not have been achieved individually?</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., progress reports, country programme documentation)</li> <li>ILO and UN Women programme personnel; country specialists</li> <li>UNW Country Representatives, UNW ACRO WEE, UNW Regional Director, UNW Country Representatives</li> <li>EU representatives</li> </ul>
		<ul style="list-style-type: none"> <li>Implementers' perceptions of benefits or challenges in the interagency approach and any areas for improvement</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., progress reports, country programme documentation)</li> <li>ILO and UN Women programme personnel; country specialists</li> <li>UNW Country Representatives, UNW ACRO WEE, UNW Regional Director, UNW Country Representatives</li> </ul>

Key questions	Sub-questions	Indicators	Collection methods	Data sources
				<ul style="list-style-type: none"> <li>EU representatives</li> </ul>
		<ul style="list-style-type: none"> <li>Perceptions of implementing agencies and other key stakeholders of their roles and responsibilities in the programme</li> </ul>	<ul style="list-style-type: none"> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>ILO and UN Women programme personnel; country specialists</li> <li>UNW Country Representatives, UNW ACRO WEE, UNW Regional Director, UNW Country Representatives</li> <li>EU representatives</li> </ul>
<b>Efficiency</b>				
<b>EQ 6.</b> Have the Programme's resources, especially personnel resources, been used efficiently?	<ul style="list-style-type: none"> <li>Have time, personnel, money, technologies, and other programme resources been managed as expected?</li> </ul>	<ul style="list-style-type: none"> <li>Actual vs. planned schedule and budget</li> <li>Changes to initial budget (and rationale)</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., Planning documents, progress reports, budgets and financial records and reports)</li> <li>UNW Country Representatives, UNW ACRO WEE, UNW Regional Director, UNW Country Representatives</li> </ul>
	<ul style="list-style-type: none"> <li>Are the resources assigned to the programme (time, money, personnel, technology and others) adequate and sufficient?</li> </ul>	<ul style="list-style-type: none"> <li>Management vs. operational expenses</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (budgets and financial records and reports)</li> </ul>
	<ul style="list-style-type: none"> <li>Are management capacities adequate?</li> </ul>	<ul style="list-style-type: none"> <li>Examples of and reasons for any delays or obstacles to meeting planned schedule</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (PRODOC, progress reports, budgets and financial records and reports)</li> <li>ILO and UN Women programme personnel; country specialists</li> <li>EU representatives</li> </ul>
	<ul style="list-style-type: none"> <li>Could resources have been used in a different manner to promote better results or savings?</li> </ul>	<ul style="list-style-type: none"> <li>Key stakeholders' perceptions of adequacy of resources and management capacities to achieve results</li> <li>Lessons learned from current level of resources; example of what could be done differently</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (PRODOC, progress reports, budgets and financial records and reports)</li> <li>ILO and UN Women programme personnel; country specialists</li> <li>EU representatives</li> </ul>

Key questions	Sub-questions	Indicators	Collection methods	Data sources
		<ul style="list-style-type: none"> <li>• Actions taken to mitigate time or budget constraints</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> </ul>	<ul style="list-style-type: none"> <li>• Programme documents (PRODOC, progress reports, budgets and financial records and reports)</li> <li>• ILO and UN Women programme personnel; country specialists</li> <li>• EU representatives</li> </ul>
<b>EQ 7.</b> How do the Programme's administrative and operational processes support or hinder the achievement of results?	<ul style="list-style-type: none"> <li>• Do the implementers' policies, regulations, and practices permit enough flexibility in the use of resources to adapt to beneficiary groups' needs?</li> <li>• Have the programme implementers worked to improve results in response to lessons learned or changes?</li> </ul>	<ul style="list-style-type: none"> <li>• Examples of adaptation or flexibility in administrative or operational process to better achieve results</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> </ul>	<ul style="list-style-type: none"> <li>• Programme documents (Progress reports, country programme documentation)</li> <li>• ILO and UN Women programme personnel; country specialists</li> <li>• EU representatives</li> </ul>
		<ul style="list-style-type: none"> <li>• Perceptions of programme personnel regarding how administrative and operational processes support programme needs</li> <li>• Perception of usefulness of programme tools (are they done for management or upward reporting only?)</li> <li>• Level of consistency between agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> </ul>	<ul style="list-style-type: none"> <li>• Programme documents (Progress reports, country programme documentation)</li> <li>• ILO and UN Women programme personnel; country specialists</li> <li>• UNW Regional Director, UNW Country Representatives, UNW ACRO WEE, UNW Regional Director</li> <li>• EU representatives</li> </ul>
		<ul style="list-style-type: none"> <li>• Examples of how policies, regulations, or processes on the part of the programme that hinder or support achievement of results</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> </ul>	<ul style="list-style-type: none"> <li>• Programme documents (Progress reports, country programme documentation)</li> <li>• ILO and UN Women programme personnel; country specialists</li> <li>• UNW Regional Director, UNW Country Representatives, UNW ACRO WEE, UNW Regional Director</li> <li>• EU representatives</li> </ul>
<b>EQ 8.</b> Has the programme design facilitated synergies with other projects or external cooperation?	<ul style="list-style-type: none"> <li>• Are there structural mechanisms in place that promote and help identify synergy opportunities?</li> <li>• Have there been any missed opportunities because the</li> </ul>	<ul style="list-style-type: none"> <li>• Examples of synergies created with other programmes or projects</li> <li>• Planned, proposed, or potential programme synergies</li> </ul>	<ul style="list-style-type: none"> <li>• Document review</li> <li>• KIIs</li> </ul>	<ul style="list-style-type: none"> <li>• Programme documents (PRODOC, planning documents, baseline report)</li> <li>• ILO and UN Women programme personnel; country specialists</li> <li>• UNW Regional Director, UNW Country Representatives, UNW ACRO WEE, UNW Regional Director</li> </ul>

Key questions	Sub-questions	Indicators	Collection methods	Data sources
	<p>programme design or process limitations?</p> <ul style="list-style-type: none"> <li>What factors so far have favored or hindered the generation of major synergies?</li> </ul>			<ul style="list-style-type: none"> <li>EU representatives</li> <li>Programme partners and stakeholders such as other international organizations and projects</li> </ul>
	<ul style="list-style-type: none"> <li>Examples of synergies realized to facilitate programme results</li> </ul>		<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., Progress reports, country programme documentation, activity reports)</li> <li>ILO and UN Women programme personnel; country specialists</li> <li>EU representatives</li> </ul>
	<ul style="list-style-type: none"> <li>Stakeholder perceptions of factors hindering or facilitating programme synergy with other initiatives</li> <li>Examples of attempts that did not materialize, probe to understand underlying factors</li> </ul>		<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (progress reports, newsletters, country programme documentation)</li> <li>ILO and UN Women programme personnel; country specialists</li> <li>EU representatives</li> <li>Programme partners and stakeholders such as other international organizations and projects</li> </ul>
<b>Orientation to Impact and Sustainability</b>				
<p><b>EQ9.</b> How is the Programme strengthening the capacity needed to sustain its achievements?</p>	<ul style="list-style-type: none"> <li>Have capacity gaps been identified and addressed?</li> <li>Are there systems in place to ensure continued capacity building beyond the programme?</li> <li>How do different beneficiary groups view the likelihood that programme results will continue over time?</li> <li>What steps are being taken to ensure the sustainability of results?</li> <li>Are there indications of lasting individual and/or</li> </ul>	<ul style="list-style-type: none"> <li>Programme indicators of capacity such as: <ul style="list-style-type: none"> <li>Number of women reporting Increased capacities to access procurement opportunities</li> <li>Number and type of networking platforms per region and per country</li> <li>Number and type of knowledge-based products developed (Including technical guidance, campaigns, training methodologies)</li> <li>Percentage of participating EU/LAC companies who report having enhanced their knowledge</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Document reviews</li> <li>KIIs</li> <li>Online survey</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., progress reports, workshop reports, country programme documentation)</li> <li>ILO and UN Women programme personnel; country specialists</li> <li>UNW Country Representatives, UNW/ACRO WEE, UNWUNW Regional Director, UNW Country Representatives, UNW ACRO WEE Specialist</li> <li>Programme stakeholders such as women entrepreneurs, businesses, employers' associations, women's networks, associations of women in business</li> </ul>

Key questions	Sub-questions	Indicators	Collection methods	Data sources
	institutional capacity construction by the Programme with key stakeholders?	<ul style="list-style-type: none"> <li>Examples of programme efforts to ensure sustainability of achievements (e.g. existence and quality of an exit strategy)</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., progress reports, workshop reports, country programme documentation)</li> <li>ILO and UN Women programme personnel; country specialists</li> </ul>
		<ul style="list-style-type: none"> <li>Perceptions of beneficiaries of sustainability of results, by type of beneficiary</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> <li>Online survey</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (planning documents, TOC, progress reports and financial records, country programme documentation)</li> <li>ILO and UN Women programme personnel; country specialists</li> <li>Programme stakeholders such as women entrepreneurs, businesses, employers' associations, women's networks, associations of women in business</li> <li>Other programme partners and stakeholders</li> </ul>
<b>EQ10.</b> To what extent is the programme strengthening the role of UN Women and ILO in the region/countries, particularly in relation to partnerships with the private sector?	<ul style="list-style-type: none"> <li>What new or increased strengths will the programme leave, respectively, to UN Women and the ILO in programme countries and regionally?</li> <li>What new or increased strengths, regarding their relations with the private sector, will the programme leave to UN Women and the ILO in the programme countries and regionally?</li> </ul>	<ul style="list-style-type: none"> <li>Have perceptions of stakeholders in regard to the role of UN Women and ILO changed as a result of programme activities? How?</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., Progress reports, country programme documentation, activity reports, communications outputs)</li> <li>ILO and UN Women programme personnel</li> <li>UNW Country Representatives, UNW ACRO WEE, UNW Regional Director, UNW Country Representatives, UNW/ACRO WEE Specialist</li> <li>Private sector programme stakeholders</li> </ul>
		<ul style="list-style-type: none"> <li>Examples of increased strengths of UN Women and ILO in programme countries and regionally resulting from the programme</li> <li>New partnerships or participation in new groups</li> <li>Are there new skills or roles within the UNW or ILO offices?</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., Progress reports, country programme documentation, activity reports, communications outputs)</li> <li>ILO and UN Women programme personnel</li> <li>UNW Country Representatives, UNW ACRO WEE, UNW Regional Director, UNW Country Representatives, UNW ACRO WEE Specialist</li> <li>Programme partners</li> </ul>
<b>EQ11.</b> How will norms and practices	<ul style="list-style-type: none"> <li>Has the programme sought to address structural</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder perspectives on how gendered norms and practices affect</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (planning documents, PRODOC, progress reports, other country programme</li> </ul>

Key questions	Sub-questions	Indicators	Collection methods	Data sources
related to gender roles and relations affect the sustainability of programme results?	<ul style="list-style-type: none"> <li>barriers?</li> <li>Have partners been involved in these efforts?</li> </ul>	sustainability of results	<ul style="list-style-type: none"> <li>Online survey</li> </ul>	<ul style="list-style-type: none"> <li>documentation, communications outputs)</li> <li>ILO and UN Women programme personnel</li> <li>UNW Country Representatives, UNW/ACRO WEE, UNWUNW Regional Director, UNW Country Representatives, UNW ACRO WEE Specialist</li> <li>Programme stakeholders such as women entrepreneurs, businesses, employers' associations, women's networks, associations of women in business</li> </ul>
		<ul style="list-style-type: none"> <li>Evidence of participating organizations (employers and business membership organizations) reporting increased capacities to advocate for gender-equitable employment and business practices</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> <li>Online survey</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., progress reports, other country programme documentation, workshop or other activity reports, communications outputs)</li> <li>ILO and UN Women programme personnel, country specialists</li> <li>Programme stakeholders such as women entrepreneurs, businesses, employers' associations, women's networks, associations of women in business</li> </ul>
<b>EQ12.</b> How is the programme leveraging additional resources?	<ul style="list-style-type: none"> <li>Has the programme leveraged any additional resources?</li> <li>Is it attempting to do so, and if so, how? (if not, why not)</li> <li>Where has it been more successful at leveraging additional resources and why?</li> </ul>	Amount of resources leveraged, financial or in kind	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., progress reports and financial records, proposals, studies)</li> <li>ILO and UN Women programme personnel</li> <li>UNW Country Representatives, UNW ACRO WEE, UNWUNW Regional Director, UNW Country Representatives, UNW ACRO WEE Specialist</li> <li>EU representatives</li> </ul>
		<ul style="list-style-type: none"> <li>Evidence of resource-gathering, activities, strategies, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Document review</li> <li>KIIs</li> </ul>	<ul style="list-style-type: none"> <li>Programme documents (e.g., progress reports and financial records, proposals, studies)</li> <li>ILO and UN Women programme personnel</li> <li>EU representatives</li> </ul>

## ANNEX 2: SAMPLING

In identifying the universe of programme stakeholders, starting from the categories set out in the TOR, the evaluation team included both individuals and organizations, and considered factors such as size of organization; whether they are public or private; and stakeholder role, responsibility, or relationship with respect to the programme or with issues of women's empowerment in general. On this basis, the categorization below was developed:

1. Woman entrepreneurs, businesswomen, women-led businesses
2. Women's networks, associations of women in business, employers' organizations
3. WEPs signatories
4. Government/Public Sector (including municipal/decentralized levels)
5. UNW/ILO Programme implementing teams in each country and regional coordinators (regional and in the six countries)
6. UNW Regional Director, UNW Country Representatives in the Win-Win countries, UNW ACRO WEE Specialist, UNW Finance Innovation Specialist
7. ILO Regional Coordinator and ILO team
8. The European Union team responsible for the Programme in the six countries
9. Programme partners/International Organizations/Civil Society/Academia, such as UNDP (Gender Equality Seal for Public and Private Organizations); IDB (Gender Parity Initiative and Gender Gap Analysis Tool/GGAT); the Global Compact (Gender Gap Analysis Tool/GGAT); We Empower G7 Programme
10. Finance and non-finance stakeholders related to the Outcome 3, as described in the stakeholders list ("Regional")

A **purposive sampling strategy** was used to identify stakeholders for interviews and FGDs in the variety of stakeholder categories, and across all six programme countries and at regional level. The ECG provided the team with stakeholder lists for each country, regional level, and internal (Programme "Who Is Who" list) which the team members reviewed; following consultation with the NPSS and ILO Regional Coordinator, final lists were created and the NPSS (or in some cases the ILO Regional Coordinator) facilitated initial contact.

In developing the **interview** sample, the evaluation team sought a sample of stakeholders relevant at country level rather than a match of distribution by category with the overall stakeholder lists. This was because the team noted that the stakeholder lists represented a "potential" universe of Programme engagement, whereas for evaluation purposes it was considered important to consult stakeholders with whom the Programme was actually engaged, and ensure representation of the range of stakeholder types. Attempts were made to contact both men and women, but stakeholder lists were primarily by organization and did not allow gender-based sampling; however, it was noted that the majority of individual contacts were women and this was reflected in the samples.

For the **FGDs**, evaluation team members discussed with Programme implementers in country the most relevant stakeholders to include given national programming realities. In Brazil, FGDs were conducted with WEPs signatory companies, since these accounted for 62% of external

stakeholders in that country. The Jamaica FGD was conducted with woman entrepreneurs/women in business, since these account for over 72% of external stakeholders in that country.

For the online **survey**, the NPSS, regional M&E Advisor, and relevant ILO personnel distributed the survey to a census sample of stakeholders as per the lists shared with the team.

The following table below shows the distribution of categories in the stakeholder lists with the distribution across the external interviews:

External stakeholder category	as % of external interview sample	as % of FGD sample	as % of external survey respondents	as % of Programme stakeholder list
Women's entrepreneurs/ businesswomen, women-led businesses; women's network and associations	18%	33%	36% <sup>80</sup>	17%
WEPs signatories	20% <sup>81</sup>	66%	44% <sup>82</sup>	56% <sup>83</sup>
Employers' organizations	13%	-	5%	0.5% <sup>84</sup>
Government/public sector	22%	-	10%	3.5%
Programme partners/ International Organizations/ Civil Society/Academia	20%	-	14%	19.5%
Outcome 3 stakeholders (external)	7%	-	1%	3.5%
Total	100%	100%	110% <sup>85</sup>	100%

80 Includes respondents who identified themselves as "Entrepreneur or business owner; Network or association of woman entrepreneurs; or Association of women in business" and as such overlaps with the WEPs category.

81 Includes only interviewees primarily identified by Programme staff as "WEPs signatories." Several interviewees from other stakeholder categories (such as employers' organizations) were also WEPs signatories but were only counted once, in one category.

82 Stakeholders covered by this figure overlap with the other categories because this number is drawn from respondents' answers to Q12 which allowed them to state whether they were WEPs signatories. Of those who selected "WEPs signatory," 38 identified themselves as "private company," 2 were Government/public sector, 10 business owners, 2 employers' organizations, 4 associations of women in business, 2 other partners, and 1 financial sector.

83 From the Programme stakeholder lists, this groups three sets of categories in the stakeholder lists: WEPs signatories, non-signatory companies with outreach opportunities, and "Private sector (other)"

84 On the Programme stakeholder lists, this only includes one organization per country; in the interview list, other private sector organizations such as chambers of commerce were grouped as employers' organizations.

85 Does not add to 100% because the WEPs category includes respondents from other categories.

## ANNEX 3: DATA COLLECTION TOOLS

### 1. Online Survey (All Stakeholders)

Welcome. This survey is part of a **midterm evaluation of the Win-Win: Gender Equality means Good Business” Programme**, commissioned by the European Union (EU), UN Women and the International Labour Organization (ILO), carried out by an independent consulting firm, Le Groupe-conseil Baastel. The evaluation is intended **to assess progress** on the Programme’s planned results and **provide learning and recommendations** to support its continuing work.

Your responses will be **confidential** and used only in aggregate or anonymously, unless you give Baastel permission (in Part 1, below) to use quotes or information from your responses in communication materials.

The survey should take approximately 12 minutes to complete, and your willingness to take this time is greatly appreciated.

Win-Win stakeholders in all six Programme countries are invited to complete this questionnaire. Your perspectives and experiences will make an important contribution to the evaluation and help the Programme strengthen its efforts in the area of gender equality and women’s economic empowerment.

If you have any questions or concerns about the survey or the evaluation, please contact [Melissa.MacLean@baastel.com](mailto:Melissa.MacLean@baastel.com).

**The deadline for completing the questionnaire is December 9, 2019.**

#### Part 1 - Confidentiality

Your responses to this survey are confidential and will be used only by the evaluation team. The exception is that, with your permission, extracts from responses related to programme good practices may be used in communication materials to share Win-Win results. If you do not authorize use of extracts from your responses in this way, please select “no” in response to the question below.

1. **Do you give permission for extracts from your responses to be used in communications material?**
  - a. Yes
  - b. No

**Part 2 - Background information**

2. **Email address:**
3. **Full Name:**
4. **Professional title/role**
5. **Organization/affiliation**
6. **Gender:**
  - a. Female
  - b. Male
  - c. Other
7. **In which of the following do you primarily work**
  - a. Regional (Latin America and/or the Caribbean)
  - b. Argentina
  - c. Brazil
  - d. Costa Rica
  - e. Chile
  - f. Jamaica
  - g. Uruguay
  - h. Other (please specify) \_\_\_\_\_
8. **Which of the following best describes the sector or professional area you represent:**
  - a. Entrepreneur or business owner
  - b. Private sector company
  - c. Financial sector organization
  - d. Network or association of woman entrepreneurs
  - e. Association of women in business
  - f. Employers' organization/Business association
  - g. Government/public sector
  - h. Academic or research institution
  - i. Other programme partner (academic, civil society, other UN agency, donor agency, foundation, etc.)
  - j. Other (please specify): \_\_\_\_\_
  - k. EU personnel
  - l. Win-Win Programme (ILO/UNW) implementing team/coordination
  - m. UN Women Country Representatives/other UN Women personnel
  - n. ILO Country Representatives/other ILO personnel

**Part 3 - Questions**

9. How would you rate the overall **effectiveness** of the Win-Win Programme? *(Please mark one score.)*

Lowest score	1	2	3	4	5	6	7	8	9	10	Unsure	Highest score

10. How would you rate the **efficiency** of the Win-Win Programme in terms of management and use of human and financial resources?

Lowest score	1	2	3	4	5	6	7	8	9	10	Unsure	Highest score

11. How would you rate Win-Win Programme results **orientation to sustainability** after current funding ends by December 2020?

Lowest score	1	2	3	4	5	6	7	8	9	10	Unsure	Highest score

12. Please select the options below that best describe the involvement of you/your organization with the Win-Win Programme. (You may select more than one option.)

- a. Personnel of Win-Win, UN Women, ILO, or the European Union
- b. Signatory of WEPs (Women's Empowerment Principles)
- c. Receive Win-Win assistance for WEPs implementation
- d. Participate in event (conference, forum, presentation, meeting) where someone made a presentation about Win-Win.
- e. Participate in event (conference, forum, presentation, meeting) organized or co-organized by Win-Win.
- f. Participate in in-person training session or capacity-building workshop organized or delivered by Win-Win.
- g. Participate in online training session or capacity-building workshop organized or delivered by Win-Win.
- h. Use tools or resources shared by the Win-Win Programme (Please specify the tools or resources if possible): \_\_\_\_\_
- i. Collaborate with Win-Win in organizing or delivering event or training.
- j. Collaborate with Win-Win in another type of activity or initiative (e.g. project, research, etc.)
- k. Other (please specify): \_\_\_\_\_

13. Please **indicate your level of agreement** with each of the following statements.

Strongly disagree	Disagree	Unsure	Agree	Strongly agree

- a. "The Win-Win Programme is contributing to increased cooperation and expanding opportunities between woman-led businesses in Europe and Latin America."
- b. "The Win-Win Programme is strengthening the capacities of woman entrepreneurs, businesswomen, and their networks and associations to increase business opportunities for women."
- c. "The Win-Win Programme is strengthening capacities and knowledge to support implementation of gender equality in the private sector."
- d. "The Win-Win Programme is increasing companies' capacity to develop and implement gender equality practices and integrate them into their corporate policy and practice."

- e. “The Win-Win Programme is increasing the capacity of woman-led businesses and women entrepreneurs to compete for private sector procurement opportunities.”
- f. “The Win-Win Programme is contributing to increased women’s leadership in the private sector.”
- g. “The Win-Win Programme is contributing to the establishment of an innovative financing facility to attract private sector investments for gender equality.”
- h. “Win-Win Programme resources, capacity-building, events, publications, and other products and activities address the effects of gender norms and practices on employment and business practices.”
- i. “Win-Win Programme resources, capacity-building, events, publications, and other products and activities adopt an intersectional perspective to address specific challenges faced by afro descendant, indigenous women, migrant and/or refugee women.”
- j. “The Win-Win Programme works in productive partnership or synergy with other relevant institutions, organizations, or initiatives active in women’s economic empowerment and the promotion of gender equitable practices in the private sector.”
- k. “The Win-Win Programme is enabling companies to monitor and report implementation of their commitments to women’s empowerment and gender equality.”
- l. “The Win-Win Programme is promoting knowledge exchange that enables companies to share and take up effective gender equitable business practices.”

14. What do you consider is the **most significant change** the Win-Win Programme has brought to you or your organization, and why do you think it is significant? *(Please explain with examples if possible.)*

15. In your opinion, what **major strengths** characterize the Win-Win Programme? *(Please explain, with examples if possible.)*

16. In your opinion, what **major weaknesses or gaps** characterize the Win-Win Programme? *(Please explain, with examples if possible.)*

17. In your opinion, what **major opportunities** could the Win-Win Programme take advantage of to facilitate its implementation? *(Please explain, with examples if possible.)*

18. In your opinion what **major obstacles or threats** affect the implementation of the Win-Win Programme? *(Please explain, with examples if possible.)*

19. What would be your **two major recommendations for the improvement** of the **Win-Win Programme** in the immediate future?

20. If you have **any other comments about the Win-Win Programme** that you consider helpful to this evaluation, please feel free to share them.

## 2. Sample Interview Guides

The following guides were revised based on testing in the field during the Brazil mission. They will be further adapted to match specific characteristics of individual stakeholders, in keeping with the semi-structured interview method.

### Interview Guide 1: Win-Win Programme (UNW/ILO) Implementing Team/Coordinators

Interview date and place:

Name of interviewer:

Name of interviewee:

Title/role:

Organization/Affiliation:

Gender:

Stakeholder Group:

**Introduction:** Interviewer introduces her/himself, explains the purpose of the evaluation (emphasizing that it is focused on **assessing progress** but equally on **learning for programme adaptation and improvement**); asks whether interviewee has any questions. Interviewer asks for permission to record the interview. **After recording begins**, proceed to discuss confidentiality.

**Confidentiality:** Explain that the interview is **confidential** and that the interviewee's **anonymity** is guaranteed. Explain that an exception would be the use of excerpts related to programme good practices which might be used in evaluation reporting and communications materials. Explain that in the case of programme good practice examples, the evaluation team's communications specialist might get in touch with the interviewee to follow up. With recording on, ask the **interviewee to confirm that they accept the conditions of confidentiality. Record their response in writing (yes/no, any relevant comments.)**

#### Questions:

1. **Icebreaker:** Could you tell me a little **about your work and your role** in relation to Win-Win Programme, and how you see the Win-Win Programme?
2. What is your overall sense of **how this programme is progressing**? Could you tell me to what extent you feel the programme has contributed over the last 18 months to its three main outcomes, [namely:
  - a. *increased cooperation and expanded opportunities between women-led business in Europe and LAC - outcome 1?*
  - b. *sustainable adoption of a model for private sector engagement; evidence of such engagement supporting SDG achievement - outcome 2?*

- c. *Progress in developing a bi-regional woman-led innovation and business ventures - outcome 3?*
3. From your point of view, what are **some of the most significant achievements of the Win-Win Programme in [COUNTRY/REGIONAL LEVEL/OVERALL]** to date?
  4. Do you feel that the Programme is making **more progress in one of these outcome areas than others**, or that there is an **outcome area that is not progressing as well** as the others? Why?
  5. Can you identify any examples in which the Win-Win programme is leading to **innovation** – such as new partnerships, cooperation, or ways of working?
  6. [for coordination level:] Is there **one of the Win-Win Programme countries** that you would point to as a particularly **successful case** of implementation so far? Or what about the **regional level**?
    - a. What factors do you think explain this?
    - b. What **lessons** does this have for the rest of the programme?
  7. How much progress has the Win-Win Programme been making in **partnering with different targeted stakeholders**, such as:
    - a. Women entrepreneurs and women-led businesses?
    - b. National women's business networks/associations/organizations?
    - c. Selected European companies and employer's organizations in Europe?
    - d. National women's machineries or other government stakeholders?
    - e. National employers' organizations/business associations?
  8. To what extent do you think the Programme is adapting its activities to **meet the diverse needs within its different target groups**?
    - a. Are there any specific groups that you think the Programme is having difficulty in reaching or serving? Why?
  9. Could you describe the role of the three entities involved in the programme? From your perspective, what is the **particular benefit or value-added of the association of ILO-UNW-EU in this programme**?
    - a. What would you consider to be the **major contribution of each implementing agency** (ILO and UNW) to the Programme, in terms of advancing the objectives on women's economic empowerment?
  10. From your perspective, have there been **any issues or challenges** related to **roles of the different agencies** involved?
    - a. Do you see any **opportunities for improvement in collaboration/coordination** emerging from the experience so far?
  11. How much progress has the Win-Win Programme been making in **partnering with different targeted stakeholders**, such as
    - a. Women entrepreneurs and women-led businesses?
    - b. National women's business networks/associations/organizations?
    - c. Selected European companies and employer's organizations in Europe?

- d. National women's machineries or other government stakeholders?
  - e. National employers' organizations/business associations?
12. Based on your experience, to what extent do you find that that **programme administrative and operational processes**, such as the **staffing** structure, **coordination** processes, **budget** processes, or **M&E** and reporting, **support programme needs**?
    - a. Is there anything in this regard that you think could or should **be different or improved**?
  13. To what extent would you say that the programme is producing **synergies with other related projects or other donor agencies or potential partners**?
    - a. Has the programme taken **actions to promote such synergies**?
    - b. Have there been any problems in this respect, such as **duplication** of effort or **competition**?
  14. Are there any particular **external context factors (such as obstacles or challenges – or opportunities)** – that you see affecting the programme, now or in future?
    - a. To what extent, and how, do you see the **Programme addressing or taking advantage of** these contextual factors?
  15. In your view, has the programme helped **strengthen the role or perception of UN Women and/or ILO**, particularly in relation to partnerships with the private sector?
    - a. Could you provide some **examples**?
    - b. Are there any **lessons to be learned** from experience to date in this area?
  16. Can you identify any particular **strengths of the programme** that you think are contributing to its ability to achieve results?
  17. Can you identify any particular **weaknesses of the programme** that you think are affecting its ability to achieve results?
  18. What is your opinion of the **orientation to sustainability of Win-Win Programme results**? Do you think the major results that have been achieved so far will remain after the end of the programme next year?
    - a. Do you think appropriate **capacities are being put in place** to allow progress to continue, or results to be maintained? Can you provide examples?
    - b. To what extent has the Programme considered an **exit strategy**? What is it?
  19. Do you see any **particular good practices or notable lessons** emerging from the experience with the Win-Win Programme thus far?
  20. Is there anything that you think the **Programme needs to do differently** as it moves into its final year?
  21. Is there **anything else** that I haven't asked that you think is relevant to this evaluation?

***Thanks and closing.***

## Interview Guide 2: UNW Regional Director, UNW Country Representatives, ILO Representatives (non-implementing team), EU Representatives

**Interview date and place:** \_\_\_\_\_ **Name of interviewer:** \_\_\_\_\_

**Name of interviewee:** \_\_\_\_\_

**Title/role:** \_\_\_\_\_

**Organization/Affiliation:** \_\_\_\_\_

**Gender:** \_\_\_\_\_

**Stakeholder Group:** \_\_\_\_\_

**Introduction:** Interviewer introduces her/himself, explains the purpose of the evaluation (emphasizing that it is focused on **assessing progress** but equally on **learning for programme adaptation and improvement**); asks whether interviewee has any questions. Interviewer asks for permission to record the interview. **After recording begins**, proceed to discuss confidentiality.

**Confidentiality:** Explain that the interview is **confidential**, and that the interviewee's **anonymity** is guaranteed. Explain that an exception would be the use of excerpts related to programme good practices which might be used in evaluation reporting and communications materials. Explain that in the case of programme good practice examples, the evaluation team's communications specialist might get in touch with the interviewee to follow up. With recording on, ask the **interviewee to confirm that they accept the conditions of confidentiality**. Record their response in writing (yes/no, any relevant comments.)

### Questions

1. **Icebreaker:** Could you tell me a little **about your role** in relation to Win-Win Programme?
2. Could you explain to me what **the roles of ILO, UNW, and EU** are in this programme?
  - a. What **particular benefit or value-added do you see from this collaboration**?
  - b. Have there been **any issues or challenges** related to these **roles**?
3. What is your overall sense of **how this programme is progressing**?
  - a. Do you feel the Programme is making **more progress in one of the outcome areas than others**, or that there is an **outcome area that is not progressing as well** as the others? Why? (namely:
    - i. increased cooperation and expanded opportunities between women-led business in Europe and LAC - outcome 1?
    - ii. sustainable adoption of a model for private sector engagement; evidence of such engagement supporting SDG achievement - outcome 2?
    - iii. progress in developing a bi-regional women-led innovation and business ventures - outcome 3?)

4. From your perspective, has **programme management been working smoothly** in terms of issues such as **management and use of financial and human resources**, or **timely implementation of activities**?
  - a. Are there **any lessons learned** in this regard in terms of the **level of human and financial resources** or **how these are managed**?
5. To what extent would you say that the programme is producing **synergies with other related projects or other donor agencies or potential partners**?
  - a. Have there been any problems in this respect, such as **duplication** of effort or **competition**?
6. In your view, has the programme helped **strengthen the role or perception of UN Women and/or ILO**, particularly in relation to partnerships with the private sector?
  - a. Could you provide some **examples or lessons**?
7. Is the implementation of the Programme leading to **the allocation of any additional human or financial resources** to support its results, from the key organizations involved, or others?
  - a. That is, is the programme **leveraging additional support** from elsewhere?
8. Are there any particular **external context factors (such as obstacles or challenges – or opportunities)** – that you see affecting the programme, now or in future?
  - a. To what extent, and how, do you see the **Programme addressing or taking advantage of** these contextual factors?
9. Can you identify any particular **strengths of the programme** that you think are contributing to its ability to achieve results?
10. Can you identify any particular **weaknesses of the programme** that you think are affecting its ability to achieve results?
11. What is your opinion of the **orientation to sustainability of Win-Win Programme results**? Do you think the major results that have been achieved so far will remain after the end of the programme next year?
  - a. To what extent has the Programme begun to consider an exit strategy?
12. Do you say any **particular good practices or notable lessons** emerging from the experience with the Win-Win Programme thus far?
13. Is there anything you think the **Programme needs to do differently** in its final year?
14. Is there **anything else** that I haven't asked that you think is relevant to this evaluation?

***Thanks and closing.***

### Interview Guide 3: Win-Win Programme External Stakeholders such as:

*WEPs signatories, employers' organizations, business associations, non-WEP signatory companies, networks or associations of woman entrepreneurs, associations of women in business, woman-led businesses, government stakeholders such as women's machineries, other institutional partners (to adapt according to the specific stakeholder interviewed)*

**Interview date and place:**

**Name of interviewer:**

**Name of interviewee:**

**Title/role:**

**Organization/Affiliation:**

**Gender:**

**Stakeholder Group:**

**Introduction:** Interviewer introduces her/himself, explains the purpose of the evaluation (emphasizing that it is focused on **assessing progress** but equally on **learning for programme adaptation and improvement**); asks whether interviewee has any questions. Interviewer asks for permission to record the interview. **After recording begins**, proceed to discuss confidentiality.

**Confidentiality:** Explain that the interview is **confidential**, and that the interviewee's **anonymity** is guaranteed. Explain that an exception would be the use of excerpts related to programme good practices which might be used in evaluation reporting and communications materials. Explain that in the case of programme good practice examples, the evaluation team's communications specialist might get in touch with the interviewee to follow up. With recording on, ask the **interviewee to confirm that they accept the conditions of confidentiality. Record their response in writing (yes/no, any relevant comments.)**

### Questions

1. **Icebreaker:** Please tell me a little about yourself and **how your work connects** to the Win-Win Programme.

*For **OUTCOME 1** stakeholders such as networks or associations of woman entrepreneurs, woman-led businesses, government women's machineries, etc.)*

2. To what extent do you feel that the Win-Win Programme is **strengthening the capacities of women entrepreneurs to increase business their opportunities and/or leadership** in the private sector? Please explain.
3. Based on your experience with the programme, is Win-Win contributing to any increase in cooperation or expansion of business opportunities between **women-led business in**

**Europe and LAC?** If so, please explain.

4. What has been **most significant change** for you/your organization resulting from your participation in the Win-Win Programme?
  - a. Why is this important?
  - b. How has the Win-Win programme made a difference in this regard?
5. What are some of the **key challenges** or obstacles that women entrepreneurs/you personally/your organization face in relation to gender equality/gender-sensitive employment and business practices/women's economic empowerment and leadership?
  - a. Do you feel the **Programme is addressing** these issues?
  - b. Can you give some **examples**?
6. Has your participation in the programme led to **innovation**, such as new partnerships, cooperation or new ways of doing your work? Please explain.
7. Do you feel that the programme is **strengthening your capacities** or providing you with **benefits or opportunities that will continue after the programme is finished**?
  - a. What would you need for this to be the case?

For **OUTCOME 2** stakeholders such as WEPs signatories, employers' organizations/business associations, non-WEP signatory companies, other related programme partners

8. Has your company **signed the WEPs/been involved in promoting the WEPs**; if so when?
  - a. What role, if any, did Win-Win play in this?
9. To what extent do you feel your company has made **progress towards gender equality in its employment and business practices** [for WEPs signatories, since signing the WEPs]?
  - a. What role, if any, has Win-Win been playing in supporting this? Can you give example?
10. What has been **most significant change** for you/your company/your organization resulting from your participation in the Win-Win Programme?
  - a. How has the Win-Win programme made a difference in this regard?
11. What are some of the **key challenges** or obstacles that [you personally/your organization/private sector] faces in relation to gender equality/gender-sensitive employment and business practices/women's economic empowerment and leadership?
  - a. Do you feel the **Programme is addressing** these issues?
  - b. Can you give some **examples**?
12. Has your participation in the programme led to **innovation**, such as new partnerships, cooperation or new ways of doing your work? Please explain.
13. Do you feel that the programme is **strengthening your capacities** or providing you with **benefits or opportunities that will continue after the programme is finished**?
  - a. What would you need for this to be the case?

For **OUTCOME 3** (regional) stakeholders such as financial sector entities.

14. To what extent do you feel the Win-Win Programme is making progress on the development of an **impact investment facility as a financing model** to attract private sector investment for gender equality linked to SDG5 achievement? Please explain.
15. Based on your experience, is the Win-Win Programme **attracting the interest of relevant partners, expertise, and resources** for the development of an impact *investment facility*?
16. Has your connection with the Win-Win Programme led to any **new relationships or exchanges** related to gender equality in the private sector?
17. Could you describe how you understand the **role of the EU, ILO, and UNW** in the programme as it relates to your involvement with Win-Win?
  - a. What would you consider to be the **major contribution of each implementing agency (ILO-UNW)**?
18. To what extent would you say that the Win-Win Programme is producing **synergies with other related projects or other donor agencies or potential partners**?
  - a. Have there been any problems in this respect, such as **duplication** of effort or **competition**?
19. Are there any particular **external context factors (such as obstacles or challenges – or opportunities)** – that you see affecting the work of Win-Win, now or in future?
20. In your view, has the programme helped **strengthen the role or perception of UN Women and/or ILO**, particularly in relation to partnerships with the private sector?
  - a. Could you provide some **examples**?
  - b. Are there any **lessons to be learned** from experience to date in this area?
21. Can you identify any particular **strengths of the programme** that you think are contributing to its ability to achieve results?
22. Can you identify any particular **weaknesses of the programme** that you think are affecting its ability to achieve results?
23. Do you have any **suggestions about how the Win-Win Programme could be improved** to make it more effective or relevant to your needs?
24. Is there **anything else** that I haven't asked that you think is relevant to this evaluation?

***Thanks and closing.***

## ANNEX 4: STAKEHOLDERS CONSULTED VIA INTERVIEW AND FGD

No.	Name	Position	Organization	Stakeholder category	Data Collection Method
<b>PROGRAMME REGIONAL COORDINATION</b>					
1	Ana Carolina Querino	UN Women Brazil/Representative a.i. (Programme sponsor and overall coordination)	UN Women	Implementing Agency Personnel	KII
2	Livia Maria da Costa Nogueira	M&E Associate & Regional Programme Coordination	UN Women	Implementing Team	KII
3	Esther Senso Ruiz	Programme Regional Coordinator	UN Women	Implementing Team	KII
4	Maria-Noel Vaeza	Regional Director (Panama)	UN Women	Implementing Agency Personnel	VKII <sup>86</sup>
5	María Victoria Giulietti	Programme Regional Coordinator	ILO	Implementing Team	VKII
6	Lise Paté	Programme Manager - FPI Regional Team/Americas (Brasilia)	European Union	Funding Partner	KII
<b>ARGENTINA</b>					
7	Verónica Baracat	National Private Sector Specialist	UN Women	Implementing Team	VKII
8	Barbara Rocés Fernández	FPI Programme Officer	European Union	Funding partner	VKII
9	Silvia Chus	Owner Secretary	Cielos Pampeanos Grupo Empresarial Mujeres Argentinas	Businesswoman Association of Women in Business	VKII

<sup>86</sup> VKII refers to remote interviews – “Virtual Key Informant Interviews.”

No.	Name	Position	Organization	Stakeholder category	Data Collection Method
10	Irini Wentinck	Businesswomen Department President Businesswoman	UIPBA (Unión Industrial de la Provincia de Buenos Aires)	Businesswoman	VKII
11	Helena Estrada	Director	CEDEM	Government	VKII
12	Carla Majdalani	Communications Director	INAM	Government	VKII
<b>BRAZIL</b>					
13	Adriana Carvalho	National Private Sector Specialist	UN Women	Implementing Team	KII
14	Thais Faria	ILO Representative – Technical Officer, Fundamental Principles and Rights a Work	ILO	Implementing Team	VKII
15	Nubia Andrade Minardi	Coordinator	Secretaria Económica Munic. Sao Paulo	Government	KII
16	Vinicius Vieira	Gender Equality Mutual Fund Manager	Banco do Brasil (BBDTVM)	WEP signatory	KII
17	Maria Jose Tonelli	Professor, Business Administration, Getulio Vargas Foundation	Getulio Vargas Foundation	Academic partner	KII
18	Luisa Brazuna	Representative	Citibank	WEP signatory	<b>FGD</b>
19	Mara Turolla	Representative	LHH	WEP signatory	<b>FGD</b>
20	Jackeline Busnello Vaz	Representative	Banco Bradesco	WEP signatory	<b>FGD</b>
21	Stéfanie Pires	Representative	BRK Ambiental	WEP signatory	<b>FGD</b>
22	Ana Paula Arbache	Representative	Arbache Innovations	WEP signatory	<b>FGD</b>
23	Kaleb Machado	Representative	Carrefour	WEP signatory	<b>FGD</b>
24	Andrea Zitune	Representative	Danone	WEP signatory	<b>FGD</b>
25	Adriano Bandine Campos	Representative	Itaú	WEP signatory	<b>FGD</b>
26	Renoto Souza	Representative	PWC	WEP signatory	<b>FGD</b>
27	Fabricio Barori	Representative	Accenture	WEP signatory	<b>FGD</b>
28	Larissa Purvinni	Representative	Mauricio Do Sousa Produções	WEP signatory	<b>FGD</b>

No.	Name	Position	Organization	Stakeholder category	Data Collection Method
29	Maria Helena Bragaglia	Representative	Demarest	WEP signatory	FGD
30	Magda Beffa	Representative	Schneider	WEP signatory	FGD
31	Carla Fava	Representative	Talenses Group	WEP signatory	FGD
32	Lucimara Ferreira	Representative	Banco BNP Paribas	WEP signatory	FGD
33	Lina Eiko Nakata	Representative	Great Place to Work	WEP signatory	FGD
34	Barbara Galvao	Representative	Uber	WEP signatory	FGD
35	Fabiana Caproso M. de Jesus	Representative	IBM	WEP signatory	FGD
36	Cecilia Marshall	Representative	SAP	WEP signatory	FGD
37	Carla Fabiana Daniel	Representative	GERDAU	WEP signatory	FGD
38	Patricia Molino	Representative	KPMG	WEP signatory	FGD
39	Sorana Senhorini Franco	Representative	Cummins	WEP signatory	FGD
40	Daniele Costa	Head Office of Women	Secretaria de Política para as Mulheres do Estado da Bahia	Government	KII
41	Patricia Molino	People & Change Lead Partner	KPMG	WEP signatory	KII
42	Juan Parodi	Lead Investment Officer	BID Invest	International Organization	KII
43	Ana Fontes/Celia		Rede Mulher Empreendedora	Network of woman entrepreneurs	KII
44	Sandra Vale	Management & Institutional Development Consultant	PROMUNDO	Civil society	KII
45	Alexandre Furlan	Member Câmara Nacional de Industrias de Brasil (CNI) Matto Grosso	Câmara Nacional de Industrias de Brasil	Employers organization	VKII
46	Jaqueline Saad	Executive Director	Câmara de Comércio França-Brasil Rio de Janeiro	Employers organization	VKII
47	Benilda Brito	Consultant		Civil society	VKII
<b>CHILE</b>					

No.	Name	Position	Organization	Stakeholder category	Data Collection Method
48	Lorenzo Pelaez	ILO Representative – Senior Specialist for Employers Activities (based in Santiago, covering Brazil, Chile, Uruguay)	ILO	Implementing Team	VKII
49	Roxana Martinelli	National Private Sector Specialist	UN Women	Implementing Team	VKII
50	Susana Aguero	International Cooperation Officer	EU	Funding Partner	VKII
51	Andrea Infante		Accenture	WEP signatory	VKII
52	Lesly Meyer	Good Practices in Gender Equality Programme	SERNAMEG	Government	VKII
53	Carolina Eterovic	Executive Director		Association of Women in Business	VKII
54	Marcela Zulantay	Oficina Planificación y Control de Gestión Subsecretaría de Energía	Ministry of Energy	Government	VKII
55	Claudio Toloza	Chief, Gender equity, diversity and quality of life unit	ESSBIO	WEP signatory	VKII
56	Daniela Paz Gonzales	Gender and diversity unit	Natura	WEPs signatory	VKII
57	Natascha Cereceda		Suez	WEP signatory	VKII
58	Claudia Candiani	President	Chile-Italy Chamber of Commerce	Employers Organization	VKII
<b>COSTA RICA</b>					
59	Gabriela Mata	National Private Sector Specialist	UN Women	Implementing Team	VKII
60	Cecilia Genis	Past president	Alianza de Mujeres en Café en Costa Rica	Women's networks	VKII
61	Kathia Zamora	President			
62	Muni Figueres	Owner Past president	Antojitos Chamber of Restaurants	WEP signatory Employers Organization	VKII

No.	Name	Position	Organization	Stakeholder category	Data Collection Method
63	Jorge Araya-Chaves	Undersecretary	Unión Costarricense de cámaras y asociaciones del sector empresarial privado -UCCAEP	Employers Organization	VKII
64	Micaela Mazzei	Chief of Staff	PROCOMER Redlbero	Government	VKII
65	Mayela Rojas Solarzano		Grupo Mutual Cámara de Comercio	WEPS signatory Employers Organization	VKII
66	Noelia De Leon	President	Foro de Mujeres Empresarias y Profesionales	Network of Women in Business	VKII
67	Erika Linares	Director of Social Investment	Alliance for Business Development (AED)/ Global Compact	Civil Society	VKII
68	Andrea Milla Quesada María Picado Ovares	Coordinator, UNDP Gender Seal Programme Coordinator, Gender and Human Rights Ssection	INAMU	Government	VKII
69	Rafaella Sanchez	Gender Advisor	UNDP Costa Rica	International Organization	VKII
70	Randall Arias	ILO Representative – Senior Specialist for Employers Activities	ILO	Implementing Team	VKII
<b>JAMAICA</b>					
71	Dr. Denise Chevannes-Vogel	National Private Sector Specialist	UN Women	Implementing Team	KII
72	Vanessa Phala	ILO Representative – Senior Specialist for Employers Activities	ILO	Implementing Team	VKII
73	Vanna Lawrence	Programme Manager	EU	Funding Partner	KII

No.	Name	Position	Organization	Stakeholder category	Data Collection Method
74	Theresa Turner-Jones	Country Representative	IDB	International Organization	KII
75	Pascal Turcotte	Head of Development Cooperation	High Commission of Canada	International Organization	KII
76	Sandra McLeish	Owner	Sankhard Co/Springvale products	Businesswoman	<b>FGD</b>
77	Sandra Samuels	Owner	Totally Male Spa	Businesswoman	<b>FGD</b>
78	Ethnie Miller-Simpson	Owner	Zinergy International	Businesswoman	<b>FGD</b>
79	Vilma Gregory	Owner	VILCOMM Multimedia	Businesswoman	<b>FGD</b>
80	Cordell William Graham	Owner	Transformational Life Solutions	Businesswoman	<b>FGD</b>
81	Cyreca McGaw-Smith	Owner	McGaw & Co.	Businesswoman	<b>FGD</b>
82	Kareema Muncey	Owner	Home Choice	Businesswoman	<b>FGD</b>
83	Ann-Marie Bishop	Owner	Bishop Law & Associates	Businesswoman	<b>FGD</b>
84	Makada Haye	Owner	YEES. Your Events & Entertainment Specialist	Businesswoman	<b>FGD</b>
85	Dr. Leith Dunn	Senior Lecturer/Head	Institute for Gender and Development Studies (UWI)	Academic/Researchers	KII
86	Denesha Blake	Human Resources Associate	Island Grill Jamaica	Businesswoman	KII
87	Jhannel Tomlinson	Secretary	Jamaican Women in Coffee	Businesswoman	KII
88	Brenda Cuthbert	CEO	Jamaica Employers Federation	Employers' Organization	KII
89	Sharon Coburn Robinson	Director	Bureau of Gender Affairs	Government	KII
90	Tamar Nelson	Acting Director	Jamaica Productivity Center	Government	KII

No.	Name	Position	Organization	Stakeholder category	Data Collection Method
<b>URUGUAY</b>					
91	Anabela Aldaz	Regulatory & Environmental Department President	Guyer & Regules OMEU Organización de Mujeres Empresarias	Businesswoman Business Leader	VKII
92	Andrea Russo	Marketing Director	Alcance	Businesswoman	VKII
93	Carmen Correa	Chief Regional Officer	PROMUJER	Investment Stakeholder	VKII
94	Teresa Pérez del Castillo	National Private Sector Specialist	UN Women	Implementing Team	VKII
95	Magdalena Furtado	Country Representative	UN Women	Implementing Agency Personnel	VKII
96	Clelia de la Fuente	EEAS Adviser	EU	Funding Partner	VKII
<b>INVESTMENT FACILITY STAKEHOLDERS</b>					
97	Edgar Lara	Inclusion & Gender Equality Unit Executive	CAF	Investment Stakeholder	VKII
98	Raquel Coello-Cremades	Regional Specialist Economic Empowerment (Panama)	UN Women	Implementing Agency Personnel	VKII
99	Gabriela Rosero	Innovative Financing Specialist (Panama)	UN Women	Implementing Team	VKII
	Carmen Correa	Chief Regional Officer	PROMUJER	Investment Stakeholder	VKII
100 101	Juan Fernández Gema de Cabo	Consultants	EnRed	Programme Consultant	VKII

## ANNEX 5: CONSOLIDATED MONITORING DATA

The table below presents consolidated monitoring data to midterm that was available to the evaluation team.<sup>87</sup>

Result	Indicator	2020 Target	Progress 2018	Progress midterm
Outcome 1: To contribute to women-led businesses in Europe and LAC increase cooperation to expand opportunities	1.1 Number of processes related to the removal of barriers for women to market access, investments and women-led business that have been influenced by network members, associations and employers' organizations.	12	-	4 (33% of target)
Output 1.1: Networking platforms in place to increase cooperation and to support expanded opportunities for women-led businesses in Europe and LAC	1.1.1 Percentage of participants from networks, associations and employers' organizations who acknowledge strengthened capacities to better support women entrepreneurs (and women's led business) to start and grow their businesses as a result of trainings/capacity building.	75%	-	81% (target exceeded)
	1.1.2 Number of participants in events.	3930	3491	3491
	1.1.3 Percentage of women entrepreneurs who participated in capacity building activities or networking events that report increased access to knowledge on procurement opportunities/business skills.	75%	-	88% (target exceeded)
	1.1.4 Number of knowledge-based products developed (mappings, methodologies, tools and trainings to strengthen capacities of networks and associations of women in business and of employers organizations to increase number of women in top leadership positions; and to increase skills of women entrepreneurs)	84	22	24
Outcome 2: To contribute to the sustainable model of gender-sensitive private sector engagement to support the achievement of the SDG developed and adopted.	2.1 Number of processes supporting gender equality related to non-state level partnership / agreements which have been influenced.	12	3	3
	2.2 Number of WEPs signatory companies in project countries.	400	352	524
	2.3 Percentage of companies that has a Non-discrimination and Equal Opportunity policy, strategy or guideline.	80	-	-
	2.1.1 Number of companies that report to have a leadership commitment and support for gender equality and women's empowerment.	78	17	-

<sup>87</sup> The data is taken primarily from: a summary of progress up to September 2019 on indicators tracked by the digital M&E app (POX), the first annual report, and a PIMS indicators summary report dated November 2019.

Result	Indicator	2020 Target	Progress 2018	Progress midterm
Output 2.1: Enhanced commitment of companies to develop and implement gender equality practices and to genuinely integrate them into their corporate policy and practice	2.1.2 Number of champions ("allies") advocating for WEPs implementation (by sex)	48	-	7
Output 2.2: Increased knowledge of companies to implement gender equality	2.2.1 Number and type of knowledge-based products (including technical guidance, campaigns, training methodologies) addressed to increase commitment of companies to gender equality.	29	4	23
	2.2.2 Number of companies that participated in events.	400	-	440
	2.2.3 Percentage of participating companies that report having enhanced their knowledge on gender equality.	80	-	88
Output 2.3: Reporting platform enables companies to monitor and report on the implementation of their commitments to women's empowerment and gender equality.	2.3.1 Number of companies voluntarily reporting on the implementation of their commitments to women's empowerment and gender equality	-	-	-
	2.3.2 Number of companies receiving public recognition for their commitments to women's empowerment and gender equality.	81	-	88
Output 2.4: Knowledge exchange enables companies to share and take up effective gender equitable business practices	2.4.1 Number of knowledge-based products that integrate best practices developed on gender equality.	6	-	5
	2.4.2 Number of companies that report that regional and country events have facilitated networking, learning or sharing of experiences.	180	-	46
Output 2.5: Increased capacities of business organizations to promote gender equitable employment and business practices.	2.5.1 Number of participants in events.	20	18	-
	2.5.2 Percentage of representatives of employers' organizations who participated in events that report increased access to knowledge on gender equitable employment and business practices.	75	-	-
Outcome 3: To contribute to women lead innovation and business ventures in Europe and LAC	3.1 Percentage of women-led businesses supported by the investment facility that acknowledge positive change in their business ventures as a result of technical and financial support received (to be defined when the mechanism is in place)	tbd	(not started)-	-

<sup>88</sup> The "Indicators PIMS to the date 13Nov19" shared with the evaluation team does not show consolidated data for this indicator; however, 61 companies are listed as receiving recognition in the Brazil line as a result of the October 2019 WEPs awards and an addition 48 for the awards planned for Uruguay in November 2019.

Result	Indicator	2020 Target	Progress 2018	Progress midterm
Output 3.1: Impact investment facility established as innovative and sustainable financing model to attract additional private sector investments for gender equality, linked to SDG5 achievement	3.1.1 Percentage of the amount of financial resources leveraged through innovative financing mechanism that has been executed (To be confirmed when the mechanism is in place)	tbd	(not started)-	-

## ANNEX 6: OPEN-ENDED SURVEY RESPONSES FROM EXTERNAL STAKEHOLDERS

For the open-ended survey responses in the following tables, the evaluation team analyzed responses and grouped them into categories. The percentage of all responses in each category appears just under the appropriate column headings at the top of each table.

**Q14. What do you consider is the most significant change the Win-Win Programme has brought to you or your organization, and why do you think it is significant? (Please explain with examples if possible.)**

<i>Focus on women's empowerment</i>	<i>Increased knowledge/awareness</i>	<i>Increased commitment to gender equality</i>	<i>Access to best practices and knowledge sharing</i>	<i>Changes in practice</i>
<b>5%</b>	<b>45%</b>	<b>22%</b>	<b>27%</b>	<b>13%</b>
Incrementa la confianza y el empoderamiento femenino	The win win program opened the dialog about gender equality but created an space for discussion about inclusion and diversity in all aspects.	The importance to engage the company's purchase area to the gender equality cause	Good practices knowledge and exchange	El cambio más relevante fue la implementación de los principios de empoderamiento de la mujer en FerradaNehme, con los cuales estamos preparando un plan de trabajo para el año 2020.
personalmente la importancia de ser agentes multiplicadores para el empoderamiento de la mujer en el mercado financiero	Las normativas legales, porque simplemente lo desconocía	The importance of connecting and monitoring all the diversity actions.	Best practices and awareness	Lo mas significativo ha sido establecer procesos para potenciar el empoderamiento economico y adquirir mejores prácticas para conectar a las empresas con empresas lideradas por mujeres
Ha sido muy sihnificativo comprender la necesidad de capacitarnos. También le importancia de las redes entre mujeres.	En realidad estamos en un proceso inicial de relación con el Programa. El mismo nos ha incentivado a enfocarnos más en el tema de la igualdad de género y está siendo un actor importante en un proyecto que estamos comenzando de mujeres emprendedoras.	A mudança mais significativa foi a concretização de um compromisso público com a equidade de gênero de diversas empresas de setores distintos e com um padrão internacional e comparável. Ter um olhar de práticas de diferentes países da região da América Latina foi uma grande vantagem.	Metrics and best practices	El aumento de mujeres en la organización, ya que habían muchos más hombres.

<b>Focus on women's empowerment</b>	<b>Increased knowledge/awareness</b>	<b>Increased commitment to gender equality</b>	<b>Access to best practices and knowledge sharing</b>	<b>Changes in practice</b>
<p>Lo más impactante es el Desarrollo Económico de la Mujer. Lo que genera en la sociedad si la Mujer está incluida a nivel Digital y Financiero.</p>	<p>The possibility to access cases in forums presenting effectiveness initiatives for the gender equality. Companies with an engagement of your board promoting women leadership</p>	<p>Nos permite incorporar la reflexión y posteriores acciones sobre la igualdad de género de manera formal y visible en nuestra organización y adoptarla como una política institucional en el mediano plazo. Es importante porque visibiliza para todos que es un eje que debe trabajarse de manera transversal. También es una oportunidad de intervención cultural con efectos más rápidos.</p>	<p>Nos dio herramientas de gestión para implementar estrategias de igualdad de género, entre otras cosas</p>	<p>En lo personal, me dejó muy satisfecha y ayudó a terminar de conformar nuestra Cámara que hoy funciona dentro de nuestra Asociación. Las mujeres de nuestro sector (comercial y turístico) tienen mucho potencial y el programa va a ayudarlas a contar con las herramientas necesarias para fortalecer sus empresas y emprendimientos.</p>
<p>Que todas las mujeres sepamos que podemos trabajar con libertad e independencia, empoderarnos para poder crecer y ser. Y que utilicemos todas las herramientas de la sororidad, la empatía para ayudarnos.</p>	<p>The level of awareness has raised since we started the women leadership program</p>	<p>Gives me tools to guide companies into evaluating their level of involvement with gender equality. It gives specific ways to diagnose all parts of organization and how it can improve with specific steps.</p>	<p>best practices exchange relationship with Government Win win awards</p>	<p>realizamos un estudio mixto (cuantitativo y cualitativo) que arrojó importante información del ecosistema del emprendimiento femenino</p>

<b>Focus on women's empowerment</b>	<b>Increased knowledge/awareness</b>	<b>Increased commitment to gender equality</b>	<b>Access to best practices and knowledge sharing</b>	<b>Changes in practice</b>
	<p>Mostrar una guía con los 7 principios es un buen inicio para tomar consciencia y ruta de por dónde comenzar a atender el problema. Es significativo porque nos podemos orientar en esos principios, medirlos y tomar acción sobre algo más enfocado en relación al tema de género.</p>	<p>Hemos podido avanzar en el análisis de las cláusulas de corresponsabilidad social y de género en los cuidados, lo cual nos ha permitido poner el tema en debate en los órganos relevantes para la definición de esta política, como son: el Ministerio de Trabajo y Seguridad Social, la Secretaría Nacional de Cuidados, el PIT-CNT, y los organismos que participan del Consejo Nacional de Género y que asesoran a la Estrategia Nacional de Género 2030 de Uruguay.</p>	<p>Gracias al programa y sus herramientas hemos podido profundizar el avance que veníamos haciendo en materia de igualdad de género al interior de la organización. Además, de poder compartir buenas prácticas con otras empresas.</p>	<p>I think the Win Win Programme enables women empowerment in many senses. We have signed WEPs in January 2018, and realized this was just the beginning. By taking the Gap Analysis tool we realized how we could improve and started a robust Action Plan which led us to: 1) Salary equity balanced in terms of gender (used to be 30% unfavourable for women). 2) Improved Gender balance at all levels of the organization. 3) Carried out a Mentoring program to accelerate women's capabilities to accelerate their professional development and 4) Established a partnership with a NGO which empowers girls and young women to work in STEM (Science, Technology; Engineering and Maths). Now we are focused in our Supplier Policy with Gender perspective and in improving our Paternity Leave Policy. So many improvements in just few months! So thankful to UN Women and the Win Win Programme!</p>

<b>Focus on women's empowerment</b>	<b>Increased knowledge/awareness</b>	<b>Increased commitment to gender equality</b>	<b>Access to best practices and knowledge sharing</b>	<b>Changes in practice</b>
	<p>El principal cambio consiste en darle un relevante marco institucional a la lucha por la igualdad de género dado que es ONU quien organiza. eso creo que es lo más significativo. en términos de herramientas, y esto es netamente subjetivo, muchas de ellas por mi formación académica ya las había adquirido, sin embargo fue muy interesante y enriquecedor resignificar esos conocimientos desde la perspectiva de género que propone el programa WIN-WIN.</p>	<p>Creo que este tipo de programas genera conciencia en principio donde las Organizaciones empiezan a diagnosticar y reconocer las limitaciones o falta de cultura en equidad de género. Como por ejemplo en el Consejo de Profesionales donde estoy matriculada como Contadora, abrieron recientemente una oficina de género y diversidad, y crearon la figura de Ombudswoman y además una Comisión de Género y Diversidad para investigar y tratar temas relacionados donde he sido nombrada como Miembro. Además, por primera vez en la historia su Presidente es Mujer y es mi compromiso colaborar como Formadora ONU y ex Directora para Corporación Habanos, en contribuir y apoyar a mi colega en que su desarrollo sea sostenible, y educar en mis ámbitos de influencia en la cultura de equidad de género y desarrollo sostenible. Velando por efectivización de los derechos a la igualdad y valoración de las Mujeres trabajadoras en conseguir un trabajo digno y que se aprovechen nuestras habilidades desperdiciadas hasta el momento... Por trabajo digno y por la materialización de los objetivos de desarrollo sostenible... Así sea!</p>	<p>Network, business linkages and development.</p>	<p>The most significant and palpable change is the increase from 2 to 11 women in the directing board of UIA, an institution of over 130 years old. And for the first time, there is a business woman in the committee, out of 22 members</p>
	<p>Mayor concientización sobre los beneficios del liderazgo femenino en las empresas</p>	<p>Las adquisiciones con perspectiva de género, porque si repasamos la cadena de suministro en las organizaciones, rápidamente podemos identificar posibles cambios significativos y con pasos sencillos, aplicables en lo inmediato o corto plazo, por ejemplo identificar cantidad de proveedores mujeres y darle alguna prioridad</p>	<p>Herramientas para operar como empresaria y aumentando la efectividad al compartirlas con otras mujeres. Estoy maravillada con el impacto que tiene esta formación a nivel Latinoamérica y poder manejar las mismas herramientas.</p>	<p>Porque nos ha permitido contratar mujeres en puestos que siempre han sido destacados para hombres, por ejemplo el día de hoy en el área de mantenimiento contratamos una mecánica, por lo que consideramos que es el inicio de muchos logros más que vamos a tener en la organización y con el apoyo de la gerencia y junta directiva</p>
	<p>Instalar temas de equidad de género dentro de una industria masculinizada como el de la generación eléctrica es un desafío, por lo que el apoyo y orientación de ONU Mujeres y el programa win win ha sido muy valioso para nuestra asociación gremial.</p>	<p>Gracias al programa pudimos incorporar la cuestión de género.</p>	<p>A strong framework and best practices</p>	<p>It led to a change in the Board composition and a broader perspective on gender and other socioeconomic-related issues at the Province of Buenos Aires Industrial Association</p>
	<p>I am more aware of issues affecting women success.</p>	<p>It has brought to light the importance of not only implementing strategies and initiatives that support gender equality but to also be able to measure their</p>	<p>La incorporación de conocimientos es fundamental para generar cambios la vida se trata de un constante aprendizaje</p>	<p>Como gremial empresarial del sector de la construcción, el Programa Ganar-Ganar, significó, en primera instancia, la creación de un Convenio de Colaboración entre la gremial</p>

<b>Focus on women's empowerment</b>	<b>Increased knowledge/awareness</b>	<b>Increased commitment to gender equality</b>	<b>Access to best practices and knowledge sharing</b>	<b>Changes in practice</b>
		success or even their failures so you can have a solid framework to continue to build on.		y ONU Mujeres en pos de trabajar en conjunto hacia la equidad de género, particularmente en el sector, una acción que nunca había sido realizada y un nuevo eje temático incorporado en la agenda de trabajo.
	El comprender que la equidad no es tan solo un tema social , sino que además ético , y que aporta en la innovación social como diferenciadores y directamente al negocio	Ha permitido concientizar la importancia de la igualdad de género en las organizaciones y en la propia. Otorga herramientas concretas y de fácil implementación que hemos aplicado. Permite la aplicación de acciones concretas para lograr una organización más ecuánime y justa	Porque es la forma de podernos ayudar que una Organización capacite para capacitar a otras, nos enseñan a poner alas o arreglar las rotas, sueño con que todas podamos volar ...	Pude ofrecer entre mis empresas clientes capacitaciones gratuitas sobre implementación de protocolos de acoso laboral. A raíz de esto una comunidad de mujeres cerveceras me contactó para impartir charlas sobre acoso en el ámbito de bares, cervecerías, etc
	Creo que es un tema del que se está empezando a hablar pero del cual no se sabe mucho. Hay consenso sobre la necesidad de implementar políticas de equidad de género pero no se sabe cómo. Este programa me ha permitido tomar conocimiento para empezar a sensibilizar en nuestra área de trabajo.	Nuestra empresa es prestadora de servicios portuarios, actividad vista desde fuera como de "hombres". Sin perjuicio aquí trabajan muchas mujeres y el programa nos impulso a resaltar este aspecto. Con ello iniciamos un camino de "estimulo" para que las mujeres se postulen a trabajar en nuestra empresa. Hemos puesto en conocimiento a todos nuestros empleados de la adhesión al programa. Hubo buena recepción y vamos a trabajar en una política de genero especifica. Ello sin perjuicio de que en distintas políticas internas hacemos hincapie en la igualdad de oportunidades, no discriminación y contamos con política de acoso sexual y laboral. Vamos a participar en el primer taller de lideres que brinda el programa y luego pretendemos continuar con un taller de sensibilización para multiplicadores.	La información ha Sido buena y las foristas excepcionales ha servido para aclarar ciertos aspectos, pero no es suficiente, considero que se debe profundizar más y dar más talleres, debe ser prioridad para el año próximo ser más profundos en las soluciones	Ha creado en mí un despertar en cuanto a violencia de género que a veces pasan desapercibidas, en mí organización hemos logrado impulsar emprendimientos femeninos dándole a la mujer un valor importante en cuanto al crecimiento y desarrollo económico así también empoderamiento tanto en lo económico como en lo personal
	El Programa visibiliza y pone en agenda tanto de las organizaciones privadas como públicas el tema de la equidad de género en las actividades productivas. Difunde, instruye, facilita y llama a la acción a los diferentes actores de la sociedad. Gracias al Programa Ganar ganar se abre la posibilidad de espacios de intercambio y capacitación para el empoderamiento y liderazgo de las mujeres.	Fortalece el compromiso de la alta dirección con promover iniciativas que aumenten la diversidad, inclusión, fortalecimiento del rol de la mujer dentro de la organización y la sociedad. En nuestro caso hemos alcanzado un indicador del 50% de mujeres en la Gerencia, en una compañía de Tecnología históricamente liderada por hombres. La diversidad de pensamiento le ha generado beneficios a la organización y ha promovido el desarrollo y confianza de nuestra gente.	Knowledge of WEPs and the WED Assessment Framework and methodology based on research. Significant for national assessment of organisations, laws, practices; empowerment of women business organisations; capacity to guide business development service organisations and financial institutions to promote a more enabling environment for women entrepreneurs.	

<b>Focus on women's empowerment</b>	<b>Increased knowledge/awareness</b>	<b>Increased commitment to gender equality</b>	<b>Access to best practices and knowledge sharing</b>	<b>Changes in practice</b>
	El tener información y estadísticas ha mejorado nuestra manera de rebatir argumentos en contra de los cambios necesarios para lograr la equidad.	Apoyo [...] en trabajar el tema de violencia contra las mujeres en las empresas privadas. esto ha significado que el alcance de el know how que tiene la institución se amplie.	I will be able to get templates and other tools to develop policies that will document and showcase the views of the organisation regarding gender equity, maternity leave, stigma-free working environment, gender-based violence free working environment, etc.	
	Mostrar una guía con los 7 principios es un buen inicio para tomar consciencia y ruta de por dónde comenzar a atender el problema. Es significativo porque nos podemos orientar en esos principios, medirlos y tomar acción sobre algo más enfocado en relación al tema de género.	Nuestra participación en el Programa Ganar-Ganar, nos ha permitido realizar sensibilización, capacitación y entrega de herramientas prácticas que permitan impulsar cambios reales dentro de la empresa.	Knowledge, awareness, change in mindset and perspective AND it has me sharing the information with small businesses especially as an aspiration goal even if they do not meet the selection criteria	
	La toma de conciencia respecto de todos los temas, situaciones y ámbitos que son atravesados por la perspectiva de género. Es significativo porque sé que ahora puedo ayudar a otras mujeres, trabajando en red y fortaleciendo vínculos para ampliar las oportunidades de desarrollo económico.	The programme has caused me to evaluate our supply chain which we found to be highly male dominated and to consciously seek to address this imbalance.	Network, business linkages and development.	
	Estar en conocimiento de las nuevas tendencias en los temas de equidad (talleres, seminarios, etc ) y apoyo al desarrollo de ciertas actividades de sensibilización	La participación de las empresas en el programa ha determinado que las mismas dediquen esfuerzos reales a medir que tan alineadas están las decisiones empresariales con una política "apriori" no discriminatoria y ha permitido establecer correcciones	Specific tools to measure management with a gender perspective.	
	Win-Win helps with conferences on relevant topics such as Acquisitions with gener focus	Hemos entendido que la igualdad es importante y comenzamos a caminar en ese sentido a través del uso de la herramienta para la autoevaluación	Ha fortalecido nuestra área de Talento, patrocinando nuestra participación en Talleres que nos permiten crecer como empresa.	

<b>Focus on women's empowerment</b>	<b>Increased knowledge/awareness</b>	<b>Increased commitment to gender equality</b>	<b>Access to best practices and knowledge sharing</b>	<b>Changes in practice</b>
	<p>Pude ofrecer entre mis empresas clientes capacitaciones gratuitas sobre implementación de protocolos de acoso laboral. A raíz de esto una comunidad de mujeres cerveceras me contactó para impartir charlas sobre acoso en el ámbito de bares, cervecerías, etc</p>	<p>The program gave us many possibilities about how the best ways to management the gender equality and show us the best Way.</p>	<p>The most significant change the Win-Win Programme has brought to me is the application of the knowledge I gained through the training offered in marketing, business finance and accounting as well as proposal writing. The information provided in these areas have allowed me to start budgeting (personally and for the business), identify and create marketing strategies, as well as take a deeper interest into proposal writing. These positive changes will not only strengthen my abilities and the prospects of my business, but will increase my goal of being a successful entrepreneur.</p>	
	<p>Mayor conciencia en que estamos frente a un cambio generacional y que debemos comprometernos en una economía sostenible, inclusiva y de vanguardia</p>	<p>La participación de las empresas en el programa ha determinado que las mismas dediquen esfuerzos reales a medir que tan alineadas están las decisiones empresariales con una política "apriori" no discriminatoria y ha permitido establecer correcciones</p>	<p>Si bien en la compañía donde laboro contamos con un programa que busca desarrollar iniciativas que favorezcan la equidad de género y la diversidad en los equipos de trabajo el mayor impacto que hemos obtenido al ser miembro de Ganar Ganar es contar con una guía que nos permitió estructurar nuestros objetivos y además de tener la oportunidad de realizar mediciones de nuestros avances.</p>	
	<p>Concientizar sobre las ventajas de la equidad de género en el ámbito empresarial</p>		<p>Desenvolvimiento de lideranças.</p>	
	<p>Me abrió los ojos hacia una realidad en donde quisiera involucrarme cada días mas.</p>		<p>Evaluate the level of gender equality that [...] currently has and giving us tools to improve it.</p>	
	<p>The most significant change is the awareness of the theme and the incorporation of the gender perspective to all activities</p>		<p>knowledge, systematic approached to good practices, networking</p>	
	<p>Es un cambio de paradigma para mi... Sin duda tendré en cuenta para las contrataciones venideras a mujeres</p>		<p>Awareness of challenges by other women owned businesses</p>	

<b>Focus on women's empowerment</b>	<b>Increased knowledge/awareness</b>	<b>Increased commitment to gender equality</b>	<b>Access to best practices and knowledge sharing</b>	<b>Changes in practice</b>
	empleadas y proveedoras y aplicar prácticas saludables.			
	Visibilizar la desigualdad. Hacer público desde el sector privado la problemática de género que atraviesa la sociedad y que es a nivel regional y mundial. Es necesaria la empatía y el compromiso de todas y todos para ir avanzando en la agenda de desarrollo sostenible 2030.		It brings us closer to UNWOMEN and Procomer, Two entities wish to keep on working with	
	The awareness for equality, economic empowerment and leadership for sustainable, inclusive and equitable growth. Recognizing women as beneficiaries and partners of growth and development; increasing the commitment of private sector (enterprises and employers' organizations) to gender equality and women's empowerment; and strengthening private sector companies and employers organizations' capacities to implement these commitments.			
	La promoción de los WEP ha permitido ofrecer a las empresas una guía sistemática para trabajar el tema de igualdad de género en el empleo.			
	En principio, el ver que existes sesgos inconscientes en el tema, que van más allá de los puntos más "fáciles" de ver(salario, cantidad de personas). Como son Seguridad, roles específicos dentro de reuniones, etc.			
	Promotion of the Weps and knowledge on gender equality in the private sector			
	The most relevant thing is to put the issue on the companies' agenda and help us to make visible the inequities and the various actions to be taken to reduce the gaps and move forward. The workshops of non-conscious biases and training in various aspects make us see "through gender lens" and be able to act accordingly.			
	Concientización, diagnóstico, compromiso.			

<b>Focus on women's empowerment</b>	<b>Increased knowledge/awareness</b>	<b>Increased commitment to gender equality</b>	<b>Access to best practices and knowledge sharing</b>	<b>Changes in practice</b>
	Start the conversation openly generating commitment among all the actors involved			
	Awareness most of all, which is a catalyst to change.			
	A certeza que igualdade de gênero gera negócios. Ex: contratos com cláusulas de igualdade de gênero fortalece vínculos com clientes e a qualificação de fornecedores com recorte de gênero amplia a discussão de gênero para fora da empresa			
	Poner el tema sobre la mesa			
	El más significativo es que abre la perspectiva que se tiene del sector. Uno se da cuenta que hay muchas organizaciones lideradas o que quieren ayudar al liderazgo de las mujeres.			
	No que focar quando se fala de empoderamento feminino, práticas, discussão sobre o tema.			
	La visibilización del valor del aporte de las mujeres en el sector turístico. Que por años ha estado oculto. Esta visualización genera consciencia en las empresas y ayuda a empoderar a las mujeres que laboran para e sector o bien son emprendedoras			
	Me permitió acercarme más al tema, conocer más la situación de las mujeres en el entorno empresarial.			
	It has encouraged more attention on women's ECONOMIC empowerment and the challenges women face in this regard. Other areas that we focus on, eg. gender based violence, women's leadership, cannot be achieved without ECONOMIC empowerment!			
	A mindset change! Everything it twisting to women empowerment			
	Conocer las razones por las que a las empresas les convendría incorporar a empresas proveedoras propiedad de			

<b>Focus on women's empowerment</b>	<b>Increased knowledge/awareness</b>	<b>Increased commitment to gender equality</b>	<b>Access to best practices and knowledge sharing</b>	<b>Changes in practice</b>
	mujeres y las "acciones" que el programa está teniendo para implementarlo en empresas e instituciones [nacionales]			
	No que focar quando se fala de empoderamento feminino, práticas, discussão sobre o tema.			

**Q15. In your opinion, what major strengths characterize the Win-Win Programme (Please explain, with examples if possible.)**

<b>Capacity building</b>	<b>Awareness/ Empowerment</b>	<b>Program Staff Competency</b>	<b>Networking / Exchange</b>
<b>30%</b>	<b>17%</b>	<b>11%</b>	<b>42%</b>
1) capacity building both generally in running a business and in understanding gender issues for women-owned businesses; and 3) tools to strengthen the governance and policy environment in which we work.	The programme increases awareness of the issues and provides options and alternatives to rectify the problems.	La cercanía y buena disposición del equipo a cargo del programa.	The network and exchange practices to inspire many companies in how to achieve the benefits of win win
Providing the capacity building to women to strengthen their economic inclusion	it reaches all levels of business, small, medium or large companies	Una de las mayores fortalezas del programa es contar con personal muy capacitado y conocedor de las problemáticas en el sector privado, que permite inspirar y conectar conocimientos con acciones efectivas para la gestión del cambio.	Knowledge exchange through workshops and technical assistance
Apoyo institucional (representante en el país) y posibilidad de estructurarse a través de autodiagnóstico	Crear conciencia en la organización, brindar herramientas prácticas de conocimiento y dirección para fortalecer la participación de la mujer en las organizaciones.	Competent UN Women and ILO staff; training manuals and materials	Besides the knowledge that is brought, the possibility of connection between the different actors of society responsible for the gender equality transformation.
El empoderamiento y el apoyo que tenemos en el departamento de Talento Humano en el área de capacitación y reclutamiento	Un cambio de mentalidad en la organización apostando por el género femenino en cargos de responsabilidad.	La disponibilidad del equipo local de ONU mujeres y sus capacitaciones han hecho que muchas empresas seamos	Os principais pontos são: - Diferentes empresas do setor privado se unindo por uma causa comum com compromissos claros - troca de boas práticas entre diferentes países e realidades

<b>Capacity building</b>	<b>Awareness/ Empowerment</b>	<b>Program Staff Competency</b>	<b>Networking / Exchange</b>
		conscientes del tema, no era así en el pasado. El equipo local es MUY bueno y comprometido.	
Business development and empowerment of women. Especially women in entrepreneurship.	Creo que ha movilizado nuestro pensamiento de que somos capaces de hacer mucho, por nosotras y por la sociedad	El programa es muy concreto, practico y no impone formas innecesarias. Hemos tenido un intercambio permanente y fluido con los responsables del programa y su staff. Siempre estan disponibles para ayudarnos de forma sostenida y creativa. los asesores para talleres tambien han respondido en ese sentido. Entendemos que el abordaje que hacen del tema genero es muy constructivo y motivan a las empresas para trabajar en ello.	The partnership with [employers' organization].
El acompañamiento y las herramientas que brindan	Crear conciencia de la necesidad de educar a la población en igualdad de género, empoderando económicamente a las Mujeres y así espero en un futuro cercano acabar con la violencia de Género. Ahora queda que estas Mujeres empoderadas se encuentren con la oferta de trabajo de parte de las Empresas WEPs y ahí recién se podrá cerrar el círculo virtuoso llevando a la práctica la teoría. Sin trabajo digno no hay empoderamiento que valga...	La personalidad de la coordinadora que convence al público objetivo que es el sector empresarial. También las WEPs que son pocas y fáciles de comprender.	Alliances to take programs into networks they would previously not be able to tap into
It gives specific tools to change and modify in companies in order to fulfill the basic standards for gender equality and empowerment of women in any business	Sensibilizar a empresas que no estan muy cercanas a la tematica de equidad	The three reputable sponsors: the international labour organization, the UN and the EU.	Synergy with other national and international organisations working in women empowerment.
Contar con una herramienta de medición tangible	Entiendo que las mayores fortalezas del programa Ganar- Ganar tienen que ver con el significativo trabajo de difusión y sensibilización que se ha hecho principalmente a nivel del sector privado y en todos los sectores de actividad así	Hablar el lenguaje del sector privado, con programas y propuestas adecuadas a lo que las empresas entienden	el networking que ofrece y las herramientas para incluir la perspectiva de género en el día a día; y a esto me refiero no solo a conocer cuales son las leyes que avalan la diferencia de tratamiento entre hombres y mujeres, sino hasta como adaptar el lenguaje y la escritura para que no sea discriminatorio.

<b>Capacity building</b>	<b>Awareness/ Empowerment</b>	<b>Program Staff Competency</b>	<b>Networking / Exchange</b>
	como también la incorporación de un equipo consultor de soporte multidisciplinario y la realización del Premio "el talento no tiene género" como forma de promover y premiar la incorporación de equidad de género en los valores y funcionamiento de las empresas.		
La capacidad de aglutinar a distintas empresas de diversos sectores en torno a una temática común, que se torna cada vez más relevante y de incidencia pública. Las capacitaciones y el posicionar temas difíciles de abordar por las empresas, como acoso, maltrato, inequidad salarial, etc. es una de las mayores fortalezas que tiene el programa, que van a permitirle a las organizaciones avanzar en estas materias.	La mayor fortaleza dar la participación a mujeres independientes pequeñas y grandes empresarias. En esa diversidad está el desarrollo empuje y empoderamiento.	Great professionals	La red de contactos y experiencias que se crea participando del programa
Programas de capacitación y redes	The focus (as above) on women's ECONOMIC empowerment! The use of data and the WEPs are 2 important strengths. The partnerships with private sector - companies and business organisations - is so important, and the support for women in business !		the contacts, network. ONU sponsorship
Fortaleza: diagnosticar las necesidades de las mujeres y ofrecerles medios para accionar. Teoría y acción para lograr resultados	Consideró que el Programa ha abordado diferentes temáticas sobre la perspectiva de género. Desde estadísticas sobre la situación de las mujeres en el mercado laboral, pasando por educación financiera y abordando también el tema desde un punto de vista más cultural y antropológico. Esa es su fortaleza mostrar todas las aristas que tiene la perspectiva de género.		Las mayores fortalezas han sido el crear redes a través de un ecosistema que integra a varios países de la región y alinearlos con el mismo objetivo común de promover y preparar de mejor manera a empresas de mujeres, el poder compartir experiencias. Por otro lado el tener empaquetados los productos que se trabajan de manera de lograr una homogeneidad en el desarrollo del programa y así evaluar resultados. También pensar en afectar ambas partes del problema: las empresarias y los compradores.
Las estadísticas y la información junto a la capacidad de generar sinergia entre las diferentes integrantes a nivel nacional.	promover que la igualdad de género es un buen negocio, mostrar como replica en los negocios y en la sociedad hacer negocios con mujeres		Conectarme con otras mujeres profesionales, emprendedoras y/o empresarias de CABA y del país, con las cuales podría generar sinergia!
Novedad, implementación, programa Formación de Formadoras	Associar igualdade de gênero a negócio, favorece o compromisso da alta liderança da empresa com os princípios WEPS, consequente resultados das ações em cada princípio		Facilitating women from different backgrounds to meet and interact

<b>Capacity building</b>	<b>Awareness/ Empowerment</b>	<b>Program Staff Competency</b>	<b>Networking / Exchange</b>
las reuniones de capacitacion y los videos	Declarar los 7 principios y ponerlo al servicio abierto para conocimiento. Lograr que las empresas se adhieran al compromiso de trabajarlos en su organización.		Saber que hay muchas organizaciones de mujeres en varias provincias s que ya están trabajando en red sobre la temática, y que mediante este programa (a través de los talleres) se potenciaron las ganas de trabajar juntas.
Las mayores fortalezas fueron brindar herramientas para que tengamos en cuenta y en claro y luego replicar. Y permitir esta comunicación online.	Enables Action Plan to empower women and promote gender balance. Signing the WEPs is only the beginning. Real impact comes afterwards by executing Action Plan.		Workshops that show evidence and knowledge Also networking
Fortalezas. Igualdad. Capacitacion, liderazgos, acompañamiento, asesoramiento .			Generar una red de mujeres
El liderazgo, las herramientas y la organización de eventos			La simpleza pero eficaz forma de explicar los contenidos de los talleres, que exista material de apoyo y que a la vez se formen redes de apoyo entre las guías y las receptoras
La cercanía y constante organización de Workshops, talleres, etc.			Toda la red que se armó por fuera iniciando todo en el 1er encuentro y luego con el WhatsApp
Entrega de informe por dimensiones tras realizar el autodiagnóstico, y talleres de acompañamiento muy interesantes.			motivación y unión entre mujeres de diferentes sectores que se enriquecieron y apoyaron mutuamente
Capacitaciones de temas variados y contenido valioso para orientar a los diferentes sectores de la compañía a desarrollar estrategias que favorecen la equidad de género.			La mayor fortaleza es la red.de.mujeres que se está formando.
La posibilidad de generar estudios y herramientas para el cierre de brechas, como es el caso de la Herramienta para diagnosticar la brecha salarial.			La innovación y el hacer hincapié en el trabajo en red de las Mujeres emprendedoras y empresarias.
El material, me resultó acertado en cuánto a calidad y cantidad. La modalidad e-learning.			The ability to collaborate and to get feedback from others on how they have progressed on their journey.
Marketing , finanzas			Conocimiento nuevos, alianzas de los entes involucrados
Knowledge and tools.			La generación de alianzas con otras organizaciones y sectores. Las capacitaciones brindadas a distancia permiten conocer otras realidades e intercambiar opiniones. La exposición del problema público de desigualdad desde la perspectiva del sector empresarial privado al que pertenezco.
El aprendizaje continuo.			Major strength has to be the information obtained during this workshop. The network is also of very strong trait and this is extremely important.
Aportar conocimiento en liderazgo, finanzas y marketing para las formadoras que van a replicarlo en el territorio en el cual se desarrollan sus actividades			Easy to understand and clearly communicated. And the partnership with local women's organizations (WENC, JEF etc) make to more easy to accept and relate to. They lend some credibility at the local level.
			The alignment of different objectives, the partnership between different specialized UN agencies and the specific point in empowering women in business are their major strengths and also the different courses for giving

<b>Capacity building</b>	<b>Awareness/ Empowerment</b>	<b>Program Staff Competency</b>	<b>Networking / Exchange</b>
			tools to these women, such as negotiation or lobbying are great achievements.
			The strong link with the private sector and the capacity to build a new network of companies involved in gender issues.
			Collaboration
			Providing a platform for discussion and networking with other businesses under the theme of gender equality keeps the discussion relevant and impactful.
			Las Alianzas
			Major strengths that characterize the Win-Win Programme is it's ability to connect women of all sectors to realize their potential of being successful entrepreneurs as well as the ability to use modern and efficient methods (face to face training, training manuals, activities, presentations, etc) to break the gender barriers associated with business and development (personal and business) in an environment suitable for learning and communicating effectively
			2) being able to identify similar-minded businesses locally and overseas
			Access to a community where to Exchange Experiences and Learn
			Os eventos e fóruns promovidos.
			Promote events and initiatives for women entrepreneurs and banks and companies
			The forums, the partners with organizations to promote the agenda

**Q16. In your opinion, what major weaknesses or gaps characterize the Win-Win Programme (Please explain, with examples if possible.)**

<b>Lack of financial resources</b>	<b>Duration of the program</b>	<b>Programme reach</b>	<b>Communication</b>	<b>Support/ tools/ follow-up</b>	<b>Other programme issues</b>
<b>11%</b>	<b>11%</b>	<b>14%</b>	<b>22%</b>	<b>19%</b>	<b>22%</b>
lack of funding	Principalmente la duración del programa. Generar transformaciones culturales al interior de las organizaciones son procesos de larga data y lo vital que resulta el acompañamiento podría verse mermado por el tiempo de duración,	que hasta el momento se centra en las capitales, tienen que ser más federal, en mi opinión se captarian más personas y organizaciones aliadas	llevamos poco tiempo participando como para responder esta pregunta, pero creo que se podría mejorar el tema de la difusión	A continued follow up program would be good along with periodic valuations on the improvements or lack thereof experienced by individual participants.	Not sure about the financing strategies used to apply this programme in companies. Still missing the information on the way to execute it and promote it in companies
Needs sustained financial support over time.	La mayor debilidad considero que es la corta duración. Sería bueno dar continuidad para poder profundizar más sobre el tema. Y además un acompañamiento para la replicación del programa en nuestros espacios.	Más que debilidad diría que es un gran desafío lograr la participación de todas las provincias, para que sea un programa con alcance federal.	The communication of the actions I think could be more organized with quarters meetings with local members to increase participation's.	Como oportunidad destacamos: - Monitoramento e acompanhamento das evoluções dos compromissos - Maior apoio técnico dentro das empresas	limited coordination between agencies on some activities : e.g. Gender equality in leadership workshop same date as major Win Win meeting on December 3 2019
Que no existan más incentivos económicos o financieros para las empresas.	Debilidad en el tiempo de duración del programa debe ser más intensivo, más conocimientos más tiempo	Debería aplicarse en más provincias. Debería ser un poco más extenso.	El Programa debe tener mayor visibilidad	Debilidad: no veo aun un seguimiento o un soporte más personalizado, para confirmar aprendizaje, evaluar resultados...para mí falta un POST- Programa	Falta de cumplimiento en las fechas límites. Las participantes asumimos un compromiso de tomar el curso online, presenciar 1 clase, cumplir con las tareas en tiempo y forma y de replicar con un plan que presentamos y enviamos como tarea final. En la clase presencial, hubo problemas de organización y quedó en manifiesto que no habían utilizado en sus adquisiciones la teoría de perspectiva de género, ni el lugar de encuentro era acorde a las 50 participantes que concurrimos, era una sala para 20 máximo, la sala estaba excedida en su capacidad. (CABA, 22/10/19) Al cumplir con la tarea final nos otorgaría un diploma que nos llegó por email y sin nuestros nombres... 9/12/19 Las que le dedicamos esfuerzo pues cumplimos con el compromiso asumido, tuvimos una mínima devolución de 1 palabra, y se retrasó el cierre por las que no cumplieron con las entregas de las tareas. Con el diploma se nos iba a comunicar sobre como las Formadoras y las miembros integrantes de nuestra

<b>Lack of financial resources</b>	<b>Duration of the program</b>	<b>Programme reach</b>	<b>Communication</b>	<b>Support/ tools/ follow-up</b>	<b>Other programme issues</b>
					Organización, una vez empoderadas, íbamos a poder acceder a encontrarnos con aquellas Empresas WEPs. Esta parte del programa quedó inconclusa, hasta el momento hemos sido capacitadas, hemos hecho networking con el resto de las participantes, pero NO tuvimos acceso a las empresas u organizaciones que se han comprometido con los principios WEP. Y que van a ser quienes contraten y valoren a estas mujeres hasta ahora desaprovechadas en nuestro potencial. ¿Las Formadoras seremos promocionadas por ONU MUJERES?, y no me queda claro nuestra diferenciación más allá de nuestro compromiso por replicar.
Lack of financial resources to spread win win reach	The time seems short, too short for such an important facet of development .	As the majority of businesses in Jamaica are small businesses, the programme needs to specifically target this group.	Que muchas de las actividades no se difunden y no se enteran si no son parte de la red	Put into practice the recommendations	Más encuentros presenciales o con mayor frecuencia
		Que las ONG no podemos suscribir a los WePS, sino solo como Aliados.	Debería de lograr mas masividad en los medios para mayor consciencia y que podamos implementar los proyectos	Pontos fracos - ter mais ferramentas para nos auxiliar na implantação.	Para mi gusto hubiera preferido más actividades presenciales, para poder conocer a mis compañeras (ya que interactuar con el grupo de whatsapp, linkedIN o foro de la plataforma no me permiten hacerlo en profundidad.
			Needs a more comprehensive communications strategy.	More resources to support company requests	La relacion tan heterogenea de las participantes. Hay mujeres emprendedoras de la economia familiar junto a empresarias junto a empleadas de carrera de universidades y agentes gubernamentales .Es dificil hablar muchos temas porque hay que comenzar muy de lo basico para nivelar y no es posible llegar a debatir en tan corta capacitacion por la brecha entre interlocutoras.
			Problemas en la comunicación	In my opinion the gap is connected with the absence of tools to measure.	Level of difference in terms of education among participants, which affects the delivery of content and persons ability to relate.
			Not clear the Pillars of actions of the programme		Interaction between companies who signed WEPs

**Q17. In your opinion, what major opportunities could the Win-Win Programme take advantage of to facilitate its implementation? (Please explain, with examples if possible.)**

<i>Networking and exchange</i>	<i>Raising awareness, taking advantage of national context</i>	<i>Work with public sector</i>	<i>Expand scope and team</i>
<b>37%</b>	<b>32%</b>	<b>17%</b>	<b>14%</b>
I believe it would be good if Win-Win Programme could share more frequently the outcomes and examples of actions in the Region to incentivize more people and companies	La oportunidad de trasladar e introducir a las organizaciones empresariales los conceptos de igualdad de género y por ende mejorar su desarrollo y fortalecimiento	Aprovechar las personas formadas para multiplicar las acciones de capacitación y sensibilización, las sinergias posibles entre nuestras organizaciones y con el Estado. La presencia en los medios.	Gosto muito do Programa e seria interessante poder ampliar o escopo de atuação, podendo fornecer mais metodologia de implementação e ferramentas.
Hacer enlaces con Cámaras , gremios y colegios profesionales en cada país	The Sexual Harassment Bill is currently being discussed by the Jamaican parliament. This provides a significant opportunity and platform for the discussion of gender based issues and assisting businesses with how to handle.	Generar Programa con Ministerio de la Mujer para dar asistencia permanente a empresas que lo requieran, sin necesidad de que ellas adhieran de forma individual, y de paso, dejar capacidades instaladas en algún organismo público que continúe con su línea de trabajo.	Have a larger team at UN Women to support all the companies and projects.
Seguir potenciando alianzas con las organizaciones que van más avanzadas en el proceso y que apoyen en la difusión y promoción de las herramientas y beneficios.	El momento social que está viviendo Chile, donde hay una apertura de mente hacia la igualdad de género.	El contexto nacional es sin duda una oportunidad para potenciar los temas de equidad de género, no sólo al interior de las empresas, sino que a nivel país.	Execution through a full time powerful Team of Men and women
generar una red de conocimiento o buenas practicas	Creo que el programa ya está tomando ventaja de todas las oportunidades que se le presentan. Tal vez con el nuevo gobierno habrá que ver cómo se adecuan estos temas en la nueva agenda de gobierno.	work with local governments and different business chambers	la Integración regional. La vinculación con los diferentes sectores: Organizaciones de Empresarios, Sindicatos, Organizaciones Civiles, el propio Estado y los movimientos de mujeres.
Un intercambio de ideas y asesoramiento del programa sería oportuno. Así como la posibilidad para consultar más bibliografía.	El contexto nacional es sin duda una oportunidad para potenciar los temas de equidad de género, no sólo al interior de las empresas, sino que a nivel país.		
La creación de alianzas estratégicas	Do in [country] a big event, more exposure		
la red internacional es muy importante para conectar a mujeres de todo el mundo	El programa es una gran fuente para promover y fidelizar compromisos dentro de las empresas. Tiene la capacidad para ser efectivo en captar la atención de grupos o personas dentro de las empresas que no logran visibilizar las acciones pro igualdad que se pueden implementar. Debe hacerse una oferta más seductora, y con KPIs que las personas puedan mostrar como impacto al interior de su empresa, acerca de su participación, con indicadores que vayan mostrando que su participación tiene impacto en el negocio.		

<b>Networking and exchange</b>	<b>Raising awareness, taking advantage of national context</b>	<b>Work with public sector</b>	<b>Expand scope and team</b>
Networking within the Public and private sectors	Audit the WEPs		
The network of companies it has created			
Contact networks and the support of UN Women and EU.			
Interaction with companies who signed WEPs			
Aprovechar las personas formadas para multiplicar las acciones de capacitacion y sensibilizacion, las sinergias posibles entre nuestras organizaciones y con el Estado. La presencia en los medios.			

**Q18. In your opinion what major obstacles or threats affect the implementation of the Win-Win Programme? (Please explain, with examples if possible.)**

<b>Lack of programme resources</b>	<b>Lack of commitment</b>	<b>Communication &amp; coordination issues</b>	<b>Resistance to change/norms</b>	<b>Sustainability/future of programme</b>
<b>22%</b>	<b>22%</b>	<b>13%</b>	<b>25%</b>	<b>19%</b>
Resources	Não poder contar com o apoio humano, assessoria, reuniões, conversas. Isso ocorre e foi muito útil para nós.	La comunicación en redes. Por línea o correo electrónico Se vio efectiva el uso de whatshapp.	Limiting beliefs	Que las formadas no repliquen. Que una vez levantado el liderazgo de las personas que llevan adelante el programa, se diluyan os compromisos y queden solo en formalidades.
Tal vez sea su financiamiento, para poder mantenerlo en el tiempo.	La falta de "músculo" (apoyo) para responder a las necesidades de las organizaciones cuando firman convenio pero no tienen forma de capacitarse en las brechas o conocimiento para hacerlo; y el programa aún no tiene ese músculo necesario para dar respuesta a la demanda de necesidades.	Lack of public information and awareness. I want to see ads on television during prime time on the Win:Win campaign	The role model of most companies.	Creo que la mayor amenaza sería no continuar incentivando los cambios con perspectiva de género y que se perdiera este gran impulso inicial.
la falta de recursos para colaborar en la implementación de políticas dentro de las empresas Pymes	Su implementación es optativa de modo que no hay un compromiso para su aplicación en la práctica	la coordinacion entre tantos actores es difícil	El machismo. en latinoamerica aun existe mucha desigualdad sobre todo en el ambito laboral donde las mujeres tienen una remuneración muy por debajo de los hombres.	Que se discontinúe y todo el trabajo quede en la nada. Que estas Mujeres con quien vamos a replicar este Programa, luego de empoderarse no puedan efectivizarlo y encontrarse con aquel trabajo que le dé el soporte económico para recaer en las malas prácticas sufridas hasta el momento. Es una buena oportunidad de avanzar

<b>Lack of programme resources</b>	<b>Lack of commitment</b>	<b>Communication &amp; coordination issues</b>	<b>Resistance to change/norms</b>	<b>Sustainability/future of programme</b>
				socialmente hasta erradicar la violencia de género y además provocar efecto positivo en el resto de los ODS de la ONU. Espero se superen estos desafíos.
1) limited human resources in the secretariate; 2) limited time for the next half of the program. More time is necessary to effect change.	La falta de apoyo de las empresas de continuar con el proceso de sensibilización e implementación de cambios estructurales	Limited inter agency coordination limited gender mainstreaming skills for women's entrepreneurship and WEPs; limited financing to sustain the current project; GOJ may not dedicate adequate resources and political will to implement recommendations and roll out the programmes	que en algunas instituciones, donde las mujeres que participan del programa no tienen cargos directivos o gerenciales, pueden toparse con la reticencia de los directivos para continuar y difundir el programa.	Lo que ocurra luego de que termine el programa, si es que las empresas no han implementado de buena forma acciones o las medidas suficientes para acortar las brechas existentes.
Finance. 'Without water the plant will die no matter how fertile the soil'	falta de adherencia por desconocimiento		Leaders resistance to change	que cuando se termine el programa, las empresas vuelvan a su rutina diaria, sin generar más cambios.
Only funding could be an obstacle.	Falta de sostenibilidad de los resultados al no ser procesos integrales e institucionalizados sino actividades aisladas.		Creo que el mayor obstáculo puede ser la resistencia en las organizaciones o ámbitos de trabajo en dónde implementamos el Programa. Todavía queda un camino importante para que se produzca el cambio cultural necesario para lograr la equidad.	La falta de continuidad con el tiempo puede ser una amenaza
Entiendo que uno de los obstáculos puede ser el tema de los recursos o presupuestos disponibles para este tipo de Programas o cuestiones de agenda política que quiten relevancia a la equidad de género a nivel país.	Que quede sólo en IDEA y no se pase a la ACCION. O sea, NO implementar contextos y acciones donde pueda ponerse en práctica lo aprendido.		The difficulty to engage the board in the strategy	
			No veo grandes obstáculos en la implementación del programa Win Win, más bien es la generación de compromiso de toda una organización con los principios de empoderamiento. Lo relevante es contar con el apoyo de la primera línea para que esto se pueda expandir a toda la organización y en donde existan participantes de todas las áreas para que pueda permear más	

<i>Lack of programme resources</i>	<i>Lack of commitment</i>	<i>Communication &amp; coordination issues</i>	<i>Resistance to change/norms</i>	<i>Sustainability/future of programme</i>
			fácilmente todos los compromisos establecidos.	

### Q19. What would be your two major recommendations for the improvement of the Win-Win Programme in the immediate future?

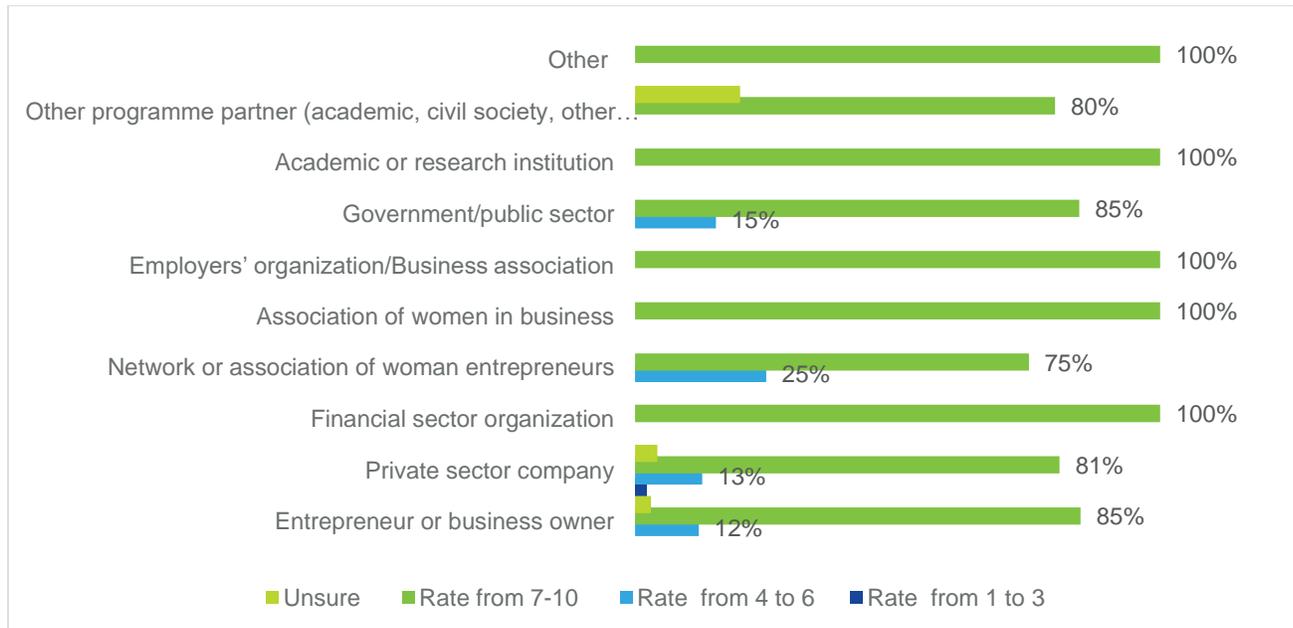
<i>Increase communication</i>	<i>More knowledge , training, networking</i>	<i>Extend/expand programme</i>
<b>32%</b>	<b>36%</b>	<b>32%</b>
Increase Communication Share more results Share more good practices and examples	Propor mais encontros de capacitação sobre o tema.	It should be spread to other regions in Brazil (forums, workshops) to involve more companies, based on locations beyond São Paulo
Promote concrete results: show up!	Create a more solid global community around the objectives	Transformarlo en un programa permanente, que vaya evolucionando y permita ir incorporando empresas en distintos estadios de desarrollo.
a) Get testimonials from participants for future presentations b) Prepare case studies which will form part of the Win-Win Legacy	Collaborative platform to share initiatives and more dedicated resources	Evaluar la ampliación del programa
To see ads on television during prime time on the Win:Win campaign. Big sister - small sister 1 yr mentoring programme. Business trade and exchange across countries.	Integrate the network	mayor duración para profundizar sobre los temas.
Increased promotion through other channels	Brindar certificaciones y formaciones mayores a las personas que se capacitan para continuar replicando y capacitando. Continuar estrechando lazos con los estados para que se concreten políticas inclusivas.	Actualizar y mejorar algunos items . También hay cambios o situaciones nuevas: por favor incluirlas
More visibility in media, trying to increase the networks of collaboration accross the country, trying to convince some youth that existing gender differences is an important matter and not something that vanishes authomatically through time.	To organize more activities for exchange of knowledge and good practices.	Acercar a todas las partes involucradas: asistentes a las capacitaciones del programa, empresas, personal de ONU mujeres para difundir y replicar los contenidos del programa. Brindar soporte técnico a las replicadoras
Mayor difusión del programa	create a network / platform / steering committee to continue the efforts after 2020	realizar por regiones y llegar a mas mujeres o por que no hombres involucrados como agentes.
Longer term processes with companies, build a channel to communicate and connect private companies and invite them to collaborate as a community engaged with gender equality	aumentar las capacitaciones presenciales, aunque se entiende que eso requiere mayor presupuesto.	que sigan empoderando a mujeres.
Fortalecer el programa en las redes y medios. Llevar el programa a mas organizaciones, camaras, sindicatos, universidades	Fomentar la red de cooperacion e intercambio de buenas practicas	Tomar más contacto con las mujeres sindicalistas para mostrarles que el programa busca incidir en los mismos objetivos que buscan las organizaciones feministas: mejorar la inserción de las mujeres en el mercado laboral con redistribución de responsabilidades de cuidado.
Dar a conocer más el programa.	Continuar con los talleres virtuales y presenciales, invitando a otras disertantes. Adaptar algunos contenidos a las distintas condiciones y realidades de cada región geográfica.	Alinear el Programa en cada país que se ejecuta con relación a las recomendaciones del CEDAW. Trabajar más con los hombres para

<i><b>Increase communication</b></i>	<i><b>More knowledge , training, networking</b></i>	<i><b>Extend/expand programme</b></i>
		procesar el cambio que es necesario realizar para avanzar en la eliminación de la desigualdad por cuestiones de género.
more communication and take action opportunities for general public.	Mas capacitaciones con este nivel de profesionalismo	Nuestra recomendación es impulsar y fortalecer la descentralización para lograr un mayor alcance territorial
Better marketing of the programme and pilot programme implementation	Que sean más seguidas. Presenciales y tutoriales...y en más lugares...más encuentros	Asignación de mas personal y recursos para poder implementar este programa en mas sectores economicos
Mayor exposición pública Patrocinios de marcas mundiales	Training and education of women, especially those in the rural areas.	Target the old and the young and continue to give and simplify a step by step method of ensuring gender equality practices in business operations.
Mayor promoción para que se conocido y más organizaciones y empresas se adhieran y comprometan.	Engage Programme participants (past, present, future) in networking and training activities throughout the Programme especially through an online environment so that ideas, feedback, guidance, mentorship, etc. can be shared	Si bien los responsables del programa y su staff siempre están para ayudar, entendemos que dotándolos de mas recursos podrán llegar a mas lugares.
Win Win Jamaica seems to need more human resources. It needs a full time communications person to ensure that all it achieves gets high visibility in the right places - image is very important in getting the corporate sector on board.	Facilitate the hosting of at least one grand forum/seminar/expo in each participating country where participants can share their experiences, ideas, benefits, research, etc. of the Programme and their business while encouraging others to take similar steps towards their achievements	Ampliar programa, con mayor tiempo y contenidos
Guiar a las empresas con ejemplos claros para mejorar los puntos que salieron bajos en el autodiagnóstico.	hacer interactuar mas en directo al ámbito público con el privado.	Entregar un tipo de "sello" a las empresas y comunicarlo mejor en prensa.
que sea más visible el programa y difusión.	dar seguimiento a las empresas	Desarrollar más herramientas prácticas antes del cierre del proyecto. Garantizar una extensión del plazo del proyecto para terminar de ejecutar las actividades previstas con miras a la implementación de acciones para promover la sostenibilidad.
	asistencia en la implementación.	
	Un seguimiento de las participantes, con sus logros y avances	

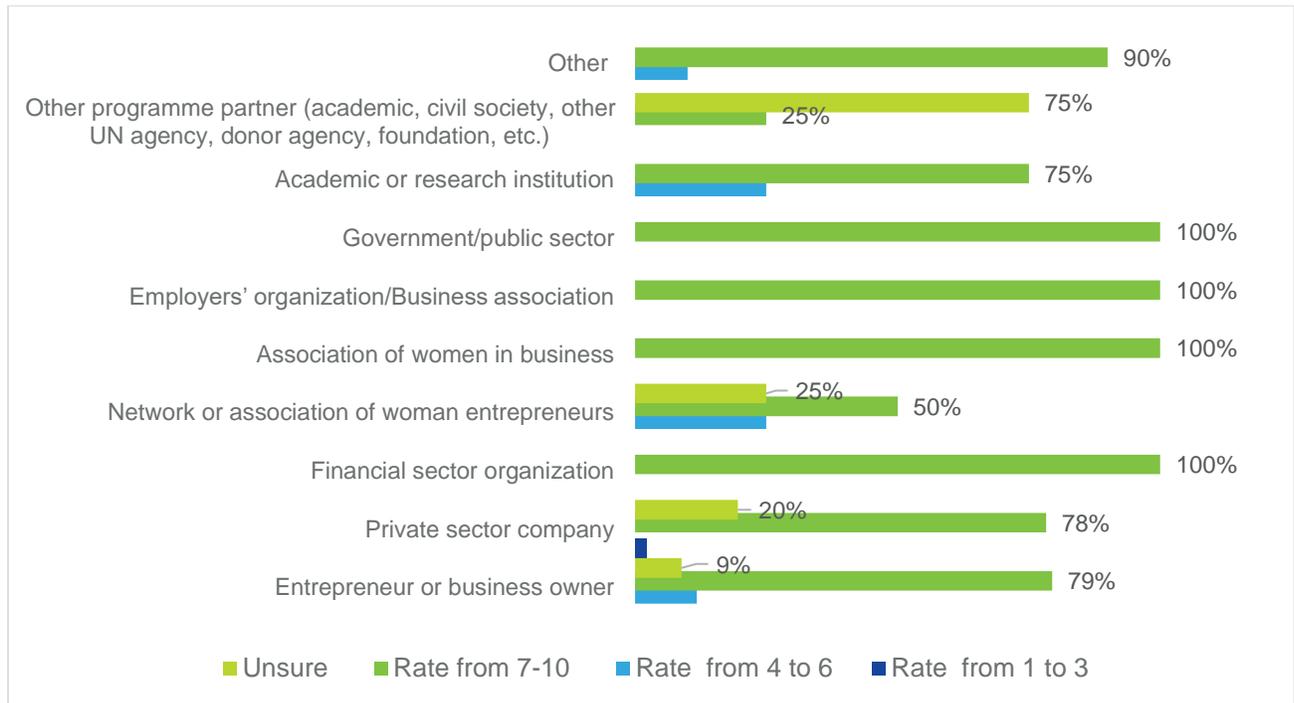
## ANNEX 7: EXTERNAL SURVEY RESPONSES

In the following survey responses, rating choices were on a scale from 1 (most negative) to 10 (most positive), with an additional option of “unsure.” For analysis, responses were grouped as shown. As shown in Annex 2, private sector companies, as well as networks of women in business/woman entrepreneurs, and “other programme partners” together make up a large (and overlapping) proportion of survey respondents (and of the external stakeholder sampling frame) and as such answers are heavily weighted towards these categories, reducing the significance of differences between responses from these categories and others such as employers organizations, which account for a much smaller absolute number of respondents.

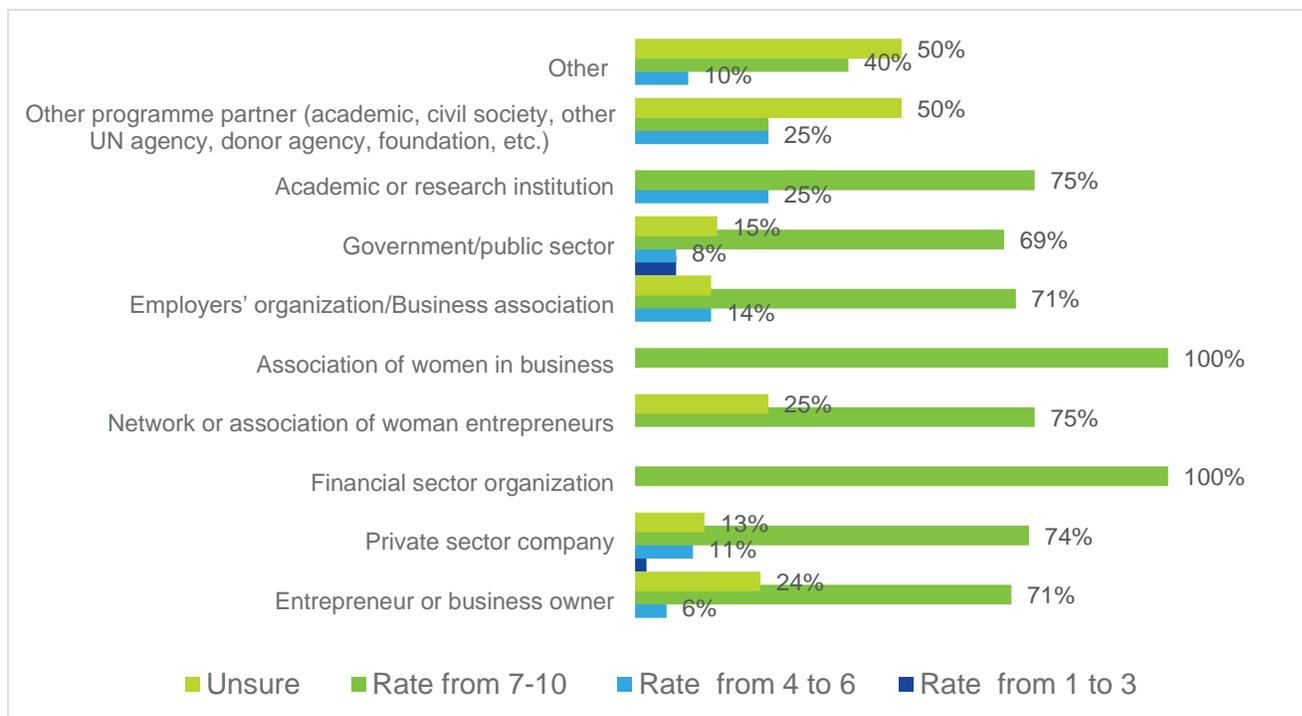
### *How would you rate the overall effectiveness of the Win-Win Programme? (Survey Q9)*



**How would you rate the efficiency of the Win-Win Programme in terms of management and use of human and financial resources? (Survey Q10)**



**How would you rate Win-Win Programme results orientation to sustainability after current funding ends by December 2020? (Survey Q11)**



## ANNEX 8: DOCUMENTS REVIEWED

1. Win-Win: Gender Equality means Good Business – Signed Project Document (PRODOC)
2. Win-Win PIMS Logframe Matrix
3. Win-Win Budget
4. Win-Win Monitoring and Evaluation Plan plus annexes (Monthly Report updated according to Annual Work Plan 2019 - per country/institution)
5. Win-Win Baseline report
6. Win-Win Evaluability Assessment report
7. Win-Win Communication and Visibility Plan
8. Win-Win First Annual Programme Report to the donor plus annexes (items 1, 4, 5, 6, 7 and 10 correspond to annexes 1, 13, 43, 44, 13 and 14)
9. Win-Win Final Inception Phase Report plus annexes
10. Win-Win PIMS Indicators Report
11. Win-Win 2018 End-year Strategic Planning meeting report plus annexes
12. Win-Win country and regional monthly reports
13. Win-Win Newsletters
14. Win-Win communication and media/social media (Brochure, selected media appearances and mentions, LinkedIn channel posts, etc.)
15. Win-Win Knowledge products and tools (including various presentations and guidance documents, reports – including ILO WED and WIBM reports, etc.)
16. Win-Win List of events using M&E app (POX)
17. EU PIMS Guidelines - Partnership Instrument Monitoring System (PIMS) Guidelines
18. Selected Terms of Reference for services contracted
19. Evaluation Policy of the United Nations Entity for Gender Equality and the Empowerment of Women (UNW/2012/8)
20. ILO policy guidelines for evaluation: Principles, rationale, planning and managing for evaluations, 3rd edition.
21. ILO Guidelines on Integrating Gender Equality in Monitoring and Evaluation of Projects Integrating gender in monitoring and evaluation of projects
22. ILO Guidance Note N° 15 Management Follow up to Recommendation
23. ILO Lessons Learned Template
24. ILO Good Practices Template
25. UN Women Evaluation Handbook: How to manage gender-responsive evaluation
26. Integrating Human Rights and Gender Equality in Evaluation – towards UNEG Guidance
27. Norms for Evaluation in the UN System
28. UNEG Code of Conduct for Evaluation in the UN System
29. UNEG Ethical Guidelines
30. UNEG Quality Checklist for Evaluation Reports
31. Win-Win Steering Committee Meeting Minutes
32. Win-Win National Technical Advisory Groups meetings
33. Win-Win Regional Technical Advisory Group
34. Win-Win Coordination meetings

## ANNEX 9: EVALUATION TERMS OF REFERENCE

### “Win-Win: Gender Equality means Good Business”

#### Mid-Term Evaluation

#### TERMS OF REFERENCE

<b>PROGRAMME</b>	Win-Win: Gender Equality means Good Business
<b>POST TITLE</b>	Mid-Term Evaluation of the Programme: “Win-Win: Gender equality means good business” implemented in Argentina, Brazil, Costa Rica, Chile, Jamaica and Uruguay
<b>EXPECTED DURATION</b>	From September 16 to November 30, 2019

#### I. BACKGROUND

1. Aligned with the 2030 Agenda for Sustainable Development, the overall objective of the “Win-Win: Gender Equality means Good Business” regional Programme, implemented by UN Women and ILO - in partnership with the EU- in six Latin-American and Caribbean countries (Argentina, Brazil, Costa Rica, Chile, Jamaica and Uruguay) is to contribute to Women’s Economic Empowerment and Leadership for sustainable, inclusive and equitable growth, by recognizing women as beneficiaries and partners of growth and development, increasing commitment of private sector (enterprises and employers’ organizations) to gender equality and women empowerment and strengthening private companies and employers organizations’ capacities to implement these commitments.
2. The theory of change that underpins this intervention is based on the achievement of three Programme Outcomes: 1) Women led business in Europe and Latin America and the Caribbean increase cooperation to expand opportunities; 2) Sustainable model of gender-sensitive private sector engagement to support the Sustainable Development Goals achievement developed and adopted; and 3) Bi-regional women-led innovation and business ventures, underpinned by the seven Output level results. The Women Empowerment Principles (WEPs) are at the core of the Programme implementation.
3. The “Win-Win” is being implemented in close coordination among UN Women, ILO and EU, and in synergy with other related initiatives, as the EU-funded We Empower Programme. The Programme is also working with other institutions such as the United Nations Development Programme/UNDP (Gender Equality Seal for Public and Private Organizations), the Interamerican Development Bank/IDB (Gender Parity Initiative), and the Global Compact (promoting the Gender Gap Analysis Tool/GGAT).
4. The Programme structure comprises an Executive Steering Committee, and two Management Units<sup>89</sup>. The UN Women Management Unit is based in Brazil and the ILO Management Unit is based in Peru. The Programme languages are English, Spanish and Portuguese.
5. The Programme is implemented over the course of three years (January 2018 – December 2020),

<sup>89</sup> Win-Win: Gender Equality means Good Business Project Document, page 50.

with a contribution from the European Union of € 9,000,000, € 580,000 from UN Women and € 500,000 from the ILO. The Mid-Term Evaluation findings, conclusions, strategic and operational recommendations will be incorporated for enhance implementation during the second half of the Programme term.

6. From January to June 2018 the Programme grounded the foundations for an efficient and effective implementation. The Programme effective implementation started in July 2018. According to the Project Document, “The project will undergo an independent Mid-Term Evaluation at the mid-point of implementation. The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course correction as needed. It will focus on the relevance, effectiveness, efficiency and timeliness of Programme implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about Programme design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the Programme term [...] The management response<sup>90</sup> to the Mid-Term Evaluation will be prepared and the UN Women and ILO Management Units will need to take actions as outlined in the recommendations.”
7. “The UN Women Evaluation Handbook *How to manage gender-responsive evaluation*<sup>91</sup> as well as *ILO Evaluation Policy, guidance notes and checklists*<sup>92</sup>, provides the necessary tools for the management of all phases of the evaluation process: preparation, conduct and follow-up/use. The UNEG Handbook Integrating Human Rights and Gender Equality in Evaluations<sup>93</sup> is also a key reference for all UN Women evaluations.”
8. As the “Win-Win: Gender Equality means Good Business” is an EU Partnership Instrument, the evaluation will also take into consideration the “Partnership Instrument Monitoring System (PIMS) Guidelines” as the Win-Win Logframe Matrix has been revised during the inception phase to integrate the PIMS. This guide presents the key features of the European Union Partnership Instrument (PI) Monitoring System (PIMS).

## II. PURPOSE, SCOPE, CLIENTS AND OBJECTIVES OF THE EVALUATION

9. This Mid-Term Evaluation will determine progress being made toward the achievement of outcomes from January 2018 to August 2019 and will identify course correction as needed. The Evaluation will take into consideration the OECD DAC criteria on effectiveness, efficiency, and sustainability to evaluate the Programme implementation and performance, with the aim of providing strategic and

---

<sup>90</sup> In UN Women, the use of evaluation is facilitated through the mandatory development of management responses and action plans for all independent evaluations within six weeks of the finalization of evaluation reports. All the evaluation information is uploaded into the GATE system (Global Accountability and Tracking of Evaluation Use), follow-up quarterly and presented to the Executive Board systematically. In ILO, an active and routine follow-up of recommendations from independent evaluations is initiated by EVAL for projects with budget of over USD 1 million and carried out by management. EVAL collects management response data and reports to the Governing Body each November on project recommendation follow-up in its Annual Evaluation Report. See Guidance Note N° 15 Management Follow up to Recommendation ([http://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165977.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165977.pdf))

<sup>91</sup> <http://genderevaluation.unwomen.org/en/evaluation-handbook>

<sup>92</sup> [http://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_168289.pdf](http://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_168289.pdf)

<sup>93</sup> <http://www.uneval.org/document/detail/1616>

programmatic recommendations and highlighting issues requiring decisions and actions in order to ensure Programme impact and sustainability. The evaluation will also present initial lessons learned about Programme design, implementation and management.

10. The evaluation will be **formative**. Formative evaluations are usually conducted during the development of a Programme or its ongoing operation and provide feedback on areas for improvement, are prospective and proactive in their orientation, and serve quality assurance purpose.
11. The scope of the evaluation is regional and will cover the Programme implementation in Argentina, Brazil, Costa Rica, Chile, Jamaica and Uruguay. The Win-Win UN Women and ILO Management Units and implementing teams - regional and in the six Win-Win countries - as well as ILO and UN Women Regional and Country Offices in the six countries, and the EU will be considered as part of key stakeholders, as well as selected implementing partners and target groups.
12. The specific **objectives** of this formative evaluation are to:
  - Assess progress made toward the achievement of outcomes from January 2018 to August 2019, as defined in the “Win-Win: Gender Equality means Good Business” Project Document (PRODOC) and the Programme PIMS Logframe Matrix, identifying lessons learned and good practices;
  - Assess effectiveness and efficiency in progressing towards the achievement of outcomes;
  - Identify issues on the Programme design, implementation and management requiring decisions and actions and provide actionable recommendations to correct them if necessary;
  - Provide actionable and strategic recommendations in order to ensure the impact and sustainability of the Programme during the last year of its implementation and Programme sustainability.
13. Operational and strategic recommendations should be based on evidence and analysis, according to the evaluation findings and conclusions and must be actionable. They should be clear, stating who needs to implement them and should be discussed with the **Evaluation Core Group** (composed by the UNW Brazil Representative, UNW /Win-Win Programme Coordinator, UNW /Win-Win M&E Associate, UNW/Win-Win Programme Analyst, UNW ACRO M&E and WEE Specialist, ILO/Win-Win Programme Coordinator, ILO Regional Senior Specialist for Employers’ Activities, ILO Programme Officer, ILO Regional Evaluation Specialist, and the Programme Manager - FPI Regional Team/Americas (EU Delegation to Brazil)). The management response to the Mid-Term Evaluation will be prepared by the Regional Programme Coordination and the UNW and ILO Programme Management Units will take actions as outlined in the recommendations.

## II.a Evaluation methodology

14. Proposed methodology is presented in the following paragraphs. While the evaluator can propose changes in the methodology, such changes must be discussed and approved by the Evaluation Core Group.
15. Aligned with the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation, the evaluation must provide evidence-based information that is credible, reliable and useful. The analysis must be logically coherent and complete (and not speculative or opinion-based). Triangulation principles (utilizing multiple sources of data and methods) should be applied in order to validate findings. The protection of participants and respect for confidentiality should be guaranteed by the evaluation team.

### ***General and Gender Approach***

16. The evaluation should follow a scientifically realistic approach that will contribute to a greater understanding of what worked, why it worked, how it worked, and to what extent, with regards to three outcomes of the project, situating each component within their specific country context.
17. The evaluation will be consistent with UN Women and ILO Policy Guidelines for Evaluations.
18. The evaluation team should consider the utilization of the following approaches:
  - Use mixed methods (qualitative and quantitative) to identify changes that can be attributed to the Programme or to which it contributed at each level of the results chain;
  - Use a gender-responsive and cultural sensitivity approach ;
  - Use a participatory approach that will allow triangulating data collected across a variety of stakeholders. Consultations will incorporate a degree of flexibility to maintain a sense of ownership of the stakeholders and beneficiaries, allowing additional questions to be posed that are not included in the TOR, whilst ensuring that key information requirements are met. Whenever possible, Programme staff and implementing partners will participate in meetings with stakeholders and beneficiaries to provide introductions;
  - Use the Programme’s monitoring system to identify the results gathered by UN Women/ ILO, and other relevant key actors.

### ***Specific methods***

19. It’s highly recommended that the evaluation team use a mix of complementary methods:
  - Desk review: Conceptualization and reconstruction of the Programme’s theory of change, mechanisms, contexts and analysis of the assumptions underlying the Programme and examination of evidence (wide range of data sources including Programme documents, progress reports and study reports, Programme baseline and monitoring data produced by the programme M&E System, Media News regarding the Programme implementation, institutional information systems, financial records, etc. using, when possible, of sex and age disaggregated data and analysis);
  - Meetings with UNW Brazil, the UNW Regional Coordination and the EU delegation in Brazil;
  - Semi-structured interviews with selected stakeholders from the six countries. Following **stakeholders** must be considered:
    - Women entrepreneurs/ businesswomen, women-led business and enterprises, networks/ associations of women in business, WEPs signatories, and employers’ organizations;
    - Programme implementing teams (regional and in the six countries);
    - ILO Regional Coordinator and ILO team;
    - The European Union team responsible for the Programme in the six countries;
    - Selected Programme partners, as UNDP (Gender Equality Seal for Public and Private Organizations); IDB (Gender Parity Initiative and Gender Gap Analysis Tool/GGAT); the Global Compact (Gender Gap Analysis Tool/GGAT); We Empower (G7 programme).

20. The evaluation will include the **following steps**:

1. **Inception report:** the evaluation team will present the proposed evaluation methodology and evaluation matrix to the Evaluation Core Group, with an estimated number of working days per phase. This report will also include a detailed plan for the field visit (one to Brasilia, Brazil + one to other Win-Win country) and the list of key stakeholders to be interviewed, questions and a proposal of agenda. The Evaluation Core Group will provide feedback which will have to be incorporated into the final version of the Inception Report.
2. **Field Visit and data collection:** Based on the Inception Report, field visits will be carried out. Online interviews (e.g skype calls, online meetings) should be used to gather information with stakeholders not reached during field visits. All data collected should be disaggregated by sex and race, if possible;
3. **Preliminary Evaluation Report:** Analysis of data and interpretation of findings, drafting the evaluation report, that will include a proposal of communication products that will be elaborated to disseminate the evaluation findings and actions to take. The team leader will submit the draft report to the Evaluation Core Group for further comments and feedback;
4. **Final Evaluation Report:** After incorporating comments from the Evaluation Core Group, the final report will be submitted and presented to the Evaluation Core Group. The final report should not exceed a length of 30 pages, plus annexes and will contain an executive summary and a management response proposal;
5. **Dissemination and follow-up:** the Evaluation Core Group will publish the evaluation report and related communication products, uploading the published report on the GATE website and ILO reporting system, and learning events, such as a webinar.

## II.b Evaluation Questions

21. The following evaluation questions are based on OECD/ DAC main evaluation criteria:

### Effectiveness

- a) What has been the progress of the Programme in relation to the intended three outcomes? To what extent have the Programme outputs and activities been achieved on time? What are the major external (to the Programme) and internal factors influencing the achievement or non- achievement of the outcomes and outputs? What new approaches would be needed to respond effectively to the needs of particular groups where the Programme can make a difference?
- b) How is Programme stakeholder's cooperation affecting the achievement of activities, outputs and outcomes?
- c) What are the main benefits in the interagency programme approach? What are the main challenges? Is there any degree of complementarity and/or juxtaposition?
- d) To what extent did the coordination among country offices; the coordination among EU, UN Women and ILO; and administrative procedures facilitate the achievement of results?
- e) Was synergy generated with other projects or external cooperation received?

- f) How the Programme is promoting innovative knowledge products and tools?
- g) What are the main political issues that are affecting positively or negatively the Programme?

#### **Efficiency**

- a) Is there enough flexibility in the use of the resources (budget) to adapt to main beneficiary groups requirements and needs?
- b) To what extent are all equipment purchased and used as planned under this Programme?
- c) Are the Programme's resources, especially personnel resources, been used in the most efficient way? Are management capacities adequate?
- d) Is there a clear understanding of roles and responsibilities by all parties involved in the Programme implementation? Have all key counterparts assumed that responsibilities?
- e) In general, do the results achieved justify the costs?

#### **Orientation to impact and Sustainability**

- a) How is the Programme ensuring or strengthening capacity to sustain achievements?
- b) Has the Programme implementation worked on plans to improve the results of the intervention? c) How the beneficiary groups of the Programme perceive the sustainability of the results achieved? d) Is the programme influencing to strength the role of UN Women and ILO in the region/countries? e) Is the programme strengthening the UN Women's and ILO's partnerships with the private sector in the region/countries?
- f) What are the assumptions about gender roles, norms and relations that supported or hindered the programme? And how will these factors affect the sustainability of the results?
- g) How is the Programme leveraging additional resources?

### **III. EVALUATION TEAM RESPONSIBILITIES**

22. The evaluation team leader will be responsible for delivering the key evaluation products. He/she will coordinate the work of all other team members during all phases of the evaluation process, ensuring the quality of outputs and application of methodology as well as timely delivery of all products. In close collaboration with the Evaluation Core Group, he/she will lead the conceptualization and design of the evaluation and conduct of the field visit and the shaping of the findings, conclusions and recommendations of the final report. More specifically the tasks of the team leader include:

- Assigning and coordinating team tasks within the framework of the ToRs;
- Coordinating and supervising the research and analysis of data collected and all relevant documentation;
- Elaborating the inception report outlining the design, methodology, tools, required resources

and indicative work plan of the evaluation team, preliminary evaluation report and final evaluation report and leading the preparation of specific inputs from designated team members;

- Participating in online meetings to present and discuss the inception report, the preliminary evaluation report and the final evaluation report to the Evaluation Core Group, finalizing reports based on feedbacks;
- Participating in two webinars, to be organized by the Evaluation Core Group, to present evaluation results.



# Baastel

30 Years Promoting  
Sustainable Development

---

## North American Office

Le Groupe-conseil Baastel Itée  
92, rue Montcalm  
Gatineau (Québec)  
Canada, J8X2L7

P: +1 819 595 1421  
F: +1 819 595 8586

## European Office

Le Groupe-conseil Baastel sprl  
Boulevard Adolphe Max 55  
B-1000 Brussels  
Belgium

P: +32 (0)2 893 0032  
F: +32 (0)2 503 3183

## Representation Morocco

Olivier Beucher  
P: +212 (0)6 96 61 80 61  
E: [olivier.beucher@baastel.com](mailto:olivier.beucher@baastel.com)

## Representation Thailand

Michael Miner & Melinda MacDonald  
P: +66 (8)-1732-0822  
E: [michael.miner@baastel.com](mailto:michael.miner@baastel.com)

## Representation Jamaica

Curline Beckford  
P: +1 876 298 6545  
E: [curline.beckford@baastel.com](mailto:curline.beckford@baastel.com)

