

# FINAL NARRATIVE REPORT

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2018/2021



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WIN-WIN: GENDER EQUALITY  
MEANS GOOD BUSINESS

## Final Narrative Report 2018/2021

**Report produced from July to October 2021****General coordinators:**

M. Esther Corral Cutillas, Regional Programme Coordinator/Management Specialist - Win-Win Programme.  
Luisa Fenizola Rodrigues, Monitoring and Evaluation Regional Specialist - Win-Win Programme.

**This work has been graced with valuable insights and contributions from:**

Anastasia Divinskaya, Representative, UN Women Brazil.  
Teresa Pérez del Castillo, Regional Programme Coordinator – Win-Win Programme.  
Paz Arancibia, Regional Programme Coordinator – Win-Win Programme – ILO.  
Maria Victoria Giulietti, Senior Specialist Employers' Activities, Bureau for Employers' Activities (ACT/EMP) - ILO Decent Work Team and Country Office for the Caribbean.  
Larriza Thurler, Regional Knowledge Management Specialist, Win-Win Programme.  
Mariana Torres, Regional Communication Specialist, Win-Win Programme.  
Veronica Baracat, National Private Sector Specialist, UN Women Argentina.  
Mariana Massaccesi, Consultant, UN Women Argentina.  
Tayná Leite, National Private Sector Specialist, UN Women Brazil.  
Joana Chagas, Programme Specialist, UN Women Brazil.  
Ana Carolina Querino, Programme Specialist, UN Women Brazil.  
Paz Veronica Garcia, National Private Sector Specialist, UN Women Chile.  
Isabelle Turcotte, Consultant, UN Women Chile.  
Gabriela Mata Marin, National Private Sector Specialist, UN Women Costa Rica.  
Gayle Gollop, National Private Sector Specialist, UN Women Multi Country Office – Caribbean.  
Lorena Lamas, National Private Sector Specialist, UN Women Uruguay.  
Gabriela Rosero Moncayo, Coordinator, Investors for Equality, Regional LAC Office, UN Women.  
Cybele Burga, Monitoring and Evaluation Specialist, ILO.  
Janneth Leyva, Monitoring and Evaluation Consultant, ILO.

**For further information on this report:**

<b>Contact person</b>	Ms. Anastasia Divinskaya, Representative, UN Women Brazil
<b>Postal address</b>	Casa das Nações Unidas no Brasil – Complexo Sergio Vieira de Mello, Módulo II – Prédio Léila Gonzalez. Setor de Embaixadas Norte, Quadra 802. Conjunto C, Lote 17. CEP 70800-400. Brasília, DF. Brasil.
<b>E-mail</b>	anastasia.divinskaya@unwomen.org

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# — LIST OF ACRONYMS

<b>AED</b>	<i>Alianza Empresarial para el Desarrollo</i> (Business Partnership for Development) – Costa Rica
<b>ALADI</b>	Latin-American Integration Association
<b>BCP</b>	Business Continuity Plan
<b>CAME</b>	<i>Confederación Argentina de la Mediana Empresa</i> (Argentinian Confederation of Medium Enterprises)
<b>CAMECH</b>	<i>Cámara de Mujeres Empresarias del Chaco</i> (Chaco Chamber of Women Entrepreneurs) – Argentina
<b>CoP</b>	Community of Practice
<b>CORFO</b>	Production Development Corporation
<b>CNI</b>	<i>Confederação Nacional da Indústria</i> (National Industry Confederation) – Brazil
<b>DG-ENER</b>	European Commission Directorate General for Energy
<b>DG-GROW</b>	European Commission Directorate General for Internal Market, Industry, Entrepreneurship and SMEs
<b>DIR</b>	Diagnosis for Equal Remuneration
<b>EASME</b>	Executive Agency for Small and Medium-sized Enterprises
<b>EEN</b>	Enterprise Europe Network
<b>ESC</b>	Executive Steering Committee
<b>EU</b>	European Union
<b>FEMS</b>	<i>Foro Ejecutivo de Mujeres en Seguros</i> (Executive Forum of Women in Insurance) – Argentina
<b>FPI</b>	European Union Service for Foreign Policy Instruments
<b>GAP</b>	Gender Action Plan
<b>GATE</b>	Global Accountability and Tracking of Evaluation Use system
<b>GGAT</b>	Gender Gap Analysis Tool
<b>GIZ</b>	German Cooperation agency
<b>IADB/IDB</b>	Inter-American Development Bank
<b>IESE</b>	<i>Instituto de Estudios Superiores de la Empresa</i> (University of Navarra - Business School) - Spain
<b>ILO</b>	International Labour Organization
<b>INACOOP</b>	<i>Instituto Nacional del Cooperativismo</i> (National Institute for Cooperatives) – Uruguay
<b>INMUJERES</b>	<i>Instituto Nacional de las Mujeres</i> (National Institute of Women) – Uruguay
<b>IOE</b>	International Organisation of Employers
<b>IRADE</b>	<i>Instituto Regional de Administración de Empresas</i> (Regional Institute of Business Administration) – Chile
<b>IWCA</b>	International Women's Coffee Alliance
<b>JAWiC</b>	Jamaica Chapter of the International Women's Coffee Alliance

<b>KM</b>	Knowledge Management
<b>KP</b>	Knowledge Product
<b>LAC</b>	Latin America and the Caribbean
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MIA</b>	<i>Mujeres de la Industria Argentina</i> (Women in Industry Argentina)
<b>MPTF</b>	Multi-Partner Trust Fund
<b>MR</b>	Management Response
<b>MTE</b>	Mid-Term Evaluation
<b>NGO</b>	Non-Governmental Organization
<b>NPSS</b>	National Private Sector Specialist
<b>NTA</b>	National Technical Advisory Group
<b>OECD/DAC</b>	Organization for Economic Co-operation and Development / Development Assistance Committee
<b>OMEU</b>	<i>Organización de Mujeres Emprendedoras Uruguayas</i> (Uruguayan Organization of businesswomen and women entrepreneurs)
<b>PIMS</b>	Partnership Instrument Monitoring System
<b>RBM</b>	Results Based Management
<b>REDIBERO</b>	Iberian-American Network of Trade Promotion Organizations
<b>RME</b>	<i>Rede Mulher Empreendedora</i> (Women Entrepreneur Network) – Brazil
<b>RTA</b>	Regional Technical Advisory Group
<b>SDG</b>	Sustainable Development Goal
<b>SME</b>	Small and Medium-sized Enterprise
<b>STEM</b>	Science, Technology, Engineering and Mathematics
<b>ToC</b>	Theory of Change
<b>ToR</b>	Terms of Reference
<b>UCCAEP</b>	Costa Rican Federation of Chambers and Associations of Private Enterprises
<b>UIA</b>	<i>Unión Industrial de Argentina</i> (Industrial Union of Argentina)
<b>UIPBA</b>	<i>Unión Industrial de la Provincia de Buenos Aires</i> (Industrial Union of the Province of Buenos Aires) – Argentina
<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>WED</b>	Women's Entrepreneurship Development
<b>WEE</b>	Women's economic empowerment
<b>WENC</b>	Women Entrepreneurship Network of the Caribbean
<b>WEPs</b>	Women Empowerment Principles
<b>WILL</b>	Women in Leadership Latin America

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# — FOREWORD



**MARIA NOEL VAEZA**  
Regional Director for the  
Americas and the Caribbean,  
UN Women



**VINICIUS CARVALHO PINHEIRO**  
Assistant Director General and  
Regional Director for Latin America  
and the Caribbean, ILO

During the last decades, there has been an overall improvement in women's economic empowerment, with an increase in the number of women with income of their own and formal employment<sup>1</sup>. Indeed, the average female labour force participation rate in the Latin America and the Caribbean (LAC) region has grown at the fastest pace, even surpassing that of Europe in the early 2000s<sup>2</sup>.

More and more, a larger share of private stakeholders, including multinational companies, Small and Medium-sized Enterprises (SMEs), financial intermediaries, associations, workers and employers' organizations now place gender equality as a top agenda item within their businesses. Yet, gender equality in the world of work is still far from being achieved.

In fact, the COVID-19 outbreak has dragged the world to its worst crisis in over a century and has led the LAC region to a ten-year setback in women's labour conditions. Around 25 million women are currently unemployed or out of the workforce in the LAC region<sup>3</sup>. The pandemic has hit women in a most violent and disproportional way increasing pre-existing inequalities such as the gender-pay gap, unequal distribution

of unpaid care and domestic work between men and women, uneven access to financing and gender-based violence, factors which inhibit women's full access to opportunities.

Developing and leveraging half of the world's talent is therefore a key factor for economic growth, competitiveness and future-readiness of economies and businesses across the world. Indeed, if the global gender gap in the workplace closed, the global economy could grow by 12 trillion dollars by 2025<sup>4</sup>. In other words, investing in and with women, leads to a stronger economic growth and more sustainable, diverse and inclusive societies.

With this mind-set, the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), the International Labour Organization (ILO) and the European Union (EU), through the EU Service for Foreign Policy Instruments (FPI), joined efforts in late 2017 to promote a transformative change on the topic, not only as a matter of women's human rights and social justice, but also as a smart public and sustainable corporate decision and a contribution to overall economic development.

<sup>1</sup> UN Women Annual Report 2017-2018. Available [here](#)

<sup>2</sup> ILO, Women in the world of work. Pending Challenges for Achieving Effective Equality in Latin America and the Caribbean, 2019. Available [here](#)

<sup>3</sup> ILO, 13 million women in Latin America and the Caribbean saw their jobs disappear due to the COVID-19 pandemic, 2021. Available [here](#)

<sup>4</sup> McKinsey Global Institute. How advancing women's equality can add \$12 trillion to global growth, 2015. Available [here](#)

The Programme "Win-Win: Gender Equality means Good Business", implemented between January 2018 and August 2021, underscored the central and active role women play in growth and development, and directed the private sector towards concrete goals for the achievement of gender equality in the workplace, corporate value chains and communities.

As result, **more women** have access to **more equal work environments**. The Programme contributed to changing long held and deeply ingrained sexist beliefs regarding economics and business. Influencing core assumptions within business and building bridges between the public and private sectors, **more governments and companies in LAC and in Europe recognize the centrality of women's economic empowerment for economic development and business success**, and act to achieve tangible changes. As an example, the Programme spurred **organizational change with more than 600 private sector policies** to advance gender equality and address the aggravated effects of the COVID-19 pandemic on women. The LAC region now has the **highest number of companies committed to gender equality and women's empowerment** through the Women's Empowerment Principles (WEPs) in the world. **Networking and cooperation have increased between LAC and the EU, leading to removal of barriers and more business opportunities** among business-women of both regions. Innovative in its very essence, Win-Win challenged economic and business paradigms, traditional development approaches and institutional limits and contributed to creating a more enabling environment for women-owned businesses by tackling the financial ecosystem and unlocking private capital.

Focused on multilateralism and on partnerships, Win-Win has generated a different approach to address gender equality and build a solid critical mass, which will further generate and demand change. Overall, the Programme proved that **gender equality means better business** and has supported the achievement of the Sustainable Development Goals (SDGs).

The numbers are impressive: over **30,000 women entrepreneurs** were impacted by Win-Win. More than **40,000 representatives** from over **7,700 companies** engaged in activities, many of which included CEOs to promote change from top leadership. In 44 months of implementation, over **1,000 face-to-face and virtual events** took place, including trainings, business missions and outreach events. Close to **1,000 companies committed to the WEPs** in the six countries and over **500 companies adopted non-discrimination and equal opportunity policies, strategies or guidelines**. The established EU-LAC network of women **increased collaboration** through a marketplace, exchanging knowledge and

doing business. The "Investors for Equality" was launched to mobilize and promote **gender-sensitive investments**. A legacy of over 400 knowledge products and gender-sensitive tools is now available to sustain and expand capacity development and exchange of good practices on how to make the private sector more inclusive.

With the EU's commitment and support, Win-Win contributed to **eliminate gender-stereotypes in the private sector, doing business differently, leveraging women to achieve their professional goals and realising their full potential**. Grounded on the prestige of the EU, the values and principles it represents, the Programme fostered the complementary role and expertise of each of the three institutions and connected, added value and accelerated the work of UN Women and ILO. Multilateralism, cross-regional solidarity and complementarity of mandates and expertise of the programme partner organizations, have been fundamental to overcoming multiple challenges, faced through the programme implementation, including the COVID-19 pandemic.

Having fully achieved the Programmes's expected results, many valuable lessons have been learnt that will inform future partnerships and programmes. Through Win-Win, UN Women and ILO demonstrated high collaborative capacity to convene diverse partners (women entrepreneurs, women-led businesses, start-ups, cooperatives, SMEs, business and employers' organizations and multinationals), national and local governments, partner multilateral organizations and relevant financing stakeholders) to promote gender equality and to propose transformative actions placing women centrally, as both beneficiaries and partners of sustainable growth. Developing concrete, demand-driven and credible tools for gender-sensitive managing of all types of businesses resulted in increased recognition of partners in the business environment and in the entrepreneurial ecosystem. Moreover, working towards gender equality has proven to be a task not limited to international or public institutions.

The Win-Win Programme represented the commitment from UN Women and ILO towards achievement of the 2030 Agenda for Sustainable Development. We are determined to further place women's economic empowerment centrally to the entrepreneurial ecosystems, institutional transformations of the companies, employers' organizations and the private sector as a whole. We can only succeed working together to achieve a more sustainable, equal, inclusive and green future, full of productive and decent works. We count on the partnership and unconditional support of the EU and its member states to continue working towards a better reality for the women.

Without gender equality we will not have a better future, we will not have a better world.



## EXECUTIVE SUMMARY

The "Win-Win: Gender Equality means Good Business" is a partnership Programme between **UN Women**, the **International Labour Organization** (ILO) and the **European Union** (EU), implemented through the EU Service for **Foreign Policy Instruments** (FPI), between January 2018 and August 2021<sup>5</sup>.

The Programme recognizes **women as beneficiaries and partners of sustainable growth**, while aiming at **increasing the commitment of private and public companies** to gender equality and women's empowerment and **strengthening the companies' capacities** to implement these commitments. Targeting women-led enterprises and networks, Small and Medium Enterprises (SMEs), multi-national companies, employers' organizations and relevant stakeholders in Europe and in six Latin American and Caribbean (LAC) countries (Argentina, Brazil, Chile, Costa Rica, Jamaica, and Uruguay), the key and interlinked Programme objectives are:

**1** | **Support women-led business** in Europe and in LAC to increase cooperation and expand opportunities;

**2** | **Develop and adopt a sustainable model of gender-sensitive private sector engagement** to support achievement of the Sustainable Development Goals (SDGs), through promoting gender equal business and encouraging wider adherence, implementation and reporting on the Women's Empowerment Principles (WEPs);

3

**Increase bi-regional women-led innovation and business ventures** through the establishment of an investment facility as a sustainable financing model that attracts additional and longer-term private sector investments for gender equality and the achievement of SDGs.

Over 44 months of implementation, the **Win-Win Programme achieved all expected results<sup>6</sup>**, surpassing some targets. **Women in LAC and in Europe now have more equal work environments** where to thrive. The Programme **built bridges between LAC and European public and private sectors** and **created a more enabling environment for women-owned businesses** by tackling the financial ecosystem and unlocking private capital.

**At the end of the Win-Win Programme:**



- **Thirteen approaches advance participation of women in the economic life and increase access of women to economic resources**, including through gender-sensitive procurement and investments

- **Fifteen processes remove barriers for women to access markets and investments**, also expanding networking, cooperation and knowledge exchange

- **Five times more companies are committed to gender equality and women's empowerment through signing the WEPs<sup>7</sup>**



<sup>5</sup> The European Union Delegation Agreement PI 2017/394-283 was extended from initially approved duration of 36 months (1 January 2018 to 31 December 2020) to 44 months (1 January 2018 to 31 August 2021), as agreed in the Programme Executive Steering Committee (SC) meeting of 26 March 2020. During that meeting, SC members discussed declaration on 11 March 2020 of the COVID-19 pandemic in over 110 countries and territories around the world and the sustained risk of further global spread and of an unprecedented health, human and economic crisis. Therefore, SC members agreed to amend Agreement PI/2017/394-283. Addendum no 1 to Delegation Agreement PI 2017/394-283 was signed in August 2020.

<sup>6</sup> A table containing the final status of the Results Framework (as of 31 August 2021) is included in the section "Results".

<sup>7</sup> As of August 2021, total number of WEPs signatories in the six countries was 1,157,939 of which committed during the 3.5 years of Programme implementation, while 218 committed before 2018.



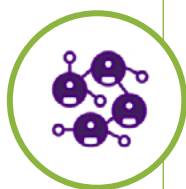
- WEPs-signatory companies took action and approved **non-discrimination and equal opportunity policies, strategies or guidance**, of which over 300 were publicly recognized

These results were possible due to impressive and complex cadre of advocacy and capacity development activities in six countries, illustrated by the following numbers:



- Among the over **30,000 participants** in trainings, group events and mentoring sessions:
  - 84% of women entrepreneurs now have **increased capacity to promote their business skills and strengthen their networks**, and
  - 94% of representatives from women's networks and associations now have **strengthened capacities to support women entrepreneurs to start and grow their businesses**

- 95% of over **40,000 people** from around **7,700 companies** now have capacities to promote **gender equality in the private sector**



- Over 100 WEPs allies now have **capacity to advocate** for WEPs implementation, while other 16 allies are **committed to attract private sector investments** for gender equality

- A legacy of **400 knowledge products**<sup>8</sup> is now available to sustain and expand efforts to strengthen skills of women entrepreneurs, promote gender equality in the private sector and increase women in leadership positions



*Win-Win has been a highly innovative and relevant Programme that has dealt with previously unaddressed dimensions of gender inequality and discrimination in the private sector and at work. It has done so from a new perspective, combining gender rights and economic/business approaches (...).*

*[Win-Win] has convened a wide set of usually disconnected actors, promoted public-private dialogue and influenced traditionally male-dominated strategic sectors of the economy. It has empowered and connected women leaders and entrepreneurs in LAC and the EU, expanding their opportunities (...).*

*[The Programme] has also contributed to the changing of norms, institutions and culture towards a new sustainable and gender-sensitive private sector engagement, [which] will help to advance in the achievement of the SDGs.*

*(...) The Programme is innovative in its very essence. It has challenged economic and business paradigms, traditional development approaches and institutional limits. Focused on multilateralism, partnerships and the glass ceiling, it has generated a different approach to address gender equality.*

### Win-Win's final independent evaluation report

<sup>8</sup> For monitoring and evaluation purposes, the term KP refers to programme-authored Briefs/Fact Sheets; Brochures and One/Two Pagers; Capacity Development Modules/Presentations; Flagship/Data Reports; Guidance Notes/Tools; Infographics, Mappings/Assessment; Multimedia (Videos/Interactive Tools/ Websites); Policy Brief Series; Position Papers/Thematic Strategy Papers; Research and Policy Papers. Webinar-related materials (recordings, presentations), talking points, communications products (including flyers/campaigns, magazines/newsletters) are not considered as KPs.

With a contribution from the European Union of €9,000,000, €580,000 from UN Women and €500,000 from ILO, the Win-Win Programme completed its 44 months of implementation with **100%** of budget implementation. **Below is a summarized version of the final financial donor report with expenses and budget at Outcome level** (see **Annex 14** for complete information).

The present final report covers the entire period of implementation, from January 2018 to August 2021 (44 months).

IMPACT: CONTRIBUTE TO WOMEN'S ECONOMIC EMPOWERMENT AND LEADERSHIP FOR SUSTAINABLE, INCLUSIVE AND EQUITABLE GROWTH	TOTAL BUDGET ESTIMATES ALL YEARS WITH NO COST EXTENSION (44 MONTHS)			CUMULATED COSTS (FROM START OF IMPLEMENTATION TO PRESENT REPORT INCLUDED) 01 JAN 2018 - 31 AUG 2021		
	UN WOMEN	ILO	TOTAL	UN WOMEN	ILO	TOTAL
<b>OUTCOME 1</b>	863.865,00	595.085,00	1.458.950,00	866.367,07	677.270,47	1.543.637,54
<b>OUTCOME 2</b>	1.971.711,00	97.525,00	2.069.236,00	2.173.464,07	105.065,78	2.278.529,85
<b>OUTCOME 3</b>	600.898,00	-	600.898,00	642.421,58	-	642.421,58
<b>DIRECT PROJECT MANAGEMENT COSTING</b>	3.597.203,00	684.927,00	4.282.130,00	3.351.221,05	593.938,74	3.945.159,79
<b>SUPPORT COSTS (7%)</b>	492.357,00	96.428,00	588.785,00	492.343,16	96.339,25	588.682,41
<b>TOTAL</b>	<b>7.526.034,00</b>	<b>1.473.965,00</b>	<b>9.000.000,00</b>	<b>7.525.816,93</b>	<b>1.472.614,24</b>	<b>8.998.431,17</b>

Figure 1 – Financial information with expenses and budget at Outcome level



# INTRODUCTION

The "Win-Win: Gender Equality means Good Business" Programme started in January 2018 and ended in August 2021, a partnership between **UN Women**, the **International Labour Organization** (ILO) and the **European Union** (EU), through the EU Service for **Foreign Policy Instruments** (FPI).

The overall purpose of the Programme is **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 (LAC), namely Argentina, Brazil, Chile, Costa Rica, Jamaica, and Uruguay.

The Programme recognizes **women as beneficiaries and partners of sustainable and inclusive growth**, while aiming at **increasing the commitment of private and public companies** (including women-led enterprises and networks, Small and Medium Enterprises (SMEs), multi-national companies, employers' organizations and relevant stakeholders) to gender equality and women's economic empowerment and **strengthening companies' capacities to implement these commitments**.

The Programme is aligned to the **EU Global Strategy on Foreign and Security Policy** and to the objectives of the European Union's Partnership Instrument within its strand of **"Responsible Business and Decent Work"**. Moreover, Win-Win is grounded on the **2030 Agenda for Sustainable Development**, and specifically targets four **Sustainable Development Goals** (SDGs), namely: **SDG 5** (Achieve gender equality and empower all women and girls), **SDG 8** (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all), **SDG 10** (Reduce inequality within and among countries) and **SDG 17** (Strengthen the means of implementation and revitalize the global partnership for sustainable development).

The Programme also relates to other relevant international frameworks, notably the global call to action of the **UN Sec-**

**retary-General's High-Level Panel for Women's Economic Empowerment**, the **Beijing Declaration and Platform for Action** and the **outcomes of G7 summits**. The **Convention on the Elimination of All Forms of Discrimination against Women** (CEDAW) and **International Convention on the Elimination of All Forms of Racial Discrimination** are also relevant normative frameworks. Two ILO gender equality Conventions underpin the Programme: **Equal Remuneration Convention** No.100 and **Discrimination (Employment and Occupation)** No. 111, along with other very relevant instruments (the **Workers with Family Responsibilities Convention** (No.156), the **Maternity Protection Convention** (No.183), the **Violence and Harassment Convention** (No. 190) as well as the **Recommendation concerning gender equality at the workplace** (June 2009) and the **Recommendation concerning the promotion of gender equality, pay equity and maternity protection** (June 2004).

The Programme is interlinked through three objectives:

- 1 | **Support women-led business** in Europe and LAC to increase cooperation and expand opportunities;
- 2 | **Develop and adopt a sustainable model of gender-sensitive private sector engagement** to support achievement of the SDGs, through promoting gender equal business and encouraging wider adherence, implementation and reporting on the Women's Empowerment Principles (WEPs);
- 3 | **Increase bi-regional women-led innovation and business ventures** through the establishment of an investment facility as a sustainable financing model that attracts additional and longer-term private sector investments for gender equality and the achievement of SDGs.

Win-Win had a **financial contribution** from the European Union of €9,000,000, with additional €580,000 from UN Women and €500,000 from ILO.

The **European Union Delegation Agreement PI 2017/394-283** identifies UN Women as the "Organization" and ILO as co-implementing agency. The Programme **management unit**, that is, its regional coordination, was the responsibility of **UN Women Brazil Country Office**.

European Union Delegation Agreement PI 2017/394-283 and Annex 1 (full Programme Document, including original Results Framework and budget) are included as **Annex 1**.

With the declaration on 11 March 2020 of the COVID-19 pandemic, the Win-Win Programme Executive Steering Committee (ESC) meeting agreed to extend the Programme's initial duration from 36 months (1 January 2018 to 31 December 2020) to 44 months (until 31 August 2021). The Programme's strategies were updated in accordance with the challenges raised by COVID-19. Amendment to European Union Delegation Agreement PI 2017/394-283 and **Annex** are included as **Annex 2**.

The present document is the final report, covering the entire period of implementation of the Programme (44 months, from January 2018 to August 2021)<sup>9,10</sup>. Previous Win-Win reports are included as **Annex 3**.

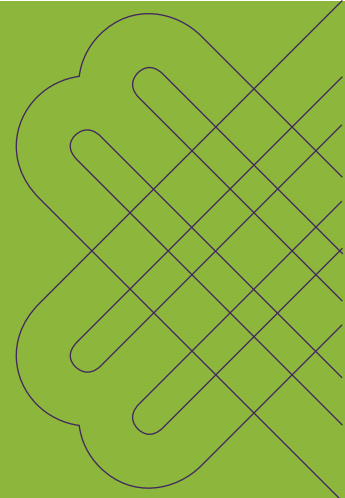
	INDICATORS
<b>Project start date</b>	01/01/2018
<b>Project end date (amended)</b>	31/08/2021
<b>UN implementing bodies</b>	UN Women and ILO
<b>Total budget</b>	€ 10,080,000
<b>European Union Partnership Instrument's contribution</b>	€ 9,000,000
<b>UN Women contribution</b>	€ 580,000
<b>ILO's contribution</b>	€ 500,000
<b>Implementing countries</b>	Argentina, Brazil, Chile, Costa Rica, Jamaica and Uruguay
<b>Management unit</b>	UN Women Country Office Brazil

Figure 2 – Summary of Win-Win

<sup>9</sup> In accordance with Article 3: Obligations regarding information and reporting of Annex II - General Conditions for PA Grant or Delegation Agreements of European Union Delegation Agreement PI 2017/394-283, this final report describes the implementation of the Action according to the activities envisaged in Annex I as well as the degree of achievement of its Results (Outcomes or Outputs) as measured by corresponding Indicators, for the entire period of implementation of the Programme (44 months, from January 2018 to August 2021)<sup>9</sup>. Content of hereby Win-Win's final report responds to the specific reporting obligations outlined in Article 3.7. Content of the reports, where applicable.

<sup>10</sup> As informed by the FPI Regional Team Americas, Delegation of the European Union to Brazil to Win-Win's management unit on August 2020, following the amendment to contract PI/2017/394-283, as per page 17 of Annex I, a specific 2020 period report was not to be produced. Instead, 2020's information should be integrated in the hereby final narrative and financial report.

# PARTNERSHIPS



In line with SDG 17, which calls to **revitalize the global partnership for sustainable development**, the partnership EU-UN Women-ILO combined the comparative advantages of each institution into a force for change. Progressively, the EU recognized and exercised a more political and substantive role beyond that of a "traditional donor". The Programme also **connected, added valued and accelerated** the work of UN Women and ILO, building on the expertise and track records of both implementing partners. The resulted combination, complementary role and expertise of the three partners enhanced the positioning of the Programme and enabled the achievement of its ambitious results in a relatively short period.

Win-Win also capitalized on the individual and combined convening power of the three partners to bring together and coordinate diverse stakeholders and develop alliances in support of the Programme at all levels. In addition to key alliances with **companies** and with **women entrepreneurs and businesswomen and men** in both LAC and EU, the Programme also developed, sustained and strengthened significant partnerships with **employers' organizations, chambers of commerce, business associations, trade unions, civil society organizations, academic institutions and research institutes**. The next paragraphs highlight some of these key partnerships, which are further explored in connection to the results they nurtured along the following sections.

Win-Win outreached to **women's organizations** in high-impact areas for women-led businesses, such as the coffee industry, in a partnership with the **International Women's Coffee Alliance (IWCA)**, formed by women coffeemakers in Brazil, Costa Rica and Jamaica. The partnership generated more business opportunities for

women, facilitated through trainings and participation in trade events/fairs.

The partnership with **International Organisation of Employers (IOE)** led to the establishment of a network for knowledge and experience exchange between businesswomen from both LAC and EU, resulting in **more commercial opportunities**. Applying a decentralized approach, the Programme partnered with employers' organizations and business association. One example is the **Province of Buenos Aires Argentinian Industrial Union (UIPBA)**, where the representation of women in management positions increased from 5% to 35% due to the partnership with the Win-Win Programme<sup>11</sup>. Similar partnerships were established with the Brazilian state of Mato Grosso employers' organization **National Industry Confederation (CNI)** and with the **Costa Rican Federation of Chambers and Associations of Private Enterprises (UCCAEP)**.

The Win-Win Programme partnered with **EU Delegations** in all Win-Win countries and with **European institutions** with which the Win-Win Programme sought complementarity include various European Commission Directorates: for Internal Market, Industry, Entrepreneurship and Small and Medium-sized Enterprises (DG-GROW) and for Energy (DG-ENER); the Executive Agency for Small and Medium-sized Enterprises (EASME) and the Enterprise Europe Network (EEN). That is the case of the initiatives related to women in mining and energy, as well as the EEN-based business-to-business (B2B) platform "Women Steering the New Economies", a networking and business online platform resulted from the partnership with EUROCHILE, the Chilean EEN node. EU FPI-funded sibling programmes (WeEmpowerG7 and

<sup>11</sup> Ring the Bell is an international event that takes place in collaboration with more than 90 stock exchanges around the world, in the framework of International Women's Day, to raise awareness of the pivotal role the private sector can play in advancing gender equality to achieve SDG 5. In 2021, Ring the Bell highlighted gender-sensitive investments - IDB jointly with UN Women organized discussion roundtables on the topic.

WeEmpowerAsia) were also key partners for Win-Win, as described in sections Governance and Risk Management, and Sustainability Strategy.

Given that substantive progress in achieving gender equality in the workforce cannot be made until inequalities in unpaid care work are addressed, Win-Win also partnered with the **EU-ILO-CERALC** Programme. Several studies, campaigns and a webpage/platform to raise awareness and share knowledge, tools and guidelines resulted from this partnership.

The **Inter-American Development Bank (IDB)** and the **UN Global Compact (UNGC)** engaged in Programme implementation, strengthening pre-existing partnerships and leveraging common goals. With UN Global Compact, Win-Win boosted a long-lasting relationship as co-creators of the WEPs, ensuring the complementarity of actions with the UNGC's Target Gender Equality Initiative. IDB partnership promoted the Gender Gap Analysis Tool (GGAT) and the Ring The Bell for gender equality<sup>12</sup> events, developed in all Win-Win countries. In particular, IDB was also co-creator and co-convenor (jointly with Win-Win) of the Uruguayan award "Talent has no gender", which recognizes the companies that have made greater progress towards gender equality and women's empowerment.

Partnerships also promoted women in the **export sector**, such as with **ALADI** (the Latin American Integration Association), through business roundtables, trainings on internationalization, monitoring of trade agreements and their gender clauses, and generation of gender-disaggregated statistics. Likewise, the partnership with **REDIBERO** (the Iberian-American Network of Trade Promotion Organization) led to the implementation of capacity development activities and the establishment of specific business connections between companies in LAC and in European countries through virtual trade missions and a series of webinars named "Women exporting is good business".

Furthermore, aiming at the sustainability, the Programme partnered with the respective **National Women Machineryes** and related bodies in the six countries, including for the coordination and development of trainings,

<sup>12</sup> Ring the Bell is an international event that takes place in collaboration with more than 90 stock exchanges around the world, in the framework of International Women's Day, to raise awareness of the pivotal role the private sector can play in advancing gender equality to achieve SDG 5. In 2021, Ring the Bell highlighted gender-sensitive investments - IDB jointly with UN Women organized discussion roundtables on the topic.

research and public policy advocacy. Partnerships with public institutions in traditional male-sectors such as mining, energy and technology were established, for example, with the **Ministry of Energy** in Chile.

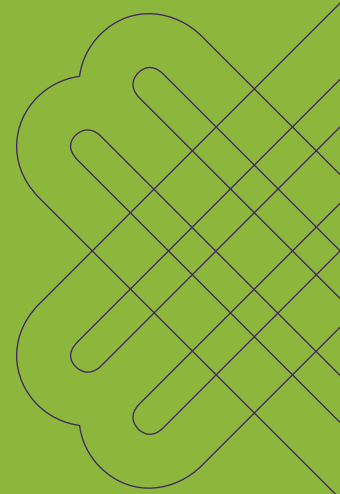
Additionally, the **Cooperatives Movement** represented by **CoopAmericas**, was a key partner for development of several studies. Refer to section Sustainability Strategy, which describes the tailored partnerships with **academic institutions**. Some partnerships were particularly relevant in building bridges between LAC and EU, such as with the **Business School Instituto de Estudios Superiores de la Empresa (IESE)**.

Country specific partnerships were forged based on country-specific priorities: the Argentina Confederation of Medium-Sized Enterprises (CAME), the Executive Forum for Women in Insurance (FEMS) and *Centro Regional Universitario Córdoba* (UIA) in Argentina; *Rede Mulher Empreendedora* (RME) and WE Impact in Brazil; the Business Association for Development (AED), Costa Rican Chamber of Commerce and export agency PROCOMER in Costa Rica; the Ministry of Energy and dependent Corporation for the Production Development (CORFO), the Italian, Spanish and Swiss Chambers of Commerce and the Regional Institute of Business Administration (IRADE) in Chile; Women's Entrepreneurs Network of the Caribbean (WEN) and the Jamaican Promotions Corporation (JAMPRO) in Jamaica; and PricewaterhouseCoopers (PwC), the *Organización de Mujeres Emprendedoras Uruguayas* (OMEU), the National Institute for Cooperatives (INACOOP), the Ministry of Agriculture, export agency Uruguay XXI and the Union of Exporters in Uruguay.





# RESULTS



*Win-Win has been a highly innovative and relevant Programme that has dealt with previously unaddressed dimensions of gender inequality and discrimination in the private sector and at work. It has done so from a new perspective, combining gender rights and economic/business approaches (...).*

*[Win-Win] has convened a wide set of usually disconnected actors, promoted public-private dialogue and influenced traditionally male-dominated strategic sectors of the economy. It has empowered and connected women leaders and entrepreneurs in LAC and the EU, expanding their opportunities (...).*

*[The Programme] has also contributed to the changing of norms, institutions and culture towards a new sustainable and gender-sensitive private sector engagement, [which] will help to advance in the achievement of the SDGs.*

*(...) The Programme is innovative in its very essence. It has challenged economic and business paradigms, traditional development approaches and institutional limits. Focused on multilateralism, partnerships and the glass ceiling, it has generated a different approach to address gender equality.*

**Win-Win's final independent evaluation report**

As confirmed by the final independent evaluation (Annex 10), the Programme contributed to **change long-held and deeply ingrained sexist beliefs** regarding economics and business and **enabled more equal work environments**.

Influencing core assumptions in businesses, notably by cementing the women's economic empowerment and the co-responsibility paradigm within the public and private sectors, **more companies are now committed, at the highest levels, to advancing gender equality and women's empowerment**. The EU-LAC approach resulted in **more networking among, and business opportunities for businesswomen**.

The Programme **built bridges between the public and private sectors** to empower businesswomen in LAC, and **spurred 13 public strategies, policies and action plans** in LAC to advance gender equality and address aggravated effects of the COVID-19 pandemic. Businesses are more **aware and capable of addressing unconscious biases and discriminatory practices**. Its contribution to policy changes in the public and private sectors will lead to more institutional and operational change beyond its implementation period, thus consolidating structural and cultural progress away in favour of de facto equality.

As the COVID-19 emerged and quickly advanced into a global pandemic, the Programme timely mitigated the risks and ensured continuity and adaption to the specific needs and priorities of the stakeholders. Win-Win contributed to influence the negotiations that **shaped political processes and societal discourses and expectations** regarding the centrality of gender equality in all spheres of public life, including the world of work and private sector.

The Programme is also recognized for having delivered **tangible and irreversible commitments and organizational changes**. As an example, the number of companies which reported having formalized policies and action plans towards gender equality reached over 500 in Win-



Win implementing countries. The progress made in the **traditionally male-dominated sectors** of mining, energy and technology is particularly significant, both practically and symbolically.

After the Win-Win Programme, **more women are in leadership positions**, including one case where, **for the first time**, a woman occupies a high-level position in the history of a particular company. This indicates not only that the Programme resulted in **more equality of opportunities** and **more enjoyment of economic rights** for women, but also **more possibilities to influence decision-making**, setting in motion a virtuous cycle which is conducive to even greater changes.

Win-Win generated positive **changes in women entrepreneurs' self-perception** on their leadership roles, capabilities and strategic importance. After participating in Win-Win, **women became agents of change and gender equality**

**advocates**, incorporating gender-sensitive practices into their companies. There is also evidence on how diverse stakeholders, including men and government actors, now have a **more positive perception of gender equality**.

Women-led business in LAC and in Europe now have **more access to investment opportunities**, after the Programme unlocked private capital and advanced gender-sensitive financing as a relevant agenda for financial actors, promoting a long-lasting change in the economic ecosystem. Win-Win's evidence-based awareness and communication strategy generated a **critical mass** of potential **change actors**.

**The Win-Win Programme achieved, and in some cases exceeded, all its targets**, except for five targets in Jamaica and one in Chile. The figure below summarizes the status of the Results Framework as at the end of the Programme, on 31 August 2021.

	INDICATOR		OVERALL PROGRESS
<b>IMPACT</b>	<b>1</b>	# of practices beneficial to the equal participation of women in the economy.	<b>108%</b>
<b>OUTCOME 1</b>	<b>1.1</b>	# of processes related to the removal of barriers for women to market access.	<b>125%</b>
<b>OUTPUT 1.1</b>	<b>1.1.1</b>	% of participants from associations who report strengthened capacities to support entrepreneurs.	<b>125%</b>
	<b>1.1.2</b>	# of participants in Outcome 1 events.	<b>787%</b>
	<b>1.1.3</b>	% of women entrepreneurs who report increased access to procurement opportunities/business skills.	<b>112%</b>
	<b>1.1.4</b>	# of KPs to increase skills of women entrepreneurs and skills to support women to grow their business.	<b>154%</b>
<b>OUTCOME 2</b>	<b>2.1</b>	# of non-state level partnership processes supporting gender equality.	<b>100%</b>
	<b>2.2</b>	# of WEPs signatories.	<b>289%</b>
	<b>2.3</b>	% of companies that have a non-discrimination strategy.	<b>106%</b>
<b>OUTPUT 2.1</b>	<b>2.1.1</b>	# of companies that report to have a leadership commitment to gender equality.	<b>342%</b>
	<b>2.1.2</b>	# of champions advocating for WEPs implementation.	<b>233%</b>
<b>OUTPUT 2.2</b>	<b>2.2.1</b>	# of KPs to increase commitment of companies to gender equality.	<b>728%</b>
	<b>2.2.2</b>	# of companies that participated in Outcome 2 events.	<b>1940%</b>
	<b>2.2.3</b>	% of participating companies that report enhanced knowledge on gender equality.	<b>119%</b>
<b>OUTPUT 2.3</b>	<b>2.3.1</b>	# of companies voluntarily reporting on the implementation of their commitments to gender equality.	<b>365%</b>
	<b>2.3.2</b>	# of companies receiving public recognition for their commitments.	<b>388%</b>
<b>OUTPUT 2.4</b>	<b>2.4.1</b>	# of KPs that integrate best practices developed on gender equality.	<b>1383%</b>
	<b>2.4.2</b>	# of companies that report events have facilitated networking and exchanges.	<b>294%</b>
<b>OUTPUT 2.5</b>	<b>2.5.1</b>	# of participants in events targeted at employers' organizations.	<b>1665%</b>
	<b>2.5.2</b>	% of representatives that report increased knowledge on gender equitable business practices.	<b>119%</b>
<b>OUTCOME 3</b>	<b>3.1</b>	# of processes that promote investment with a gender perspective supported.	<b>100%</b>
<b>OUTPUT 3.1</b>	<b>3.1.1</b>	# allies mobilized to attract private sector investments for gender equality.	<b>107%</b>

Figure 3 – Status (summary) of Win-Win's Results Framework as of August 31<sup>st</sup>, 2021

The recommendations derived from the Mid-Term Evaluation (MTE), changes in the Management Unit and virtualization due to COVID-19 account to a great extent for the important boost towards the achievement of results, as shown in figure below.

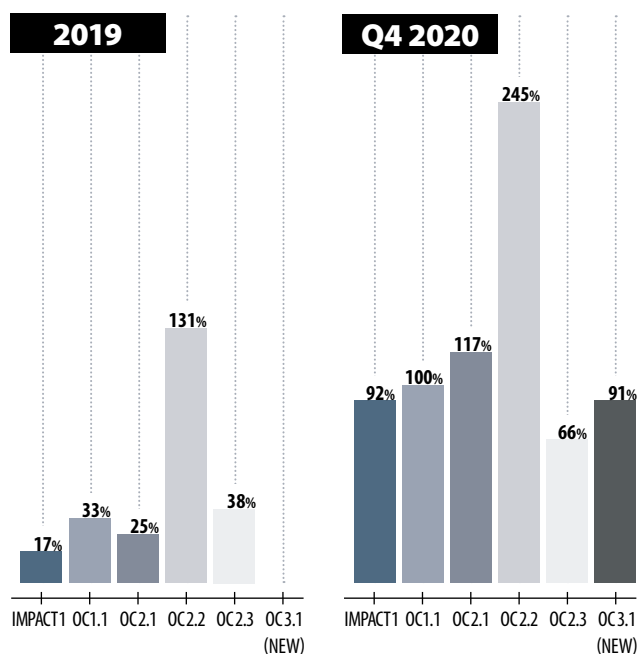


Figure 4 – Indicator's progress: 2019 vs 2020 (outcome level)

*Given the extent to which some indicators were exceeded – independently of the expanded outreach due to COVID-19 – it would be useful to reflect on the design process, parameters and assumptions used to define the targets. It is probable that these were also influenced by the novelty of the Programme and a first experience with the private sector, at least in the case of UN Women. Some targets (...) which refer to numbers of WEPs signatories and participants, were actually already reached in 2019. This underscores shortcomings during the design phase regarding the definition of realistic targets.*

**Win-Win's final independent  
evaluation report**

Win-Win Programme: Equality Means Good Business, has offered specific and rewarding support for women entrepreneurs from the European Union and Latin American countries and the Caribbean. It is a powerful network to help women to expand their companies, and bring together other businesses and networks run by women, multinational companies and organizations of employers from both regions. (...)

**HILDE HARDEMAN**

**Head of the European Commission's Service  
for Foreign Policy Instruments**

– Newsletter Win Win - Q2, 2020



With Win-Win we had a dream: To achieve something somehow intangible, that cannot be written as a result of a project. What we really wanted to do with the trainings, knowledge exchange and networking activities that we have implemented for the last three years, was to achieve the miracle that sometimes happens, of changing the way we think. It is something that happens within each one of us. It is a moment, I would say, magical.

With this Programme we wanted women to overcome social limitations and change their way of thinking, getting motivated with and proud of their own achievements. (...) We believe that the more than 20,000 businesswomen who have been impacted by Win-Win, who have participated in the more than 800 training programs and events we have carried out, have been able to go through an experience that has led them in one way or another to rethink themselves as entrepreneurs or as businesswomen. That they have had an experience that has changed them. That they have discovered what they are capable of doing. We hope that their participation in Win-Win has given a boost of vitality to their projects and the fulfilment of their dreams.

### MARIA ROSA SABBATELLI

Head of Section- FPI Regional Team Americas  
at EU Delegation to Brazil

– WEPs Forum, 2021



While for some targets virtualization meant an opportunity, for others it represented a challenge. This was the case, for instance, of indicator 2.4.2, on the companies reporting that events have facilitated networking: networking is still deemed to be stronger in face-to-face activities. It was also the case of indicators related to influence of state- and non-state-level processes and partnerships: it was challenging to convey the message that gender equality is a priority vis-à-vis the immediate response to the COVID-19 pandemic from public and private actors, from dealing with health emergencies to business continuation. The achievement of these targets is somewhat attributable to Programme's firm commitment to gender equality as a cross-cutting, priority agenda and to the certainty that all COVID-19 response measures must be gender-sensitive, corroborating Programme's assumption that gender equality means good business.

This said, achievements between 100% to 200% can be attributed to the Programme, as is the case of most indicators. Achievements between 200% and 500% are generally attributable to the Programme, but they are also related to inadequacies in design. Achievements over 500% were observed only in indicators related to number of participants in events, which can be explained by the virtualization of activities after the outbreak of COVID-19. They were also observed in indicators related to the development and dissemination of knowledge products, also after reorientation of priorities in budget execution following COVID-19 restrictions, but also to inaccurate design.

Achievement of results at the impact, outcomes and outputs level is described below with detail.

## A. IMPACT

**IMPACT 1: Contribute to women's economic empowerment and leadership for sustainable, inclusive and equitable growth.**

Win-Win contributed to women's economic empowerment and leadership, streamlining their role as beneficiaries and partners of growth and development. As noted by the final evaluation "the Programme has generated and strengthened individual, cultural, normative and institutional changes that favour non-discriminatory practices and gender equality", "has boosted ongoing processes and enabling conditions for Women's Economic Empowerment in LAC" with "evidence that women have increased access to a more equal work environment".

These changes are result of the Programme main strategies: the **removal of barriers to market access** and **fostering business opportunities** for women entrepreneurs and women-led busi-

nesses; assisting the private sector in **committing to gender equality principles** and implementing **gender-sensitive plans and policies**; and promoting **gender-sensitive investment**. They are also result of the Programme's engagement in continuous dialogue and collaboration with national and regional gender equality ecosystems; and development of alliances between LAC and Europe, and within LAC, notably with public and private sector entities. These strategies and partnerships yielded lasting and transformative changes in awareness of the importance of gender equality in the world of work, and the imperative of engaging and transforming the private sector to generate equal opportunities and conditions for women and men. Observable changes in organization culture and institutional behaviour in the private sector in LAC can be partially attributable to the Programme. Companies are ever more inclined to show commitment to the WEPs. At the end of the Programme, **LAC is the region with the highest number of WEPs signatories in the world<sup>13</sup>**. Companies are also implementing policies and strategies to promote gender equality as result of the Programme, so **more women** are working in **more companies** that are **more committed and acting** in favour of their empowerment.

Although the Programme contribution to the achievement of the Impact will only be translated into measurable change in the medium- to long-term, public and private actors have advanced initiatives to promote women's equal access to economic resources and social services. For example, the Programme spearheaded the adoption of **13 approaches that advance participation of women and girls as equals in the economic life and increase access of women and girls to all economic resources and social services** in five out of the six programme countries, as detailed below.

- **Impact indicator 1: Number of approaches and/or practices beneficial to the achievement of the UE 2020 goal that girls and women participate as equals in the economic life and have access to all economic resources and social services.**

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
12	13	108%	Argentina	3
			Brazil	3
			Chile	2
			Costa Rica	2
			Jamaica	0
			Uruguay	3

<sup>13</sup> According to information available at the website weps.org, LAC has 1485 signatories; Asia and the Pacific 1400; Europe and Central Asia 1285; Arab States 309; Eastern and Southern Africa 172; West and Central Africa 61 (as of 17 August 2021).

In Buenos Aires, **Argentina**, women can now **access more government procurement opportunities** by participating in the *Sello Mujer* (Women's seal), a database of women-led business suppliers put together by the Ministry of Finance of the City of Buenos Aires to assess the participation of women in public procurement. The Programme supported this and similar databases in other five provinces. In Mendoza, women have increased economic autonomy after participating in trainings by the Red de *Equidad para la Autonomía Económica de las Mujeres* (Equity Network for Women's economic autonomy), a public-private partnership network. The development of IRAM N11, Reference for Occupational Quality Management certification for companies which provide equal opportunities for men and women, is **advancing organizational change in favour of gender equality**.

In **Brazil**, women victims of domestic violence in the municipality of São Paulo now have **access to mentoring and job opportunities** which result in greater economic autonomy and social protection. The support is provided by partner companies through the programme *Tem Saída*, offered by the city administration in partnership with Win-Win. As of August 2021, 44 companies opened 322 vacancies for women victims of domestic violence, 160 (50%) of whom were offered positions. The National Congress Working Group on Early Childhood put forward a bill of law on **equal parental leave for women and men**, which will advance women's equal participation in economic life when approved. The Secretary of Policies for Women of the state of Bahia now has capacities to implement **gender-responsive public procurement** after technical assistance and exchange of good practices with the municipality of Buenos Aires (Argentina).

In **Chile**, a movement of social upheaval calling for a new social compact that eradicates inequalities, including gender and economic, drew attention to the disparities in society, largely reinforcing the Programme's messaging on the importance of gender equality in the private sector, while also being responsible for disrupting "business as usual" in the business community. It ultimately led to profound societal and political change, including the decision to redraft the constitution through **a constitutional assembly, the first in the world with gender parity**. The Programme, alongside many other organizations, contributed to the inclusion of gender as an indispensable dimension of the negotiations that shaped the political process, societal discourse and expectations regarding the centrality of gender equality in all spheres of public life, including the world of work.

Also, as a result of the Programme, women in Chile are **better positioned in the energy and mining sectors** through

the public-private programme *Energía+Mujer*. Over 60 companies and institutions adhered to the *Energía+Mujer* programme and designed 853 actions to promote gender equality in 2020 alone. By the end of the year, implementation reached 75%, positively impacting over 25,000 employees and the wider energy and mining sectors<sup>14</sup>. The initiative contributed to creating new narratives and increasing the visibility of female leaders in these industries. The Win-Win Programme in Chile prioritized strategies to decentralize knowledge, skills and tools to regions beyond the capital, especially the Biobío region, in partnership with the National Service for Women and Gender Equality of the Ministry of Women.

In **Costa Rica**, private sector companies now participate in the development and implementation of **private-public initiatives** to promote gender equality as a result of the **Gender Parity Initiative**, led by the Vice President of Costa Rica. Also, the Development Banking System, which provides funding to SMEs aiming to promote economic growth, financial inclusion, poverty reduction and productive transformation in Costa Rica, is **more gender-sensitive** after formulating a gender equality policy and related trainings.

Women in **Uruguay** are **better positioned in the economic life with more gender-responsive planning**. The *Plan de Acción Nacional* (National Action Plan), the National Law of Cooperative and their Statutes and the Home-office National Law have incorporated inputs from assessments conducted by the Programme, such as the WED (Women's Entrepreneurship Development) diagnosis.

## B. OUTCOMES

**OUTCOME 1: To contribute to women-led businesses in Europe and LAC increase cooperation to expand opportunities.**

The Win-Win Programme contributed to increasing cooperation and expanding opportunities for women-led businesses in LAC and EU. For example, **women networks, associations and employers' organizations** influenced 14 processes and **remove barriers for women-led businesses to access market and investments** in all six programme countries, as detailed below.

Win-Win focused on capacity development, knowledge exchange and networking, which resulted in procurement data-

bases and registries, catalogues of good and services, online platforms and business missions. In fact, 86% of participants in capacity development and knowledge exchange activities reported that networking and peer learning with other female entrepreneurs, women-led business, business associations/employers' organizations in Europe were useful for their businesses, while around 93% reported that networking with peers in their countries and in the region was useful.

• **Outcome indicator 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.**

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
12	14	117%	Argentina	2
			Brazil	3
			Chile	2
			Costa Rica	3
			Jamaica	2
			Uruguay	2

In **Argentina**, women entrepreneurs now have **access to public and private procurement opportunities** that they did not have before. For example, Argentinean provinces removed "invisible" barriers with the adoption of **quotas for women's participation in public procurement**. The province of La Rioja established a quota for women-owned businesses in access to credit, as part of the *Reactiva* programme targeted at business reactivation for SMEs. The Río Negro and San Juan provinces lifted barriers to women's access to financing with the establishment of **specific credit lines and financial products for women**. Both are results of eight Dialogue Tables organized by Win-Win in partnership with local governments. The **establishment of diversity and inclusion units** in the local branches of the Argentina's Industrial Union (UIA) enabled women in industry to **access markets, expand networks and cooperation, and benefit from e-learning opportunities**, as result of evidence-based advocacy by the Programme. The advocacy also triggered the launching of the *Mujeres en Industrias Argentinas* (Women in Argentine Industry) network and the election of the record number of **21 businesswomen as board members** of the local Buenos Aires (UIPBA) chapter.

In **Brazil**, **technological barriers that hindered women entrepreneurs access to digital business opportunities (essential in the COVID-19 context) were removed** through the *Digitalize Seu Negócio* (Digitize your business) programme, developed in partnership with RME, a *network of enterprising*

<sup>14</sup> Ministries of Energy and Mining of Chile, "Anuario Energía +Mujer & +Mujeres en Minería. Avances 2020 y Desafíos 2021", 2021. Available [here](#)



women; and through the development and implementation of a Mobile App in partnership with the Technology University of the National Service for Industrial Training (FATEC-SENAI) in the state of Mato Grosso do Sul. Gender-sensitive business mentorship programmes developed with *Nós por Elas* (a professional training initiative) and with *Mulheres do Brasil* (a non-partisan women's leadership network) resulted in the **removal of barriers for women to start and grow their business**.

In **Chile**, women entrepreneurs have **more business opportunities** as result of networking initiatives, including the *Ciclo Emprendedoras Digitales*, a training cycle on digitalization for women entrepreneurs, which focused on gender-sensitive procurement and on impact business, in partnership with SistemaB and CORFO. The initiative "Women steering new economies" B2B platform, in partnership with *EuroChile* and EEN, brought together nearly 200 LAC and European entrepreneurs and businesses, connected through 478 messages exchanged, 178 offers published on the marketplace and 9 bilateral meetings, with a focus on energy, green solutions and technology. A new UN Women-led Multi-Partner Trust Fund (MPTF) programme will sustain joint efforts with CORFO to develop instruments and an open-demand platform to connect women entrepreneurs to business opportunities beyond Win-Win Programme.

Networks of businesswomen, associations and employers' organization in **Costa Rica** supported businesswomen in **removing barriers to access markets**. For instance, the Costa Rican Chamber of Commerce picked up a methodology to give one-on-one technical assistance to businesswomen as part of their *Mujer Empresaria* (Businesswoman) programme. At the end of the Programme, 16 businesswomen owners had increased capacities to elaborate business development plans. Also result of the Programme is the establishment of a **Committee on Women and Business at the Costa Rican Union of Chambers (UCCAEP)** and the election of its **first woman Vice-President**, who is now in a strategic position to influence policy-making and appointing board members. PROCOMER enabled the **acceleration of exports** for at least 20 women entrepreneurs as part of its "Women Export" programme, by removing barriers and identifying opportunities for women-led and women-owned businesses. PROCOMER also trained and connected 16 LAC women-led businesses to 485 potential buyers from 12 European countries, and 84 bilateral meetings. There are examples of potential buyers requesting samples and quotations from LAC women-led businesses.

In **Jamaica**, women in coffee **expanded their network and access to markets** with the establishment of the Jamaica Chapter of the International Women's Coffee Alliance (JAWiC). JAWiC supports women with commercialization strategies, promotional media and materials and other tools. Another Pro-



We take many learnings of these three years of Win-Win Programme. We have grounded solid bonds with the private sector. We have learnt how to be resilient, how to adapt and how to build together a more sustainable future. Our commitment to continue working together to foster the results we have achieved is clear. There is no future without equality.

**MARIA NOEL VAEZA**

**Regional Director for the Americas and the Caribbean, UN Women**

– WEPs Forum, 2021



Undoubtedly, one of the successes of the Win-Win Programme is to have contributed to inclusive changes in the culture and business practice of employers' organizations. By generating changes in their governing bodies, not only do voices of women entrepreneurs join their boards of directors, but also, the parity objectives are extended within the companies

**VINÍCIUS CARVALHO PINHEIRO**

Assistant Director General and  
Regional Director for Latin America  
and the Caribbean, ILO

programme result is the **increased access of women entrepreneurs to network and business opportunities** through the Women's Entrepreneurship Network of the Caribbean (WENC), which, among other actions, launched a fund launched in support of women business owners affected by COVID-19.

In Uruguay, women entrepreneurs and women-led businesses had **more access to markets** and to **gender-responsive procurement opportunities**. In partnership with OMEU, **barriers for women-led businesses and for women in STEM (science, technology, engineering, and mathematics)'s to access markets were removed** as result of trainings, promotion of pitches and publication of their goods and services in OMEU's website as part of the *Más Emprendedoras* programme ("More Women Entrepreneurs"), reaching over 4,200 women. OMEU now also has a think-tank to develop and implement actions towards gender equality. A partnership with ALADI (the Latin-American Integration Association) enabled 150 women entrepreneurs to **expand export and networking** across the region.

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**OUTCOME 2. To contribute to the sustainable model of gender-sensitive private sector engagement to support the achievement of the SDGs developed and adopted.**

Commitment to women's economic empowerment and to gender equality in the workplace gained a central position within the private sector agenda in the region. **The number of WEPs signatory companies increased five-fold**, from 218 in 2018 to 1,157 at the end of the Programme, in August 2021. **Other 525 have plans and policies in place** to advance gender equality.

The increase in the number of companies committed to the WEPs was steady – 324 companies signed in 2020 (6% more than those which signed in 2019) – even in face of the effects of the COVID-19 pandemic, which pushed for companies to focus efforts on ensuring business continuity in detriment of other agendas, as reported by 70% of WEPs signatories participating in a survey applied by the Programme. Even in this challenging scenario of economic setbacks, the Programme was perceived as an ally that supported the work of companies to incorporate gender equality in their crisis management, with a view of growing and strengthening the WEPs community. In this sense, 88% of survey respondents recognized the importance of the implementation of WEPs to make a more inclusive recovery from the impacts of the COVID-19 economic downturn.

Although the WEPs precede the Programme, Win-Win consolidated a multi-tiered strategy of outreach, direct technical assistance and dissemination of knowledge and tools was



greatly attributable for the significant adherence to and implementation of the WEPs. 96% of participants of the survey responded that specific WEPs resources were useful for their implementation. The "WEPs Journey" provided step-by-step guidance, encouraging companies to commit beyond the first two steps (awareness-raising and signing commitment) to also formulate action plans with key performance indicators; engage team, partners and clients in a gender-inclusive ecosystem and value chain; collect gender-disaggregated data to sustain progress; and report progress in a transparent and accountable manner. Through Win-Win, the Women Empowerment Principles have **proven to be a successful and sustainable model of gender-sensitive private sector engagement** to the achievement of the SDGs.

- **Outcome indicator 2.1: Number of processes supporting gender equality related to non-state level partnership / agreements which have been influenced.**

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
12	12	100%	Argentina	2
			Brazil	4
			Chile	1
			Costa Rica	2
			Jamaica	1
			Uruguay	2

In **Argentina**, representatives of chambers of commerce, women's networks, companies, professional associations and councils, and NGOs, as well as businesswomen **now perceive themselves as equality promoters** and have **demonstrated increased awareness of their corporate and social responsibility** towards it. Two milestones for increased participation of women in business include the creation of the FEMS and the agreement with the Superintendency of Insurance of Argentina were also supported by Win-Win to promote women's participation in the insurance business. Another example is the action plan for the tourism industry, developed in partnership with *Asociación de Ejecutivas de Empresas Turísticas* - AFET (Association of Women Executives in Tourism Companies) and WEPs signatories which are members of the Argentine Chamber of Tourism.

In **Brazil**, four partnerships have advanced the gender equality agenda in the private sector. The Business Coalition to End Violence Against Women and Girls, in partnership with Avon institute and *Dom Cabral* foundation, resulted in at least 15 participating companies approving **policies against sexual harassment and in support of affected employees**. The Target Gender Equality programme, in partnership with UN Global Compact, led 13 WEPs companies to make a public commitment to have 30% of their high-level positions occu-

pied by women by 2025. The Women on Board Seal to promote more women in boards of directors certified 48 companies that have at least 2 women in their boards. Lastly, as part of the Brazilian chapter of the Unstereotype Alliance, advertising companies have recognized racism in advertising and in the workplace, **committing to promote positive and non-traditional gender (with race intersectionality) roles in their adverts**, which has an exponential impact on their consumers.

In **Chile**, a partnership with the German Cooperation Agency (GIZ) and its Sustainable Mining Programme (MinSus) underscored the importance of women's growing role in the sectors. Partners disseminated good practices to guide actions to increase women's participation and leadership in the sectors. Two<sup>15</sup> WEPs companies' representatives from the energy sector reported that Win-Win triggered changes towards **more women in decision making positions** in their companies. This cooperation is particularly strategic given the role these sectors play in generating job opportunities for women in a context of economic recovery and in inspiring other sectors and companies to follow suit.

In **Costa Rica**, the *Alianza Empresarial para el Desarrollo* - AED (the Business Alliance for Development), current Global Compact Network's Secretariat, **committed to advocate, train and provide technical assistance** on WEPs implementation to more than 110 affiliated companies. *Igualdad* initiative, a hackathon to spur innovative solutions for gender equality, brought together actors to collectively develop responses to challenges faced by the private sector in the context of the COVID-19 pandemic. The mobile app "*Yo me apunto*" promotes co-responsibility of unpaid care and domestic work in families; the digital database "*Mulier*" serve as platform for women-owned businesses to promote gender-sensitive procurement and networking.

In **Jamaica**, the Private Sector Organisation of Jamaica - PSOJ developed a Committee on Gender and Disability to stimulate progress towards an inclusive workforce. This led to **a review of the National Disabilities Act** and to a response from the Human Resources Management Association of Jamaica's to support to its members to address gender-based violence and challenges posed to the physically disabled.

In **Uruguay**, a partnership with *Red de Empresas por el Desarrollo Sostenible* - DERES (a Network of companies for sustainable development) expanded the Programme to 105 companies, seven partner networks and 13 partner civil society organizations to advance gender equality and women's empowerment and leadership. *Somos un equipo* ("We are a team") Award, financed

<sup>15</sup> 100% of respondents. Energy and mining WEPs companies in Chile are 4.

by the WEPs company *Alcance* in partnership with the National Education System celebrated and showcased good practices on organizational change related to co-responsibility.

• **Outcome indicator 2.2: Number of WEPs signatory companies in project countries.**

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
400 (*Baseline in 2017: 218)	1,157	289%	Argentina   173 Brazil   573 Chile   149* Costa Rica   72 Jamaica   47* Uruguay   143*	

\*Some signatories already approved, but yet to be published in the WEPs.org (as of September 7th, 2021)

Commitment to the WEPs in the region is evidenced by the **500% increment in the number of WEPs signatories** in Win-Win countries during Programme implementation, reaching a total number of 1,157 and making LAC the region with most signatories globally and Brazil standing at the top of the world's rank. This progress is largely attributable to Win-Win's outreach and engagement efforts through advocacy and awareness-raising. Outreach was followed by technical assistance to translate principles into action and accountability to gender equality.

As result, 85% of WEPs signatories reported that signing and implementing the WEPs was aligned with their companies' interests and objectives, and 77% reported that technical assistance was relevant. Almost all companies (98%) affirmed that the WEPs enhanced diversity and inclusiveness in the workplace, and that they will continue developing gender equality practices for long-term changes.

• **Outcome indicator 2.3: Percentage of companies that have a non-discrimination and equal opportunity policy, strategy or guideline.**

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
80%	85%	106%	Argentina   82% Brazil   88% Chile   80% Costa Rica   93% Jamaica   50% Uruguay   91%	

Increased awareness of gender equality issues and increased ownership of the women's economic empower-

ment agenda upon adherence to the WEPs led to an organizational change with a multiplier effect on entire organizations. Companies became more willing to revise internal policies and procedures in favour of gender equality and contributed to long-lasting transformation in the private sector.

After Win-Win, **companies are now able to design and implement policies and strategies** aimed at promoting gender equality and women's economic empowerment in the workplace and beyond. The **number of companies that reported having adopted policies and action plans to promote gender equality increased from 14 to 525**. This represents an increase from 56% to 70% of the total number of companies registered in the GGAT. Among the WEPs signatories, 85% now have policies and action plans in place.

The results were achieved after workshops and technical assistance offered by the Programme on the development of action plans and indicators to measure progress. Companies also learned how to use the GGAT for self-assessment and interpret the results.

In **Argentina**, 82% of WEPs signatories using GGAT<sup>16</sup> reported to have policies or strategies in place at the end of the Programme. A total 133 companies demonstrated strengthened capacities to develop and implement policies or strategies following training and technical assistance. A survey showed that companies that completed the self-assessment in the GGAT at start and end of the Programme had an average 87% increased performance.

In **Chile**, 80% of WEPs signatories using GGAT reported to have policies or strategies in place at the end of the Programme. A total 47 companies demonstrated strengthened capacities to develop and implement policies or strategies following training and technical assistance. Policies and strategies included non-discrimination and equal opportunity, parental leave and violence prevention, among others.

In **Brazil**, 88% of WEPs signatories using GGAT reported to have policies or strategies in place at the end of the Programme. A total 112 companies demonstrated strengthened capacities to develop and implement policies or strategies following training and technical assistance. Independent research by Women in Leadership Latin America (WILL) showed that the number of companies that adopted policies and action plans in Brazil grew 53% from 2019 to 2020, which may indicate Win-Win's contribution

<sup>16</sup> Among companies engaged with the Programme which regularly using the tool to assess their progress; one-time users were not considered.

to the wider private sector ecosystem beyond companies directly engaged in the Programme.

In **Costa Rica**, 93% of WEPs signatories using GGAT reported to have policies or strategies in place at the end of the Programme. A total 69 companies demonstrated strengthened capacities to develop and implement policies or strategies following training and technical assistance. Policies and strategies included actions to prevent of violence against women, to establish gender-sensitive procurement, to promote inclusive communications and non-discrimination/equal opportunities in hiring processes.

In **Uruguay**, 91% of the WEPs companies regularly using GGAT reported to have policies or strategies in place. A total 23 companies demonstrated strengthened capacities to develop and implement policies or strategies following training and technical assistance.

In **Jamaica**, 50% of the WEPs signatories using GGAT reported to have policies and plans in place.

### **OUTCOME 3. To contribute to women-led innovation and business ventures in Europe and LAC.**

Women face barriers to access financing, which range from the mistrust of the formal financial sector to a self-bias of women to approach financing institutions. Both in LAC and in Europe, there is still an unequal representation of women in the financial environment and investments in women's companies are still unrepresentative. Nevertheless, there is a growing interest in sustainable investment with positive socio-environmental returns.

In this sense, Win-Win contributed to **leveraging women-led innovation and business ventures in LAC and in Europe** by promoting their **access to credit and investment**. The Programme established strategic partnerships and developed financing initiatives to unlock private capital, identify and disseminate opportunities, connect institutional investors, and advocate for gender-sensitive financing as a relevant agenda topic among financial actors, as detailed below.

- **Outcome indicator 3.1: Number of processes and initiatives that promote investment with a gender perspective supported or influenced.**

TARGET	ACHIEVEMENT	PROGRESS
2	2	100%

Participating in the Venture Academy program organized by Win-Win was an incredible experience which allowed me to learn directly from investors and mentors, and expand knowledge on the fundraising process and the keys to implement a win-win negotiation. These issues are clear to foster my start-up and get investment return. Moreover, the Venture Academy expanded my business network, and enabled my access to decision makers from other markets to speed up the capital search process.

**SABRINA M. CASTELLI**

Founder & CEO Mujer Financiera and participant of the Venture Academy (Outcome 1 initiative),

– Argentina



Thanks to the support of the Win-Win Programme, we were able to have, for the first time, a diagnosis of the gender gaps in the energy sector. This diagnosis has enabled us to plan and implement different sectorial actions to tackle the identified challenges. We strongly believe that any country is best served when the incorporation of the talent of all its inhabitants happens and, especially, the energy of all its women.

**JUAN CARLOS JOBET**  
Ministry of Energy of Chile



**Women in the technology sector can now access business and financing opportunities** through a partnership with the Ibero-American Network of Women in Financial Technology (WeFintech). Win-Win and WeFintech identified opportunities for women entrepreneurs and women-led businesses in the sector, developed business models for women's initiatives to consolidate a pipeline of projects and have contributed to developing specific financing mechanisms for this industry. At the same time, a partnership with the International University in Spain, identified gaps in impactful investment in LAC, aiming at increasing gender-sensitive investment and women's equal access to finance in the region.

Programme results on gender-sensitive financing will be sustained through continuous implementation of guidance and methodologies for gender-sensitive impact indicators by Programme partners. In this sense, Win-Win collaborated with the Joint SDG Fund programme "Reshaping market conditions and strategy to finance the transition to sustainable development in Uruguay" towards piloting this set of indicators to produce a measurable framework for an investment fund set up by the Uruguayan Ministry for Agriculture.

## C. OUTPUTS

### OUTPUT 1.1. Networking platforms in place to increase cooperation and to support expanded opportunities for women-led businesses in Europe and LAC

As result of Win-Win Programme, **businesswomen and women entrepreneurs are more connected and their businesses are more visible** through networking platforms. The **B2B platform "Women steering new economies"**, implemented partnership with *EuroChile* and EEN with a focus on energy, green solutions and technology, brought together nearly 200 entrepreneurs and businesses. The initiative resulted in 478 messages exchanged, 178 offers published on the marketplace and nine bilateral meetings. The **Women Impact Summit** organized by PROEX-CA (a public company of the government of the Canary Islands) connected over 500 people in a B2B platform, resulting in 358 meetings to connect women entrepreneurs across the world.

In addition, **Conecta**, a start-up support programme, connected 23 SMEs Brazilian businesswomen to 33 larger companies, resulting in 135 supply opportunities. A business mission in partnership with **REDIBERO** resulted in 16 women entrepreneurs connected to 485 potential buyers from 12 European countries. Lastly, over 1,500 women from 40 LAC and European countries participated in the Women Business Network in LAC through a marketplace, forums, webinars and a masterclass.



A survey at the end of the Programme indicated that 62% of respondents considered that Win-Win brought more visibility at national and/or regional level to their business. A similar number reported the Programme specifically helped creating business linkages between their businesses and European companies.

- **Output 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.

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
75%	94%	125%	Argentina   95%	
			Brazil   97%	
			Chile   90%	
			Costa Rica   98%	
			Jamaica   100%	
			Uruguay   88%	
			Regional   100%	

- **Output indicator 1.1.2:** Number of participants in events.

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
3,930	30,940	787%	Argentina   11331	
			Brazil   2597	
			Chile   4722	
			Costa Rica   4816	
			Jamaica   632	
			Uruguay   4716	
			Regional   2126	

- **Output 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.

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
75%	84%	112%	Argentina   80%	
			Brazil   91%	
			Chile   96%	
			Costa Rica   78%	
			Jamaica   92%	
			Uruguay   87%	
			Regional   88%	

With the Win-Win Programme, 30,940 women entrepreneurs are **better prepared to participate in procurement process and to advocate for gender sensitive procurement policies**. In fact, **84% of them reported enhanced business and procurement skills**; among members from networks, associations and employers' organizations, **94% reported strengthened capacities to support women entrepreneurs and women-led business to start and grow their businesses**. Events and workshops focused on gender-sensitive leadership, networking, economic empowerment and financial education, prevention of gender-based violence, gender-sensitive procurement, access global markets, fundraising, among others. The shift from face-to-face to virtual events because of the COVID-19 pandemic expanded the number and outreach of events.

In **Argentina**, over 500 people now have enhanced capacities to access public procurement and credit as result of eight Provincial Dialogue Tables. Networks of businesswomen have also been decentralized to provinces, the network *Mujeres en Industrias Argentina* was created, and networks of women entrepreneurs, such as CAME, UIA and IDEA PYMEs have advanced the gender equality agenda in their networks.

In **Brazil**, 18 women-led start-ups and their suppliers reported **increased awareness on unconscious bias** as a result of their participation in the "WE Impact" (an investment management fund focused on women-founded start-ups) mentoring programme. The Venture Academy's mentorship programme, a partnership with the IESE Business School, resulted in **enhanced capacities of four women-led start-ups on business financing**, including venture capital, angel investors, and negotiation with investors. A total 236 **women in the coffee industry now have the capacity to develop successful business pathways** in the sector as a result of a four-session learning trail in partnership with IWCA.

In **Chile**, the '*Ciclo Emprendedoras Digitales*' ("Digital Women Entrepreneurs' Cycle") training series resulted in over 1,600 women entrepreneurs with **enhanced capacity on online business**. Furthermore, 37 of them further developed their business pitch and were invited to virtual business roundtables with large companies, mostly WEPs companies, creating new business opportunities. The "Women Steering new Economies" series resulted in **increased knowledge a total 313 women entrepreneurs on green solutions, circular economy, and women in technology**.

In **Costa Rica**, businesswomen and women entrepreneurs are better at managing and promoting their

**business**, including competing for procurement opportunities, adapting to the COVID-19 pandemic, implementing digital marketing strategies and analysing market trends. As an example, a leadership mentoring certification programme developed in alliance with AED and the Vital Voices Chapter in Costa Rica resulted in **increased leadership skills of 16 businesswomen**. The Chamber of Businesswomen for Fair Trade, the Sugarcane Producer Women Network, and the IWCA Chapter in Costa Rica also demonstrated **strengthened capacities in strategic planning, collaboration and promoting women-led businesses** after one-on-one technical assistance.

In **Jamaica**, 4 day-training on gender-responsive procurement, innovative financing methods and access to financing opportunities resulted in **increased capacity of over 60 women to participate in procurement opportunities**.

In **Uruguay**, the *Más emprendedora* ("More women entrepreneurs") and *Entre todas* ("Among all women") training cycles resulted in 310 OMEU members (businesswomen and entrepreneurs) **better prepared to manage their business with a gender perspective**. Other 525 OMEU members are **better prepared to overcome barriers** faced by women entrepreneurs, including through gender-sensitive procurement after participating in a 3-module workshop *Emprendedoras y Empresarias* ("Women entrepreneurs and businesswomen").

**Regional** trainings and events enabled the exchange of knowledge and skills to local businesswomen in the six Programme countries. The "Virtual Skills School" outreached to over 1,000 businesswomen and entrepreneurs who now have **enhanced knowledge and skills on gender-sensitive leadership**, including challenges and opportunities for women-led businesses, networking, economic empowerment and financial education, patrimonial gender-based violence, gender-sensitive procurement and how to access global markets. Additionally, over 100 SME businesswomen now have enhanced **capacities on business management**, including digitalization, banking services, formalization, gender-sensitive leadership, financial autonomy, storytelling and pitch; after participating in the *Digitalize seu negócio* (Digitize your business) programme.

• **Output indicator 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.

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
84	129	154%	Argentina	19
			Brazil	17
			Chile	14
			Costa Rica	17
			Jamaica	16
			Uruguay	31
			Regional	15

Knowledge production and sharing was at the core of the Win-Win programme, aiming at increasing knowledge and capacities, documenting innovation and good practices and also boost sustainability prospects beyond the end of the programme. In fact, **a total 129<sup>17</sup> knowledge products** (studies, tools, mappings, brochures, guidance notes, multimedia products, among others) developed with partners, have and will translate in **strengthened business skills**, including gender-sensitive leadership, access to procurement opportunities, digitalization, COVID-19 adaptation, and sales and exports. The knowledge products are available in a user-friendly toolbox at the Programme's website at <http://ganarganar.lim.ilo.org/>. In this sense, 91% of 105 women entrepreneurs and businesswomen participating in a survey at the end of the Programme reported that Win-Win knowledge products provided relevant, new and useful information and 93% reported that knowledge products were key to increase their business and entrepreneurial skills and knowledge.

In **Argentina**, companies now have access to knowledge to promote women in top leadership positions through 19 knowledge products. A highlight is the mapping of cooperatives and productive associations led by women that resulted in expanded business opportunities for them. The mapping has been used by companies to identify and hire cooperatives led by women, and to inspire provinces and the Ministry of Women to upscale it into local databases and interactive mappings.

In **Brazil**, women entrepreneurs have **increased access to knowledge on digital business**, including on business acceleration, digitization, relationship with virtual customers, banking services, compliance to laws and management tools through knowledge products of the *Digitalize Seu Negócio* (Digitize your business) programme, in partnership with RME. Women in the coffee sector have **increased access to knowledge on how to achieve success in the coffee business**, through four knowledge products that include guid-

<sup>17</sup> Total number of Knowledge Products developed by the Programme amount to 422. Refer to output indicators 2.2.1 and 2.4.1 to other KPs.

2018/2021

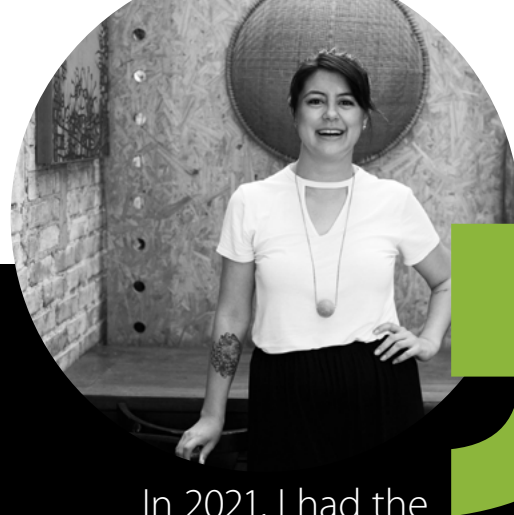
ance on how to organize a cooperative and good practices in the coffee chain, developed in partnership with IWCA. A total of 17 knowledge products are now available to support women in leadership positions in the private sector.

In **Chile**, women entrepreneurs have **increased access to knowledge on how to access markets and procurement opportunities** through 14 knowledge products, including capacity development modules on digital skills to better understand, manage and expand online market presence and sales, and promote gender-sensitive procurement. A mapping of the current state of gender-sensitive investment and access to financing has revealed the gender gap and stimulated the development of instruments and services that can better support women entrepreneurs in scaling their businesses.

In **Costa Rica**, businesswomen and networks have **strengthened capacities on business management** through 17 knowledge products on business management, adapting to the COVID-19 pandemic, procurement opportunities, digital marketing, storytelling and photography of products. These included a study to identify women-led and owned businesses with export potential in the country, and to analyse barriers for exporting and ways to overcome them, developed with PROCOMER. Other knowledge products include a series of tools created to provide one-on-one technical assistance to businesswomen on developing a business development strategy, developed with the Chamber of Commerce's *Mujer Empresaria* ("Women entrepreneur") programme and with AED. Lastly, Win-Win made available a platform and database of women in leadership positions, in partnership with UCCAEP.

In **Jamaica**, women entrepreneurs have **increased skills on access to procurement, export and other business opportunities** through access to 16 knowledge products. These include a report on the results of the Women in Business and Management survey, a study on a Gender-Responsive Socioeconomic Impact of COVID-19, a podcast series on barriers to women in the private sector and exporting as a growth strategy, a procurement guide for women-owned enterprises and a publication on the entrepreneurial journeys of three women in business in Jamaica who are inspiring the next generation of women entrepreneurs.

In **Uruguay**, a total 31 knowledge products are now available on business skills and on women's leadership. For instance, a diagnosis, a research paper and a guidance booklet with recommendations for the new national law on cooperatives **expand the knowledge base on gender mainstreaming in the cooperative movement**. Women entrepreneurs have **access to business**



In 2021, I had the opportunity to participate in Win-Win's Virtual School training, a remarkable experience for me as an entrepreneur. I especially liked the modules on the importance of networking and how to push boundaries for more business. Strengthening networking for example can be taboo for some women, because we consider that talking about our own business or our skills can sound arrogant. Win-Win's training helped us show that it is not the case. Another fundamental lesson was on how to make expansion plans to other countries, something I am already implementing in Badass' strategic planning for 2022. I am feeling prepared and much safer to take my business to other corners of the world. Moreover, as my company offers mentoring services to other women, I am able to replicate the Virtual School's knowledge to many other women-professionals, with great results for them.

**RAFIZE SANTOS**

**Founder of Badass Mentoria (WEPs signatory) and participant of Virtual School (Outcome 1 initiative)**

**– Brazil**



The Win-Win Programme has enabled us, during these COVID-19 times, to strengthen women's initiatives, enhancing their business capacities and putting in place training actions to get their biggest potential, with the overall goal of empowering them and making women visible. (. . .) Having strong women actively participating in every single level of productive processes is essential for global development.

**EPSY CAMPBELL**  
Vicepresident of Costa Rica



**and leadership skills** through a series of seven videos with business cases and good practices shared by successful businesswomen and a diagnosis on Uruguayan women in decision-making positions. Women entrepreneurs and women-led businesses have **access to knowledge on gender equality** in a guide on gender mainstreaming developed in partnership with OMEU, on barriers to export and how to overcome developed in partnership with Uruguay XXI, the Uruguayan investment, export and country brand promotion agency.

**Regionally**, women entrepreneurs have increased capacities on procurement, competitiveness and exporting, access to financing, digitalization, among others, as result of 16 knowledge products. These include 5 knowledge on the **procurement**, women entrepreneurs and businesswomen with practical guidance on how to engage with B2B markets or corporate markets. Two knowledge products target women exporters, to strengthen networks between LAC and Europe and develop export models. A mapping of national employers and business membership organizations in the six Programme countries, and potential allies in the EU and North America expand women networks database. Employers' organizations have enhanced productivity skills and capacities to promote women leadership through capacity-building modules, including the WED methodology on how to promote an enabling environment for women entrepreneurship and women in management. A publication on how to purchase products and services from women-owned businesses expands women's access to procurement opportunities.

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**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.**

Companies went through an institutional and behavioural change for commitment to gender equality. High-level staff are more willing to support gender-sensitive processes and now have a dedicated area to elaborate, implement and monitor diversity and inclusion strategies. In a survey, 92% of respondents stated that Win-Win increased favourable attitudes and commitment to gender equality in their companies, 91% reported that it triggered actions towards gender equality and 70% that it triggered changes towards more women in decision making positions.

- **Output indicator 2.1.1: Number of companies that report to have a leadership commitment and support for gender equality and women's empowerment.**

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
78	267	342%	Argentina   96 Brazil   70 Chile   41 Costa Rica   32 Jamaica   5 Uruguay   23	

Companies' **increased ability to implement and monitor their commitment to gender equality** is attributable to Win-Win's trainings and technical assistance on GGAT and on elaboration of actions plans based on its results. The **commitment of CEOs in 267 WEPs companies** is key not only to mainstreaming gender within their own organization's activities, but also to inspiring other companies.

- **Output indicator 2.1.2: Number of champions ("allies") advocating for WEPs implementation.**

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
48	122	233%	Argentina   34 Brazil   22 Chile   20 Costa Rica   8 Jamaica   0 Uruguay   28	

Across the six countries, **a total 112 senior executives of WEPs companies (94 women and 18 men) committed to advocate for the WEPs**. Around 82 of them, the "WEPs allies", participated in a two-module capacity development, in addition to a webinar to exchange experiences, on unconscious bias, women's rights, gender stereotype, unpaid care, domestic violence, impact of COVID-19 in gender equality and women's economic empowerment. In **Costa Rica**, an additional one-on-one capacity building on how to communicate WEPs targeted selected allies.

In 2021, 15 out of 45 WEPs allies renewed their commitment in **Argentina and Chile**. In Chile, 15 allies committed to eliminating gender gaps and gender violence following a Call to Action in the context of the 2019 social upheaval, while two additional allies joined following a training series in the Biobío region. In Argentina, 28 allies committed to multiply knowledge on gender equality in their ecosystems, promoting adhesion of new companies to the WEPs. These included the Executive Forum of Women in Insurance (FEMS) and the Chaco Chamber of Women Entrepreneurs (CAMECH), which inspired the Argentinian Confederation of

Medium Enterprises (CAME) to also sign the commitment and replicate the Virtual School for Women Entrepreneurs<sup>18</sup>.

## OUTPUT 2.2. Increased knowledge of companies to implement gender equality.

Private sector actors have demonstrated **enhanced knowledge on gender equality** as a result of Win-Win capacity development and knowledge management strategies. This in turn nourished their increased commitment to implementing actions to advance gender equality in their companies.

Capacity development initiatives, including awareness raising events and training workshops, reached a total 39,751 professionals from 7,759 companies. Due to a successful adaptation of the Programme action plan to the COVID-19 related context, the Programme shifted to the virtual format of the capacity building, that resulted in **increased outreach and higher levels of participation** without compromising the quality of the events. Thus, **95% of participants stated that they have enhanced knowledge on gender equality** as a result of their participation in the programme activities.

The events ranged from trainings to roundtables, and topics included unconscious bias, good practices among WEPs signatories, as well as affirmative procurement and inclusive communications. They were organized in partnership with WEPs companies, business chambers, employers' organizations, IDB, local Global Compact secretariats, among others. Events supported companies' capacity to apply a gender lens to the breadth of internal and external business processes and to consider the most effect policies, initiatives or actions to improve opportunities and conditions for women to work. They ultimately contributed to increase the number of WEPs signatories. The knowledge products served as a source of knowledge and guidance on prevention of violence and harassment, gender-sensitive procurement, unconscious bias, development and implementation of action plans, among others. In fact, 92% of 94 WEPs signatories reported that knowledge products provided relevant, new and useful information and 90% reported that these resources are useful to address inequality, racism and discrimination in the workplace and marketplace.

<sup>18</sup> A similar partnership experience happened in Uruguay where – as a result of joint efforts with the French Chamber of Commerce – 12 Uruguay-based French companies signed the WEPs, implemented the GGAT and developed their action plans with support from Win-Win.

- **Output indicator 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.**

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
29	211	728%	Argentina   28 Brazil   22 Chile   35 Costa Rica   40 Jamaica   20 Uruguay   32 Regional   34	

A total **211 knowledge products** are available to increase commitment of companies to gender equality.

In **Argentina**, 28 knowledge products included a study on advertising and stereotypes, capacity development modules on the formulation and implementation of action plans, on unconscious bias, on gender-sensitive procurement, on inclusive language in communications, on gender approach in social responsibility initiatives, and on mobilizing men towards gender equality.

In **Brazil**, 22 knowledge products provided tools and methodologies for action. These included a guide on how to implement the WEPs for start-ups, a booklet on ILO's Convention 190 and Recommendation 206 on violence and harassment in the workplace, and capacity development modules on institutional racism, women in STEM, unpaid care, unconscious bias and gender-sensitive procurement.

In **Chile** 35 knowledge products included a robust four-part WEPs training cycle on gender gaps assessment and development of action plans, a map of public and private initiatives supporting gender equality policies in the private sector, a study on leadership and corporate good practices for gender-responsive crisis management, and a WEPs roadmaps to help guide companies in their gender equality journey.

In **Costa Rica** 40 knowledge products included guides on national legislation, the Equal Remuneration Diagnosis (DIR) tool and the auto diagnosis tool for SMEs, and capacity development modules on occupational health and safety, unconscious bias and inclusive leadership. An e-learning course on WEPs, unconscious bias and inclusive leadership was developed with AED and will continue to be available for companies through the Central American *Integrarse* ("Integrate") platform.

In **Jamaica**, 20 knowledge products, include a WEPs manual and toolkit, communication materials on prevention of sexual harassment, and a video achieving gender equality in Jamaica.

In **Uruguay**, 32 knowledge products include studies on co-responsibility and on gender pay gap, and guides on developing action plans to advance women's effective participation in decision-making and leadership positions.

**Regionally**, 34 knowledge products include eight on measuring and addressing the gender pay gap, 12 on acquiring products and services from women-owned companies, one study on COVID-19 impact and gender-sensitive responses, one report on ending violence and harassment against women and one online repository of materials and tools on work-family reconciliation.

All knowledge products are available in the toolbox at the Programme's website (refer to sections Governance and Risk Management and Sustainability Strategy for further information).

- **Output indicator 2.2.2: Number of companies that participated in events.**

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
400	7,759	1940%	Argentina   805 Brazil   4372 Chile   825 Costa Rica   873 Jamaica   247 Uruguay   637	

- **Output indicator 2.2.3: Percentage of participating companies that report having enhanced their knowledge on gender equality.**

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
80%	95%	119%	Argentina   96% Brazil   97% Chile   96% Costa Rica   94% Jamaica   94% Uruguay   92%	

A total **7,759 companies** participated in events and **95% reported having enhanced knowledge on gender equality**.

In **Argentina**, 96% of the 7,599 people from 805 companies reported enhanced skills on management after participation

in in-company workshops for WEPs signatories, which covered topics such as inclusive communications, gender pay gap, business and human rights and mobilizing men for gender equality, among others.

In **Brazil**, 97% of the 5,975 people from 4,372 companies reported enhanced skills and knowledge on institutional racism, multiple forms of discrimination, coping with grief, impact of the pandemic for women in the workplace, unpaid care and unconscious bias, among others.

In **Chile**, 96% of the 3,708 people from 825 companies reported increased awareness on means through which they can actively contribute to creating more equal organizations, and enhanced skills on how to multiply trainings on gender, developing gender action plans and gender indicators, unconscious bias, mental health, crisis management, gender-based violence and response to the pandemic.

In **Costa Rica**, 94% of the 1,803 people from 873 companies reported increased capacities for the implementation of WEPs, including knowledge of the WEPs journey, gender-sensitive procurement, inclusive communications, violence against women, gender equality as a competitiveness strategy and talent management with a gender focus, among others.

In **Jamaica**, 94% of the 389 people from 247 companies reported enhanced know-how on improving profitability and sustainability through gender equality, developing gender action plans and gender-sensitive investing, among others.

In **Uruguay**, 92% of the 4,890 people from 637 companies reported increased capacities on managing with a gender perspective, on how to multiply trainings on gender, on legislative framework regarding gender, on developing action plans and on gender-based violence, among others.

**Regionally**, nearly 2,000 people reported increased networking capacities and knowledge on gender-sensitive policies and management models through their participation in the 3 editions of the WEPs Forum.

### **OUTPUT 2.3. Reporting platform enables companies to monitor and report on the implementation of their commitments to women's empowerment and gender equality.**

Companies across the six countries now **have increased capacity to assess** their current policies and strategies on gender equality and to identify opportunities for improvement

Talent diversity is not only an ethics imperative, but also a source of creativity and growth for people and societies.

To keep changing realities and accomplish Win-Win's main goal, we must make visible and leverage all these standards and good practices and the benefits they have to lead to gender equality in general and diverse societies.

**OMAR CABRAL**  
Country Senior Partner,  
PWC Uruguay







The Win-Win Programme has been critical for Jamaican Women in Coffee (JAWiC) to create an action plan and forge powerful strategic partnerships with relevant institutions such as the International Coffee Organization. These elements have been key to meet our goals of pursuing actively solutions to the current challenges Jamaican women face in the coffee industry.

**ANDREA M. JOHNSON**  
President of the Board of Directors at  
Jamaican Women in Coffee  
– Jamaica

through the Gender Gap Analysis Tool (GGAT). The tool outlines concrete steps to put the WEPs principles into practice within their organizations and includes indicators and targets to measure progress and accountability for commitments. Besides developing and disseminating the tool in partnership with the UN Global Compact and with IDB, and in consultation with more than 170 companies, the Programme also supported over 1,000 companies to use it through trainings, production and dissemination of guidelines and one-on-one mentorship sessions. Another tool, developed in partnership with WeEmpowerAsia and WeEmpowerG7, monitors gender-sensitive key performance indicators (KPIs), available at [weps.org](https://weps.org).

In a survey completed by 94 WEPs signatories, 82% stated that reporting on implementation of the WEPs was aligned with their companies' interests and objectives and that technical assistance to implement the WEPs was considered relevant by 84% of respondents.

- **Output indicator 2.3.1: Number of companies voluntarily reporting on the implementation of their commitments to women's empowerment and gender equality.**

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
204 (*Baseline in 2017: 29)	745	365%	Argentina	207
			Brazil	247
			Chile	121
			Costa Rica	65
			Jamaica	23
			Uruguay	82

**The number of companies voluntarily reporting implementation of the WEPs in the GGAT doubled, from 318 in 2019 to 745 in 2021.**

In **Argentina**, 160 of the 207 companies completing the GGAT assessment received technical assistance, 25 of which compared the score at two moments in time. Scores increased by 18%.

In **Brazil**, 65 of the 247 companies completing the GGAT assessment received technical assistance through knowledge sharing and mentoring sessions; at least 120 people participated in four workshops.

In **Chile**, 30 of the 121 companies completing the GGAT assessment received technical assistance; 235 people participated in eight workshops.

In **Costa Rica**, 54 of the 65 companies completing the GGAT assessment participated in one-on-one technical assistance sessions.

In **Uruguay**, 23 companies received technical assistance and more than 100 participated in five trainings and in a regional workshop developed in partnership with networks and chambers (DERES; World Trade Center Montevideo Free Zone; AMFORI; and the Uruguayan Export Union). As a result, 82 companies are monitoring and reporting implementation of their commitments through GGAT.

12 companies in **Jamaica** received technical assistance through two workshops and three companies were supported through a workshop on the development of gender action plans. As result, the number of companies reporting on progress through GGAT tripled from 2020 to August 2021, reaching 23 companies.

• **Output indicator 2.3.2: Number of companies receiving public recognition for their commitments to women's empowerment and gender equality.**

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
81	314	388%	Argentina	81
			Brazil	168
			Chile	11
			Costa Rica	17
			Jamaica	5
			Uruguay	31

A total **314 companies received public recognition for their commitments to gender equality and women's empowerment**. Public recognition not only encourages companies to renew engagement and commitment, but also serves as inspiration for other companies to join the movement. The WEPS Awards recognized companies that lead the private sector in implementing gender-responsive management processes and actions related to violence against women, gender pay gap, COVID-19 response, and for promoting a corporate culture that incorporates female talent, supports women's leadership and values the diversity of its staff in decision making. Public recognition also took form of case studies, videos and other publications featuring prominent experiences. Companies that adopted action plans also received certificates in public ceremonies. The Programme also invested in communicating and giving visibility to companies leading outstanding, novel and/or effective practices in regional forums, Communities of Practice and other events.

The 2020/2021 WEPS Award in **Argentina**, *Empresas por Ellas* ("Companies for women"), encouraged and recognized the efforts of 29 companies that promote the culture of gender equality and the empowerment of women in Argentina. The number of applicants increased from 54 to 60 in the

second edition and large companies increased average performance by 6%.

In **Brazil**, 168 companies were recognized through two editions of the WEPS Award. In 2021, 100 of the 159 companies registered received the award. Many companies were recurrent participants and were promoted in category from previous editions. This indicates that not only more companies are becoming familiar with and adhering to the WEPS, but also that they are improving their practices beyond just signing the commitment. The Programme also supported the fourth edition of the Great Place to Work (GPTW) Women award, which recognized 67 companies, 58% of which are WEPS signatories.

In **Chile**, nine companies were recognized through the first edition of the WEPS Awards and two received certificates for the adoption of action plans.

In **Costa Rica**, companies were recognized in good practices publications and events, including in the regional WEPS Forum.

In **Jamaica**, five companies were recognized through case studies, including a company that created partnerships and value chains with other women-owned enterprise and a company that developed a gradual reintegration policy for employees who became mothers.

In **Uruguay**, eight companies were recognized through two editions of WEPS Awards, organized in partnership with PwC and IDB, with the participation of the President of Uruguay. Additionally, the Programme recognized 23 companies that adopted action plans through videos.

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

Win-Win facilitated **more opportunities for companies to exchange, share and incorporate knowledge on effective gender equitable business practices**. Through meetings and working groups, company representatives connected with one another to delve into their experiences in implementing initiatives. The COVID-19 pandemic limited the possibility of organizing presentational networking events, but provided an opportunity for virtual events, increasing the outreach and coverage. The virtual format did not represent an obstacle for the exchange of effective gender equitable business practices; on the contrary, it allowed for participation of more diverse actors. Companies and networks benefited

from participating in regional and international events, including the third edition of the regional WEPs Forum.

As noted before in this report, knowledge products also served as tools for exchange of experiences and good practices, but with the added value of enabling sustained learning results beyond the Programme.

In that sense, 72% of WEPs signatories participating in a survey conducted at the end of the Programme stated that Win-Win increased their knowledge about good practices on gender equality in other countries, in the region and in Europe; 73% reported Win-Win stimulated collaboration and exchanges between women-led businesses, entrepreneurs and other WEPs companies; and 90% affirmed that the Programme enabled their company to take up effective gender equitable business practices.

• **Output indicator 2.4.1: Number of knowledge-based products that integrate best practices developed on gender equality.**

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
6	83	1383%	Argentina	19
			Brazil	7
			Chile	10
			Costa Rica	2
			Jamaica	7
			Uruguay	36
			Regional	2

The Win-Win Programme facilitated **increased access to good practices** in corporate gender equality through a total **83 knowledge products**.

In **Argentina**, 19 knowledge products provided companies with good practices to guide their policies and practices on gender equality, including two editions of the WEPs Best Practices Reports, which outlined concrete actions to implement WEPs based on evidence, and a study on good business practices and policies on masculinities and co-responsibility in Argentina and in Europe.

In **Brazil**, seven knowledge products provided companies with good practices on how to advocate for gender equality as a smart business strategy, on how to assess monitoring and evaluation of gender equality strategies, on how to overcome challenges of diversifying suppliers; and on WEPs implementation.

In **Chile**, 10 knowledge products provided companies with good practices on women's leadership and on addressing

the impacts of the COVID-19 pandemic, including two publications on corporate gender-sensitive good practices to address the health crisis and its effects on women, and a third publication on gender inequality in the traditionally male-dominated sectors of energy and mining.

In **Costa Rica**, two knowledge products provided companies with good practices from the National Women's Institute (INAMU) Award and from WEPs signatories.

In **Jamaica**, 10 knowledge products provided companies with good practices, including written and audio-visual case studies on the implementation of WEPs, on how to gradually reintegrate employees returning from maternity leave, on how to introduce a parental leave policy, and on how to create partnerships and value chains with women-owned enterprises.

In **Uruguay**, 36 knowledge products showcased good practices on gender equality, including from the 10 years of implementation of the National Certification "Quality Model with Gender Equality" for public companies, in partnership with INMUJERES; and from private companies on the implementation of the WEPs and the use of the GGAT.

At the **regional** level, Win-Win provided companies with cases studies from all six countries on practical steps and recommended practices for the WEPs journey. It included a series of testimonial videos with examples of good practices on family-work conciliation and the role of businesses in facilitating this balance in the context of COVID-19.

• **Output indicator 2.4.2: Number of companies that report that regional and country events have facilitated networking, learning or sharing of experiences.**

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
180	530	294%	Argentina	41
			Brazil	277
			Chile	50
			Costa Rica	66
			Jamaica	10
			Uruguay	86

A total **530 companies reported that regional and country events facilitated networking, learning or sharing of experiences**. The events were spaces for exchange of experiences, as part of Programme efforts to strengthen the sense of identity and belonging among WEPs signatory companies, motivating mutual support and leveraging personal relationships.



In **Argentina**, 41 companies reported facilitated networking and learning on women in non-traditional roles and industries, masculinities and co-responsibility in care, violence in the workplace, post COVID-19 reconstruction with a gender perspective and women leadership as result of their participation in the Community of Practices (CoPs) and in other events. Events were organized in partnership with Women Economic Forum (WEF), including a series of virtual talks on Women Leaders in different sectors, a dialogue between businesswomen from LAC and Europe and the first Women Economic Forum in Argentina.

In **Brazil**, networking-focused events, such as CEOs roundtable and high-level dialogues promoted sharing of experiences and good practices of WEPs signatories. As result, representatives from 277 companies reported their participation led to networking and learning and sharing of experiences on implementation of WEPs.

In **Chile**, 50 companies reported increased networking and learning on gender-responsive procurement, women's leadership, unbiased human resources management and preventing violence against women, mainly through the monthly WEPs community meetings and four CoPs.

In **Costa Rica**, 66 companies reported increased learning and sharing of experiences on gender mainstreaming and women's economic empowerment as result of events on good practices practices in the implementation of the WEPs.

In **Jamaica**, companies benefited from learning events on parental leave, preventing sexual harassment, and addressing the gender pay-gap. The "Win-Win: Building Back Better" webinar series provided companies with a space to share experiences on innovative financing and gender-sensitive investing. A total 10 companies reported the event was successful in promoting networks.

In **Uruguay**, 86 companies reported increased networking, learning and sharing of good practices as result of events such as the *Forum Más Empreendedoras* ("More Women Entrepreneurs" Forum), an event on good practices on early childhood care, and a presentation of good practices by a Uruguayan WEPs signatory at the Women's Economic Forum in Argentina.

**OUTPUT 2.5. Increased capacities of business organizations to promote gender equitable employment and business practices.**



Investors for Equality is a networking platform and space for dialogue between actors of the impact investment ecosystem, to foster gender-sensitive innovative financing. By challenging the financial system, defying it on the transformative power that women not only have as consumers but also as investors, the Programme has sought to contribute to the development of financial products and services with differentiated characteristics and policies.

**GABRIELA ROSERO**  
Coordinator of Outcome 3

Employers' organizations now have **enhanced capacities to advocate for change** towards the advancement of women in leadership positions and gender-inclusive work environments as a result of trainings, technical assistance and access to knowledge products.

Building on the results of the Women in Business Management (WIBM) study for each country, the Programme supported employers' organizations to raise awareness of employees on the business case and to advocate for change and removal of barriers. As result, in Argentina, the number of directors in the *Unión Industrial Argentina* (the Industrial Union of Argentina, which brings together companies, entrepreneurs, and chambers of commerce from various industrial sectors) increased more than fivefold and for the first time a woman was elected for the Executive Board. In Costa Rica, the UCCAEP created the "Women, Economy, and Empowerment Commission" to address gender issues and elected its first woman Vice-President. More than 30 members signed the WEPS.

• **Output indicator 2.5.1: Number of participants in events.**

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
20	233	1665%	Argentina	22
			Jamaica	26
			Regional	285

• **Output indicator 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.**

TARGET	ACHIEVEMENT	PROGRESS	COUNTRIES	ACHIEVEMENT
75%	89%	119%	Regional	89%

As a result of Win-Win's, **representatives of employers' organizations have enhanced capacities to promote gender equitable employment and business practices**. A total 333 representatives of employers' organizations participated in six capacity building activities or events, of which **89% reported increased access to relevant knowledge on gender equitable employment and business practices**. Participants were trained on gender-sensitive negotiations and on reconciliation between work and family.

**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.**

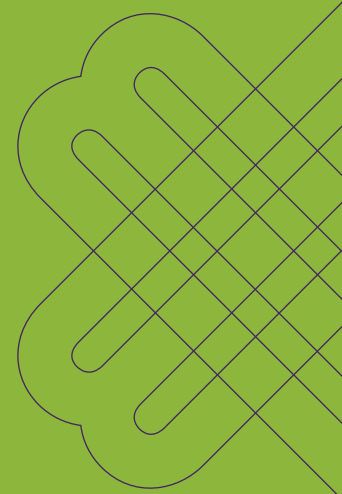
• **Output indicator 3.1.1: Number of allies mobilized to attract private sector investments for gender equality, linked to SDG5 achievement.**

TARGET	ACHIEVEMENT	PROGRESS
15	16	107%

Leveraging its convening power, the Programme **mobilized a total 16 actors** from governments, development banks and the private sector for joint efforts towards private sector investment for gender equality. The first allies were mobilized in 2019 in a consultative advisory group to to define the scope and structure of the Investors for Equality initiative. The group included IDB Invest, International Finance Corporation, Development Bank of Latin America, *Pro Mujer*, non-profit impact investment fund Acumen, advisory firm on gender inclusion Value for Women, and Aspen Network of Development Entrepreneurs. In 2021, additional actors joined the Investors for Equality initiative, including: banks Banistmo (Panama), Banco Estado (Chile), and Banco Central (Ecuador); pension-fund administrating entity Afore XXI Banorte (Mexico); BBVA Microfinance Foundation (Spain); Colcapital, the Colombian Association of Private Equity Funds (Colombia); the Private Society for Investment in Microenterprises in Central America and Caribbean (SICSA), and the Central American Bank for Economic Integration (Regional); and venture capital firm IGNIA Partners (Global).

These partnerships catalysed other processes, such as awareness raising of financial institutions through the dissemination of guidelines on gender smart investments, developed in partnership with *Pro Mujer*. With impact investing advisory firm Acrux Partners, the Programme developed the gender bonds proposal to catalyse and scale the financial services market to the needs of companies led by women in LAC, and to bridge the gaps faced by women-led SMEs, contributing to attracting private sector investments for gender equality. The gender bonds have been issued in Colombia, Mexico, Panama, and Peru and Mexico to finance access to credit for women-led SMEs and to affordable housing. The Programme also provided technical assistance to governments aiming at sovereign gender bonds to finance government-led gender programs.

# GOVERNANCE AND RISK MANAGEMENT



Annex I of PI 2017/394-283 established the coordination and governance mechanisms for Win-Win as well as certain specific Monitoring and Evaluation (M&E), Knowledge Management and Communication and Visibility milestones and requirements.

The following sections includes a snapshot of the most important Programme arrangements during the 44 months of implementation of Win-Win, when a continuous Results

Based Management (RBM) and risk management approach was in place to enhance results, specially, but not limited to the findings and recommendations of the MTE, the MR and the outbreak of the COVID-19 pandemic.

Full details of these governance and risk management issues are included as **Annex 4**, with additional information included as **Annexes 5 to 13<sup>19</sup>**.

## WIN-WIN'S TIMELINE (SUMMARY)

### 2018

**January 1<sup>st</sup>** • Kick off of Win-Win's implementation  
**January - June** • Inception phase  
**June** • Inception workshop (Sao Paulo, Brazil)  
**July 3<sup>rd</sup>** • First Executive Steering Committee (EU Delegation to Brazil, Brazil)  
**December** • 2018 End-Year Strategic Planning Meeting 11 (Ocho Rios, Jamaica)

### 2019

**April 5<sup>th</sup>** • Second Executive Steering Committee (European Commission, Brussels)  
**September** • Kick off of Win-Win's independent Mid-Term Evaluation  
**December** • Delivery of Win-Win's independent Mid-Term Evaluation Report – Preliminary version

### 2020

**January** • 2020 Strategic Planning Meeting (Santiago de Chile, Chile)  
**March** • Delivery of Win-Win's independent Mid-Term Evaluation Report – final version  
**March 11<sup>th</sup>** • Declaration of COVID-19 pandemic  
**March 26<sup>th</sup>** • Third Executive Steering Committee (virtual)  
**August** • Addendum no 1 to Delegation Agreement PI 2017/394-283.  
**December** • Approval and dissemination of Win-Win's independent Mid-Term Evaluation Report  
**December** • 2021 Strategic Planning Meeting (virtual)

### 2021

**April 8<sup>th</sup>** • Fourth Executive Steering Committee (virtual)  
**April 21<sup>st</sup>** • Kick off of Win-Win's independent Final Evaluation  
**August** • Approval and dissemination of Win-Win's independent Final Evaluation Report  
**August 31<sup>st</sup>** • End of Win-Win's implementation

<sup>19</sup> Annex 5: 2018, 2019, 2020 and 2021's Executive Steering Committee meeting minutes;  
 Annex 6: National Technical Advisory Groups information;  
 Annex 7: Win-Win's monitoring matrix as of August 31st 2021;  
 Annex 8: Win-Win's Mid-Term Evaluation report;

Annex 9: Win-Win's Management Response;  
 Annex 10: Win-Win's final independent evaluation report;  
 Annex 11: Brief description of the KPs produced within Win-Win;  
 Annex 12: Win-Win's final report (from communication package), in ENG;  
 Annex 13: Win-Win's social media, press, TV and radio analysis report.

## **WIN-WIN EXECUTIVE STEERING COMMITTEES (ESCS)**

### • **2018 – 3 July 2018**

First ESC meeting, held at the EU Delegation to Brazil, resulting in the endorsement of the Terms of References for the ESC, Win-Win's Monitoring and Evaluation and Communication and Visibility Plans and the country-level Programme's Work Plans.

### • **2019 – 5 April 2019**

Second ESC meeting, held at the European Commission (European External Action Service). Upon special request of the EU/FPI, meeting was organized to discuss the 2018 achievements of the WeEmpowerG7 and Win-Win Programmes and the 2019 plans. Discussions verged on how to strengthen collaboration with EU partners, including companies, women entrepreneurs and their business networks. ESC agreed on the convenience of jointly (Win-Win and WeEmpowerG7) hiring (UN Women) an expert in women's economic empowerment, based at the UN Women office in Brussels, to map and connect key stakeholders in Europe.

### • **2020 – 26 March 2020**

Third ESC meeting, held virtually due to the COVID-19 outbreak. Discussion focused on the findings of Win-Win's independent Mid-Term Evaluation (refer to sub-section Monitoring and Evaluation) and adaptation to the recommendations and pandemic scenario. Among others, ESC agreed on the enhancement of Win-Win's visibility and communication strategy, development of bi-weekly Business Continuity Plans (BCPs) to ensure best use of Programme resources in the pandemic's outset, and in specific changes to the management team's structure based on a cost and benefit analysis.

### • **2021 – 8 April 2021**

Fourth ESC meeting, held virtually. Discussion concentrated on the relevance of Win-Win and the high-capacity-adaptation to the specific needs surged within the private sector due to COVID-19. An update on the delivery and progress on indicators was presented, along with the key results of 2020 and a summary of 2021 activities, including Win-Win's sustainability strategy. Agreement on the will and appropriateness to have a continuation of Win-Win

beyond August 2021 (Win-Win phase 2, or similar ) was reached as part of the fourth and last ESC.

## **MONITORING AND EVALUATION**

Win-Win's Mid-Term Evaluation (MTE) finalized in March 2020, when final MTE report was delivered, stating that *"the Programme was positively viewed by stakeholders, who valued Programme contributions in capacity-building, awareness-raising activities, development and dissemination of tools and Knowledge Products, outreach and establishment of national and regional partnerships, and in providing opportunities for promoting dialogue and knowledge exchange"*. The MTE equally identified opportunities to enhance impact in the final stages of the Programme's implementation. In response to all MTE Recommendations, a joint Win-Win Management Response (MR) was prepared by UN Women and ILO's Win-Win teams, and later endorsed by the EU.

The final independent evaluation<sup>20</sup> was completed in August 2021. Findings are listed below:

**FINDING 1** – The Programme responded to the needs and priorities of an important segment of women entrepreneurs and private sector actors supporting gender equitable employment and business practices, as well as women in leadership positions. Despite not being a priority, SMEs and vulnerable groups were reached to a certain extent. Design issues and initial Programme decisions were not always relevance-focused. Programme and country adaptations, and a demand-driven approach, enhanced relevance. The EU-LAC approach though not fully expanded, was relevant to increase networking and business opportunities among businesswomen.

**FINDING 2** – The Programme was strategically aligned with national and international gender equality, women's empowerment and human rights normative and policy frameworks. The Programme was relevant for the achievement of the SDGs. Further alignment of the design and consequently the monitoring system to the SDGs could have improved showcasing the contribution.

<sup>20</sup> Win-Win's final independent evaluation took place at the same time as an additional evaluation, not included in Annex I of PI 2017/394-283, namely "Evaluation of Partnership Instrument actions on Responsible Business Conduct, Women's economic empowerment and Social and Solidarity Economy". This FPI-led evaluation covered seven PI actions programmed under the PI Annual Action Programmes 2016- 2019 (AAP) for a total EU contribution of € 52.2 million, being Win-Win one of them. Synergies between both evaluations were promoted and put in place to prevent duplications and overlapping. In fact, several interviews and surveys were jointly undertaken by both evaluation teams certainly reducing fatigue from Win-Win's stakeholders. As of September 20th, 2021, UN Women nor ILO have not had partial nor total access to the inception report nor the findings/draft report/final report of the FPI-led evaluation.

**FINDING 3** – The Programme was able to timely mitigate the risks, ensure continuity and adapt to the needs and priorities of the stakeholders arising from the pandemic context. Undertaking consultations contributed to a successful response. Virtualization expanded outreach and trainings on digitalization proved to be very relevant. The response of WEPS signatories and entrepreneurs to the Programme adaptations was mostly positive, despite the pandemic fully shifted the attention of companies to the crisis in some cases.

**FINDING 4** – Co-ordination and communication arrangements at the beginning of the Programme were insufficiently defined and inadequate, particularly at country level. After the MTE, improved communication contributed towards strengthening co-ordination and a shared understanding of the Programme. Today a fluid and collaborative relation with the EU has also been established. The Programme built on, connected, added value, accelerated and expanded the previous work and achievements of UN Women and the ILO. There is room to further focus the Programme on the uniqueness of the three partners collaboration and complementarity.

**FINDING 5** – The Programme complements and, where appropriate, co-ordinates with other actors (private sector, financial institutions, public sector) and interventions in the same context. The comparative advantages of UN Women and the ILO helped to the establishment of key strategic partnerships. The NTAs are an important partnership and ownership building mechanism but their implementation in the countries was in general very irregular. There is room for further co-ordination with other UN and non-UN initiatives.

**FINDING 6** – The Programme broadly achieved its expected results, but weakness of some indicators and targets hinders proper assessment of some achievements. Improved communication and co-ordination after the MTE enhanced the contribution of the joint interagency approach to effectiveness. Virtualisation boosted target achievement.

**FINDING 7** – The Outcome 1 targets were achieved and there have been important achievements in terms of increased EU-LAC co-operation, but the Outcome has not reached its full potential. It is difficult to assess the output-outcome logic, and it is unfortunate that the MTE recommendation to review it was not followed. (...)

**FINDING 8** – Outcome 2 has been achieved and this is supported by the results related to the set of Outcome and Output indicators. Nevertheless, some questions for greater clarity and rigor remain, notably related to the existence of such a "sustainable model of gender sensitive private sector engagement to support SDG achievement"

and the indicator that limits it to processes supporting gender equality. Achievements by countries present interesting variations.

**FINDING 9** – Outcome 3 has been achieved in terms of its indicators. It is understood as "work in progress" that has set the foundations for UN Women's continuity as a key player in gender inclusive financing.

**FINDING 10** – The Programme's implementation was, overall, cost-effective, but design and initial decisions related mainly to country selection did not favour cost-effectiveness. Changes in the structure of the Management Unit after the MTE and COVID-19 adaptations boosted the most efficient use of the Programme's human and financial resources.

**FINDING 11** – The Programme has generated and strengthened individual, cultural, normative and institutional changes that favour non-discriminatory practices and gender equality. It has boosted ongoing processes and enabling conditions for Women's Economic Empowerment in Latin America and the Caribbean. Though pathways were created, it is too soon to acknowledge them as impacts.

**FINDING 12** – The Programme has generated institutional (systemic), organisational and individual capacities and is implementing sustainability-focused initiatives. However, there has been no robust, comprehensive sustainability strategy throughout the Programme's implementation. Sustainability perspectives are judged to be moderate.

**FINDING 13** – Gender and human rights have been partially integrated in the design, implementation, monitoring and evaluation of the Programme; lack of consistency has been observed by the evaluation team, while areas for improvement are also identified mainly in terms of SMEs involvement and intersectionality that could enrich the Programme approach without diverting it from its spirit and nature.

## **KNOWLEDGE MANAGEMENT**

Knowledge management was a core strategy of the Win-Win Programme, including capacity development, knowledge exchange and production and dissemination of knowledge products (KPs), which lead to the following results:

- +400 KPs developed in English, Spanish and/or Portuguese, available online, in Win-Win's joint website (toolbox)



- Capacity Development Modules consolidated in Win-Win's YouTube channel, UN Women's training hub and ILO/ITC training centre, Concialiacióntrabajofamilia.org. Relevant partnerships established with universities, employers' organizations, export agencies, and entrepreneur networks (i.e. UIPBA, UCCAEP, University of Technology from the FATEC-SENAI, JEO, IESN., ANDE, RME, IWCA, REDIBERO, among others), for knowledge production and sharing (refer to section Results).

- Eight CoPs implemented, with +300 participants from Argentina, Brazil, Chile, Costa Rica and Uruguay.

## KNOWLEDGE PRODUCTS BY THEME



Figure 5 – Win-Win's KP, by theme

**Relevance and usefulness\*** of Win-Win's KPs are shown below:

## WOMEN ENTREPRENEURS

How useful are Wi-Win KPs to increase business knowledge, entrepreneurial skills and specific issues for your company/association/organization? **2,66**



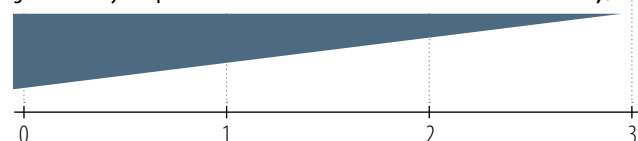
Win-Win activities and KPs allowed increasing knowledge and multiplying with others, including members of associations and employers' organizations **2,46**



Win-Win activities and KPs allowed increasing knowledge and multiplying with others, including members of associations and employers' organizations **2,23**



COVID-19 related Win-Win activities and KPs were useful and helpful to better address economic impacts generated by the pandemic **2,8**

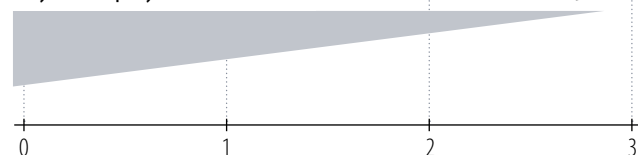


## WEPs SIGNATORIES

How relevant are Win-Win KPs for your company? **2,56**



How relevant are WEPs resources for your company? **2,76**



\* Results from Evaluation Perception Survey on KPs, in the scope of the final independent evaluation. Scale from 0 to 3, being 0 the lowest and 3 the highest score.

Figure 6 – Results (summary) of Win-Win's Evaluation Perception Survey on Knowledge Products

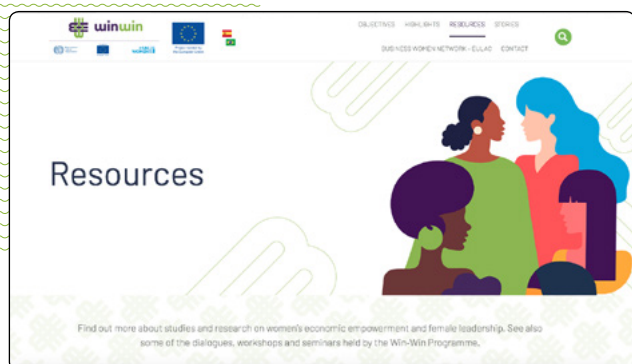
*Evidence has been a key factor in ensuring and showcasing the relevance of the Programme. Its use has realized the European Union Delegation Agreement PI 2017/394-283 description of a Programme "guided by a strategy that seeks to leverage knowledge". (...) Evidence served to constantly inspire commitment and greater involvement, as well as strengthening advocacy efforts.*

### Win-Win's final independent evaluation report

## COMMUNICATIONS AND VISIBILITY

Win-Win's Communication and Visibility Plan was developed during the inception phase and endorsed by the ESC in 2018. Following the MTE, a Win-Win Communications Strategic Plan 2020-2021 was drafted and endorsed by the Programme's partners in early 2020. As a result, visibility of Programme results considerably increased through:

- **A common visual identity**, leveraging the positioning of the Programme in a united manner and the visibility of the EU branding;
- A common UN Women, ILO and EU **Win-Win Programme website** <http://ganarganar.lim.ilo.org/>;



- **Quarterly Newsletters**, informing on the progress of the Programme and the activities carried out in each of the six countries. Produced in the three languages, the number of people the newsletter increased from around 3,300 people in 2019 to over 12,000 in 2021;
- **Regional and national Win-Win campaigns**, on topics such as economic empowerment of black women (featuring Costa Rica's Vice President Epsy Campbell), prevention of gender-based violence and sexual harassment in the workplace, co-responsibility (with male CEOs and senior managers of companies from Win-Win countries), conciliation, gender-sensitive investments and Women's International Day (8 March);
- Legacy and **sustainability communication package** (one report and seven videos produced in English, Spanish and Portuguese), presenting in a clear, impactful and concrete way the Programme results;
- **A solid social media, press, TV and radio strategy**:
  - **One Win-Win integrated social media (LinkedIn)**: As of July 2021, **Win-Win's LinkedIn page** had 3,900 followers and had posted over 200 posts only in the last 12 months<sup>21</sup>. The Programme's LinkedIn had no investment, thus, its growth was 100% organic, based on the contents produced, use of hashtags and the generation of content by third parties linked to the Programme's work.
  - **2,153 publications on/references to Win-Win identified in social media, press, TV, radio and specialized websites** (excluding social media and digital press) and **123,000 total social media interactions**<sup>22</sup>, average **48.3 publications on/references to Win-Win per month**, reaching more than one daily, for the whole duration of Win-Win. The **digital activity increased 4 times from 2019 to 2021**.
  - **Outstanding Win-Win special reports in national press, TV and radio**, including: Clarín (newspaper) in Argentina, GloboNews (TV) in Brazil, Mercurio (newspaper) in Chile and open TV Channels 4, 10 and 12 in Uruguay. With no financial investment, the **total commercial value** of the identified external references to Win-Win in digital/paper press, TV adds over **\$ 250,000**.

<sup>21</sup> Total number of posts in LinkedIn is not available, as the social media only allows a 12-months' review and analysis of contents.

<sup>22</sup> Overall, Twitter was the media with the highest amount in terms of publications, but not interactions (ranking led by Instagram).

## **ADAPTATION TO COVID-19**

On 11 March 2020, the World Health Organization declared the COVID-19 pandemic.

In consideration of the specific challenges raised by the crisis, Win-Win's 2020 Executive Steering Committee meeting agreed to extend the Programme's initial duration (originally scheduled to end on 31 December 2020) to 31 August 2021. Thus, duration was granted to 44 months with the Programme's strategies updated in accordance with the challenges raised by COVID-19.

While the initial assumption and fear was that companies would focus on surviving and would not be interested in WEPs in the light of COVID-19 and the negative economic impacts of the crisis, reality demonstrated the opposite. More companies were interested in addressing gender equality issues that became increasingly relevant considering the burden of the pandemic, issues linked to conciliation, work-life balance, domestic violence, mental health, disproportional impact of the pandemic for women's caregiver, among others.

The adaptation capacity of the Programme to the pandemic was high and agile. In a short term, the Programme turned to a virtual, more open alternative, expanding its outreach capacity, and becoming more decentralized and inclusive. Almost 40 trainings on COVID-19 took place following a consultation which was the basis for adaptation. In fact, consulting key stakeholders about their needs and interests related to COVID-19 was key for successful adaptations and responses, and also for strengthened partnerships, collaborations and involvement in the activities during COVID-19.

*COVID-19 did not reduce the relevance of the Programme. On the contrary, an agile and adequate response to the crisis even enhanced its capacity to respond to emerging needs and opportunities in order to boost gender equality in the private sector (...)*

*The Programme was able to adapt quickly and effectively to the needs and priorities of the stakeholders arising from the changes brought about by the pandemic. The move to virtual activity expanded outreach, increased contact with Europe and enhanced decentralisation and inclusion. The response of WEPs signatories and entrepreneurs to the Programme adaptations was mostly positive, despite the pandemic fully shifting the attention of companies to the crisis in some cases. Digitalisation training proved especially relevant for businesswomen, but also for companies.*

**Win-Win's final independent  
evaluation report**



# SUSTAINABILITY STRATEGY

Underpinned on Win-Win's MTE and the Programme's further 2020's Strategic Planning Meeting analysis and action plan, and determined that Win-Win has only been the beginning for a more gender-sensitive private sector, the following sustainability activities have been implemented:

## Win-Win's Website and toolbox

Integration of Win-Win's information, key tools and methodologies in one online hub (<http://ganarganar.lim.ilo.org/>), leveraging the Programme's achievements and visibility beyond August 2021.

The website contains a **toolbox** with over the 400 knowledge products developed to further enhance knowledge-sharing beyond Win-Win's operational closure. The toolbox, or specialized digital library, contains a user-friendly search engine to ensure that the different stakeholders who access the website reach the most appropriate information to their specific needs.

Please refer to section Governance and Risk Management (sub-sections Knowledge Management and Communication and Visibility) for further information on Win-Win's website and toolbox.

## Communities of Practice (CoPs)

Refer to sub-section Knowledge Management, under Governance and Risk Management, and to Annex 4 for further information on the CoPs.

## Women Entrepreneurs Network from EU-LAC

Women Entrepreneurs' EU-LAC initiative was launched in March 2021. Designed for the training, networking and exchange of business opportunities between businesswomen leaders from LAC and Europe, the network enhances knowledge exchange and business development.

The Network of Women Entrepreneurs EU-LAC will continue to establish, beyond the end of the Programme, new professional relationships, expand network of contacts, and support the identification and creation of business opportunities, thus, build a future for women entrepreneurs, through its marketplace, hosted on Win-Win's website.



<https://business-women-network-ganarganar.lim.ilo.org/>

## WEPs Allies

Win-Win launched in mid-2021 its network of "WEPs Allies". Overall, 83 senior executives form the network. This number adds to the 45 people who had signed call for action documents in 2019 and 2020 in Argentina and Chile. Refer to section Results (Output Indicator 2.1.2) for further information.

Recognized as high influencers in their industry and/or with demonstrated previous commitment to the principles, the aim of the WEPs Allies is to continue engaging people, companies and organizations to embrace the journey to gender equality through further WEPs commitments beyond Win-Win's implementation.

## WEPs ALLIES PER COUNTRY



Figure 7 – Number of WEPs Allies per country.

### Spreading the impact to the EU

At Win-Win's 2019 ESC, strengthening collaboration with European partners was identified as an urgent topic to address. In response to this, Win-Win and FPI-funded WeEmpowerG7 hired an expert in women's economic empowerment, based at the UN Women office in Brussels, to map and connect key stakeholders in Europe. These included companies, women's organization, employers' organizations and women entrepreneurs, among others.

Further engagement with key stakeholders located in Europe was supplementary identified for the Programme's sustainability. In additional coordination with WeEmpowerG7 and UN Women's liaison office in Brussels, a strategy was designed and put in place (building on top of the previous mapping) to ensure key EU-based stakeholders were fully aware of the entire materials, tools and communications products produced by Win-Win (and WeEmpowerG7), thus, securing use of the Programmes' relevant tools beyond August 2021.

### Engaging cooperatives, academia and civil society for the implementation of gender-sensitive business practices

WEPs and related tools were developed based on good practices of private companies, mainly large firms and multinational corporations. In alliance with CoopAmericas (the regional chapter of the International Co-operative Alliance), Win-Win Programme identified the need to leverage gender equality in the cooperative sector, leading to the development of document entitled "Manual to guide the implementation of WEPs in cooperatives". A training of trainers was also developed and implemented jointly with CoopAmericas – through its Gender Committee –, to further replicate the use of this manual beyond mid-2021.

Considering the academia is key for sustainability, Win-Win developed a training Programme named "Corporate Management with a Gender Perspective". With four module (14 units) Programme, it includes all the necessary contents related to careers such as Human Resources, Management, Communications and Marketing. The modules include relevant information on: Introduction to gender in business, tools for gender-sensitive management, value chains/marketing/communications without stereotypes, role of the private sector in elimination of gender-based violence and sexual harassment, among others. A teacher's profile was also development to complement the training. "Corporate Management with a Gender Perspective" has been made available to different universities and training institutions, to further disseminate the knowledge generated by Win-Win.

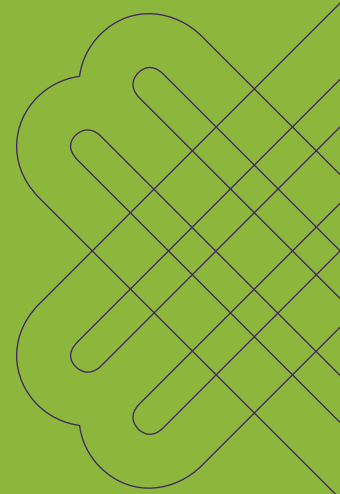
Likewise, the modules developed for the Virtual School for women entrepreneurs and businesswomen have been made available to institutions, training centre, women's organizations and governments to continue deploying the contents. For further requests, a document stating the conditions for its use is available. Refer to section Results for additional information on the Virtual School.

### National Sustainability Strategies

Some Win-Win countries have its own national sustainability strategy. As an example, the Win-Win programme in Costa Rica developed a project cooperation agreement with AED (Technical Secretariat of the Global Compact in the country, thus, with mandate to promote WEPs). While AED has experience in promoting the incorporation of gender-sensitive practices, prior to the Win-Win programme it had not actively promoted WEPs. Therefore, capacities of AED for the promotion of WEPs and use of WEPs-related tools were strengthened to ultimately support women entrepreneurs and women-owned businesses, as an essential part of the sustainability strategy of the Programme in Costa Rica.



# LESSONS LEARNED



**Conclusions** for Win-Win, as stated in its final evaluation report<sup>23</sup>, are presented below:

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**CONCLUSION 1** - Win-Win is a highly innovative and relevant Programme that has dealt with previously unaddressed dimensions of gender inequality and discrimination in the labour relations, especially in the private sector. It has provided a new perspective, combining gender/rights and economic/business approaches and connecting women leaders and entrepreneurs in LAC and the EU. However, although pathways were created, it is too soon to acknowledge them as impacts.

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**CONCLUSION 2** - The Programme was affected by some design issues. Despite the influence of these factors on the Programme's potential and implementation, its overall performance was nonetheless effective and efficient, with targets largely achieved and financing spent in a timely manner.

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**CONCLUSION 3** - The partnership between the three institutions was strategically beneficial; its strengths are widely recognized and respected. Interactions evolved into an increasingly co-ordinated approach that favoured the achievement of goals and high-level Programme positioning.

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**CONCLUSION 4** - COVID-19 did not reduce the relevance of the Programme. On the contrary, an agile and adequate response to the crisis even enhanced its capacity to respond to emerging needs and opportunities in order to boost gender equality in the private sector. The recommendations of the MTE and the corresponding management response guided changes in the implementation of the Programme.

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**CONCLUSION 5** - Building on past and ongoing processes, the Programme involved a large and diverse set of stakeholders. This included high-level government authorities and private sector leaders/CEOs. Creating partnerships

in traditionally male-dominated strategic economic sectors, such as energy and technology, is highlighted as a good practice that contributes to systemic change. There is, however, room for further co-ordination with other UN and non-UN initiatives.

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**CONCLUSION 6** - While there have been important achievements in terms of increased EU-LAC co-operation, Outcome 1 has not been fully achieved. Outcome 2 has been achieved, but some questions remain over greater clarity and rigour on the monitoring parameters.

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**CONCLUSION 7** - Outcome 3 has been achieved in terms of its revised indicators. It is understood as "work in progress" that has set the foundations for UN Women to continue as a key player in gender-inclusive financing.

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**CONCLUSION 8** - Evidence was a key success factor of the Programme, ensuring and showcasing its relevance. It served to constantly inspire commitment and greater involvement, as well as strengthening advocacy efforts.

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**CONCLUSION 9** - A gender and human rights approach has been partially integrated in the design, implementation, monitoring and evaluation of the Programme. The involvement of SMEs increased male participation and greater intersectionality have been highlighted as areas in which the Programme could improve. These changes would enrich the Programme's approach without detracting from its spirit or nature.

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**CONCLUSION 10** - The Programme can be thought of as an "appetiser", motivating the companies and stakeholders involved to continue their progress and showcase their achievements. Despite achievements and changes in capacities, mindsets and culture, its sustainability prospects are considered moderate.

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<sup>23</sup> Refer to [Annex 10](#) - Win-Win's final independent evaluation report.

Grounded on these and on the agreed relevance and adequacy to have a Win-Win phase 2, the final independent evaluation included a number of **recommendations** and lessons learned to nourish its design and other related decisions:

**RECOMMENDATION 1** - In the following potential phase, or any new future initiative, implement a design that is strategically improved, focused and interconnected towards systemic transformations. Clear roles, co-ordination mechanism and a sustainability strategy should be included.

**RECOMMENDATION 2** - Strengthen involvement and partnerships with the public sector with a clear public-private sector approach.

**RECOMMENDATION 3** - Strengthen LAC-EU women networking, knowledge exchange and expanded commercial relations.

**RECOMMENDATION 4** - (...) Continue generating evidence and data to "make the intangible contribution of women tangible", to nourish advocacy and institutional change. Strengthen knowledge management.

**RECOMMENDATION 5** - Further target hard, male-dominated sectors and actors with a specific and clear strategy to promote gender equality

**RECOMMENDATION 6** - Based on the achievements in Outcome 3, boost availability and access to funding for women-led enterprises and female entrepreneurs.

**RECOMMENDATION 7** - Integrate virtual outreach from the beginning of any intervention but ensure differentiated strategies and contents to target specific audiences.

**RECOMMENDATION 8** - Build on the strengthened Management Unit, the enhanced co-ordination, the lessons learned towards a revised, more equitable budget implementation.

**RECOMMENDATION 9** - Invest in innovative, inclusive business and partnership models that bring new paradigms and respond to the needs of the pandemic recovery context with an intersectional approach.

In terms of relevant lessons learnt for future partnerships, the following can be highlighted:

- In terms of **country selection**, while diversity enriched learning and expanded the perspectives of all countries, the similarity criteria used in the design to justify the list of countries were too generic to strategically sustain the choices in prac-

tice. Moreover, managing and interconnecting a tri-lingual Programme was challenging particularly during the initial years. A more fine-tuned selection of countries should be considered for a possible phase two, based on a well-thought combination of similar and complementary characteristics that can lead to catalytic effects if properly managed.

- The **trade-off between development and economic programme partnership goals** may be a false dilemma, but their differences and intersections should be made explicit from the start. For example, although not direct targets (as would be expected in a development programme) SME were integrated in the Programme through sector links with big companies and/or through procurement policies aiming to integrate women-led enterprises. A lack of clarity from the design phase to beyond the inception phase also hindered efforts to develop a challenging definition of a new Programme hybrid concept paradigm.
- While at regional level the **EU role** and approach was very clear, **such clarity did not always filter through to the national EU delegations**. Because of this, reactions, expectations and interpretations of the Programme differed at the national level which, in some cases, diverted it from its intended approach and priorities. In Costa Rica, the emphasis requested by the EU Delegation on continuation in the context of a prior traditional poverty-reduction initiative, caused some distortion.
- **Virtuality** is part of the new normality, increases outreach, is cost-effective and can and must be integrated in any future Programme Design. However, the specific challenges of virtual communication and learning do, however, must be addressed in a potential phase 2 in the light of the digital gap, as most vulnerable and remote groups (if targeted) will be left behind. In-person activities on their side are conducive to confidence and trust-building. For closing EU-LAC business, the ideal approach would be a combination of face-to-face and virtual activities.



Overall, as conclusion, the partners agree that Win-Win has been a benefiting partnership for all involved partners. **The prestige of the EU**, the values and principles it represents such as multilateralism, social cohesion and diversity, helped to shape the message and open more doors. Progressively, a more political and substantive role beyond that of a traditional donor was recognized and exercised. "Having the backing of the EU gives more strength". These statements, are in line with the stakeholders' agreement on the **power of the partnership**, recognizing the high-level **positioning** and **complementary role and expertise** of each of the three.

The Programme **connected, added value and accelerated** the work of UN Women and ILO. The **expertise and track records** of both implementing partners were crucial to enable the ambitious Programme results in a short period and with limited resources. UN Women's comparative advantage to combine its mandate and expertise with an agile and proactive brokering and partnership building role is highlighted. ILO's institutionalization approach based on ownership and sustainability was also very relevant and effective within Win-Win, particularly with Employer's Organizations.

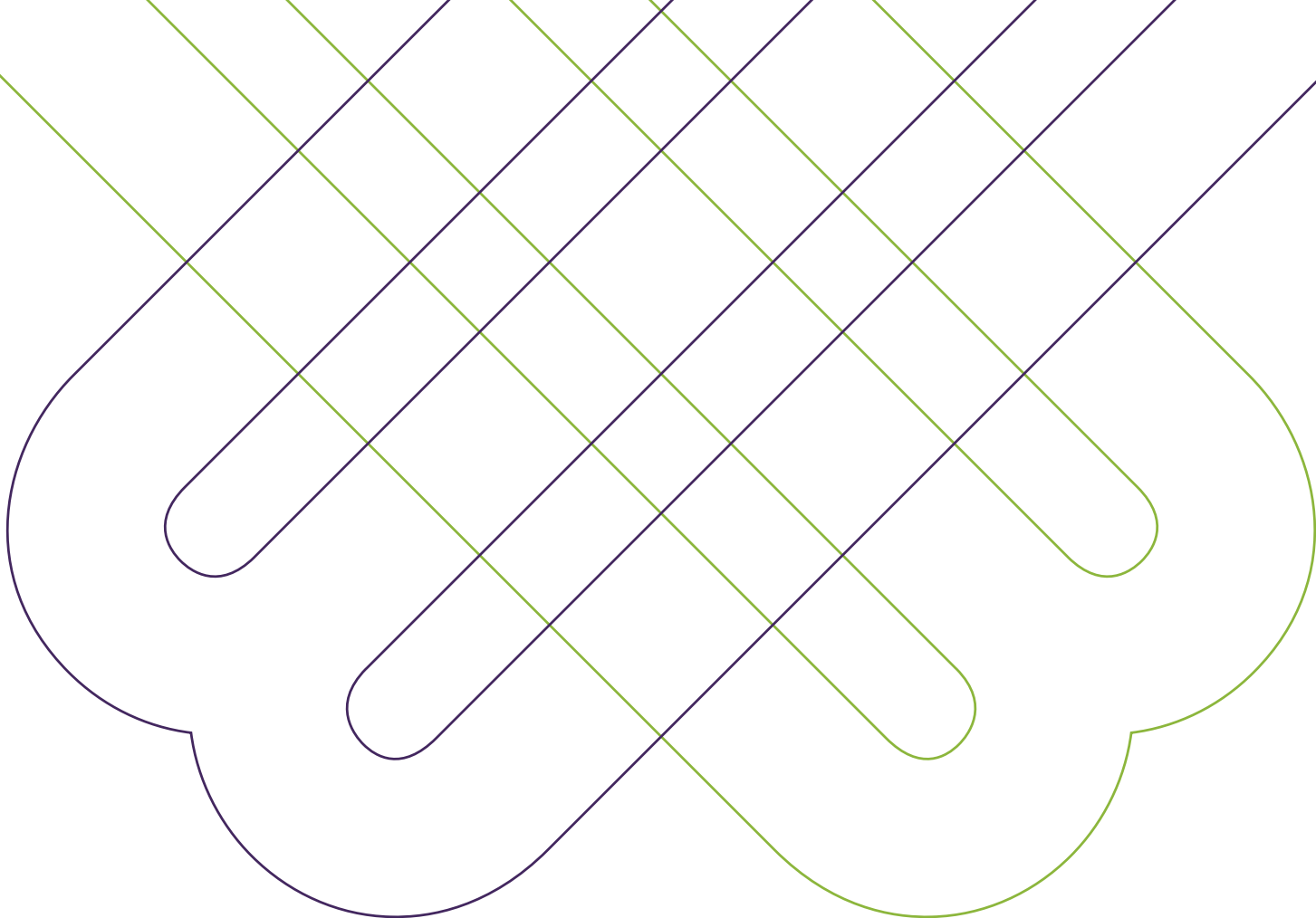
#### Win-Win's final independent evaluation report

**Win-Win was the beginning of the commitment EU, UN Women, ILO and the private sector have for an equal future and the achievement of the 2030 Agenda for Sustainable Development.**

UN Women and the ILO will continue putting in place actions for women's economic empowerment within the entrepreneurial ecosystem, companies, employers' organizations and the private sector as a whole. Coordination of actions is the only way to go forward to ensure a more sustainable, equal, inclusive and green future, full of productive and decent works.

UN Women and ILO count on the partnership and **support of the EU** to continue working towards a better reality for the women of LAC and the EU.





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