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# GUIDANCE NOTE: WOMEN'S ECONOMIC EMPOWERMENT INDEX (WEEI)

A TOOL TO ASSESS INVESTMENTS FROM WEE PERSPECTIVE



Unlocking Public and Private  
Finance for the Poor



# Acknowledgement

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The WEE Index indicators were developed by an advisory group that included women's economic empowerment experts from UN agencies, governments, development agencies, civil society, and the academia.

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# I. INTRODUCTION

Women's Economic Empowerment Index (WEEI) is a UN standard that assesses viability of an investment from a women's economic empowerment perspective. WEEI Indicators are used to evaluate the extent to which businesses and public investment projects contribute to gender equality and women's empowerment.

Women's economic empowerment is key to achieving gender equality. This guidance note produced as part of the joint programme, Inclusive and Equitable Local Development (IELD) implemented by UNCDF, UNDP and UN Women provides guidelines for evaluating the extent to which business and public investment projects contribute to women's economic empowerment using the Women's Economic Empowerment Index (WEEI). WEEI assesses the viability of an investment project from a women's economic empowerment perspective. WEEI Indicators are used to evaluate the extent to which businesses and public investment projects contribute to gender equality and women's empowerment. WEEI is part of the dual key due diligence system adopted by UNCDF to analyze investments using a thematic key such as WEE, climate adaptation, food security and a financial key that assesses the financial viability of the project [1].

The WEEI tool allows users to rank and prioritize gender-responsive investment projects. WEEI aims to promote sustainable entrepreneurship principles that focus on both social outcomes as well as business profits, hence recognizing the need to expand the scope of project evaluation to broader measures of women's well-being. WEE criteria and indicators are, therefore, beneficial to businesses seeking to measure, track, and assign a value to the impact of their sustainability activities on key business financial metrics.

Based on the scores obtained from the WEEI, the index is used to support the financing of investable projects undertaken by firms and governments that directly promote women's economic empowerment in the least developed countries (LDCs) and less developed regions around the world. Because of their different structures and purposes, separate WEEI are developed for private businesses and for public investment projects.

(1)Details on UNCDF's dual key approach and methodology can be found here: <https://www.uncdf.org/dual-key>

## II. FRAMEWORK FOR ANALYSIS

Women's economic empowerment (WEE) is strongly related to women's ability to provide for themselves and their families.

Women's economic empowerment (WEE) is strongly related to women's ability to provide for themselves and their families. Indeed, WEE is the most important predictor of women's overall relative economic equality in a wide variety of life options. Economic equality can give women more bargaining power to negotiate for gender role and resource shifts at the level of the household, triggering change in an unequal gender ideology, and associated norms and stereotypes, towards beliefs that are more egalitarian. WEE can also leverage greater gender equality in political institutions that influence women's agency to influence decisions, shape their environment, and affect resource distribution. A central component of women's economic empowerment is the improvement of women's access and control over resources—in the form of paid work, entrepreneurship, ownership of assets, and access to finance. Moreover, WEE contributes to a better-educated, healthier workforce, raising the productivity of today's workforce. And, as a result, women's participation in the paid economy has a positive long-run effect on growth and poverty reduction for future generations.

Impediments to WEE can be overcome through gender-enabling policies at the firm level and via public investment projects that reduce women's unpaid care burden and improve women's access to income-generating activities on an equitable basis with men.



WEE can be enhanced by actions in four areas: 1) relaxation of constraints on women's unpaid labor time to allow participation in remunerative economic activities, 2) public investment in infrastructure projects that promote women's relative entrepreneurship and employment opportunities and improve in women's and girls' health and education; 3) gender-equalizing conditions in the workplace and in firm's business relations outside the firm; and 4) a commitment to contributing to a macro environment that promotes and supports gender equality.

The business and public investment WEEI tools described in this guidance note are constructed to enable policymakers to assess a business's or public investment project's contribution in each of these four areas. Firms and public investment projects that score above a designated threshold are considered investable and thus are then given a greenlight to be considered for funding.



# III. THE BUSINESS WEEI

The business WEEI is intended to capture the extent to which the business's structure and organization, practices and policies, and products promote gender equality and women's empowerment.

The business WEEI is constructed from data on sole proprietor micro-, small- and medium enterprises (MSME) in the formal or informal sector at any stage of the value chain in a least-developing country. The value of the business WEEI ranges from 0 (the project is the most gender-biased) to 1 (the project is the most gender-responsive).

The business WEEI tool is made of four sets of indicators (Sections 1- 4 of the tool) to assess the contribution of a business to gender equality and WEE. The sections include:

**Section 1:** Organizational Structure and Workforce

**Section 2:** Institutional Policies that are Gender-Equalizing

**Section 3:** Business Products and Their Effects on Gender Equality

**Section 4:** Supply

Chain/Procurement Policies



UNCDF Funded Mozzarella Cheese Factory, Thakurgaon, Bangladesh



# Section 1: Organizational structure and workforce

Indicators in this section measure the extent to which women are represented in a business's management, leadership, and the workforce, and to assess evidence of a business's policies to track progress on retention and promotion of women. Section 1 of the tool has four indicators and three bonus indicators. These are each defined below.



## 1.FEMALE SHARE OF BOARD MEMBERS

The percentage of the members of guiding bodies of organizations, typically called a board, that is female.

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## 2.FEMALE SHARE OF MANAGERS

The percentage of supervisory managers that are women.

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## 3.FEMALE SHARE OF PERMANENT EMPLOYEES

The percentage of permanent employees that are women.

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## 4.PERCENTAGE OF BUSINESS THAT IS OWNED BY WOMEN

The percentage of a business's stock market shares that are owned by women in large (publicly-traded firms). For smaller firms, the percentage of a business's equity (value) owned by women.

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# 1. FEMALE SHARE OF BOARD MEMBERS

## Definition:

The percentage of the members of guiding bodies of organizations, typically called a board, that is female.

## Rationale:

As guiding bodies of businesses, boards provide the leadership that directs the values and goals of an organization. Gender-equitable representation can improve a business's attention to issues of gender equality.

## Concept:

Boards may be advisory, managing (directors), and/or policy boards.

## Methodology:

Obtain data on the number of board members that are female and male. Calculate the female share of board members by dividing the number of female board members by the total number of board members.

## Data Source and Availability:

Human Resource (HR) departments and/or a business's management office hold data on board representation. Although larger firms are likely to have HR departments, small firms may not, but data should nevertheless be available from records and/or interviews of managers/supervisors. Small firms may not have boards, especially if sole proprietorships. In that case, omit this indicator. See Part IV below on how to adjust the WEEI in the case of missing data on indicators or indicators that are not relevant to a particular business.

## 2. FEMALE SHARE OF MANAGERS (SUPERVISING STAFF ONLY)

### Definition:

The percentage of supervisory managers that are women.

### Rationale:

Gender equality goals are facilitated by having women in managerial (leadership) positions. Women managers who supervise staff help to overcome gender stereotypes, and can also help to promote gender-inclusive practices and climate in organizations

### Concept:

Managers who supervise staff are those who monitor, set goals for, and evaluate at least one other employee.

### Methodology:

Obtain data on the number of supervisory managers (managers who supervise at least one employee) that are female and that are male. Calculate the female share of supervisory managers by dividing the number of female supervisory managers by the total number of supervisory managers.

### Data Source and Availability:

Human Resource (HR) departments and/or a business's management office hold employment data. Although larger firms are likely to have HR departments, small firms may not, but data should nevertheless be available for from records and/or interviews of managers/supervisors.

### 3. FEMALE SHARE OF PERMANENT EMPLOYEES

#### Definition:

The percentage of permanent employees that are women.

#### Rationale:

A high share of women amongst permanent employees is indicative of greater gender equality in access to secure employment, an important component of WEEI.

#### Concept:

Permanent employees (also called regular employees) work for an employer and are paid directly by that employer. Permanent employees do not have a predetermined end date to employment. Permanent employees of large companies are generally protected from abrupt job termination by severance policies, like advance notice in case of layoffs.

#### Methodology:

Obtain data on the number of female and male permanent employees. Calculate the female share by dividing the number of female permanent employees by the total number of permanent employees (female plus male).

#### Data Source and Availability:

Human Resource (HR) departments and/or a business's management office hold employment data.

## 4. PERCENTAGE OF BUSINESS THAT IS OWNED BY WOMEN

### Definition:

The percentage of a business's stock market shares that are owned by women in large (publicly-traded firms). For smaller firms, the percentage of a business's equity (value) owned by women.

### Rationale:

Gender representation in ownership reflects the potential for women to influence and shape a business's practices, policies, and direction. While women are not guaranteed to be gender-equitable in their behavior and actions, a high share of female ownership of the business is indicative of greater diversity in decision-making that improve WEE.

### Concept:

The percentage of the value of a business (measured as stock shares, or simply equity in the business) that is owned by women.

### Methodology:

Identify the market value of a business. Then calculate the share of that value that is owned by women, divided by the total value of the firm. In large firms, the value of the firm is measured via stock market shares. In smaller firms that are not publicly traded, women's share of ownership of the firm can be measured using their contribution to the total investment required to get the business. In this case, divide women's monetary contribution by the total investment required to start the business to identify women's percentage of ownership.

### Data Source and Availability:

Company documents can be examined to identify shares of the business owned by women. In the case of sole proprietors who own 100% of the business, the ownership share is determined by the gender of the owner.



# **BONUS INDICATOR 1: EVIDENCE AND/OR DOCUMENTED PLANS TO TRACK EMPLOYEE RETENTION RATES BY GENDER.**

## **Definition:**

Written documentation of efforts to track (or a strategic plan that identifies concrete plans to track) retention of employees by gender. Employee retention is an organization's ability to keep its employees.

## **Rationale:**

Although businesses may strive to hire more women, work conditions may be such that retention of female employees is low. In addition to the costliness of high turnover amongst employees, the firm may make little progress in gender-diversifying its workforce if work conditions are not gender-inclusive and supportive. By tracking retention and identifying reasons for turnover by gender, a business can adopt plans to increase retention.

## **Concept:**

Employee retention is a business's ability to keep its employees. Employee retention is usually represented as a percentage. For example, an annual retention rate of 75% indicates an organization kept 75% of its employees that year and lost 25%.

## **Methodology:**

Identify any plans the firm has developed to measure turnover, and to identify the causes of turnover by gender. Plans may include simply calculating retention rates, and may also include efforts such as exit interviews of departing employees or focus groups intended to identify concerns about the work environment, which a firm can then use to raise retention rates.

## **Data Source and Availability:**

Human Resource (HR) departments and/or a business's management office are sources of information on a business's plan to track retention. Evidence should be concrete, such as a written plan. A verbal commitment to track retention that has been obtained by the evaluator in an interview with a business owner or manager is not sufficient evidence of a plan.

## **BONUS INDICATOR 2: EVIDENCE OF COMPANIES TRACKING THE RETURN RATE OF EMPLOYEES AFTER MATERNITY LEAVE.**

### **Definition:**

Quantitative data that tracks maternity leaves taken by female employees and the percentage of women that return to employment after their leave.

### **Rationale:**

Women's care burden increases with each additional child. Women may not return to work if the firm lacks policies that support work-family balance, and if women's pay is so low that they cannot "afford" to return to work, due to the high cost of childcare compared to their wages. Tracking return rates post-maternity leave can alert a business as to whether its policies are sufficiently supportive of women workers' need for work-family balance and adequate pay.

### **Concept:**

Maternity leave is the period of time a mother stops working because she is about to have or has just had (or adopted) a baby. This leave may be paid or unpaid. Alternative names for maternity leave are: family leave, pregnancy leave, and parental leave (in the latter case, this also extends to the father, however, the focus here is on return rates of mothers).

### **Methodology:**

Assess a business's data tracking on maternity leaves to determine whether they also track the number of women who return after maternity leaves.

### **Data Source and Availability:**

Human Resource (HR) departments and/or business's management office are sources of information on a business's tracking of maternity leaves and the percentage of women who return after a leave. Evidence should be quantitative.

## **BONUS INDICATOR 3: EVIDENCE AND/OR DOCUMENTED PLANS TO TRACK STAFF PROMOTION RATES BY GENDER.**

### **Definition:**

Quantitative data that tracks the number and types of promotions each year, disaggregated by gender. The gender-specific promotion rate is the percentage of women and men, respectively, promoted from a lower to higher level in the business's job hierarchy

### **Rationale:**

Job promotions from one grade or level to the next are typically accompanied by more responsibility and higher wages. Tracking staff promotion rates by gender reflects a means to promote gender equality. Based on the results obtained from tracking promotion rates by gender, businesses may wish to review and revise processes and policies to eliminate impediments to equitable gender-equitable promotion rates.

### **Concept:**

Most businesses have a job ladder whereby workers begin in entry-level positions and then, with experience and training, move up the ladder to jobs with more responsibility and higher wages, and eventually to positions with a supervisory role. Promotion rates by gender are the percentage of women promoted from one job level (or grade) to the next, as compared to the percentage of men promoted at each level.

### **Methodology:**

Determine the job ladder in a business, such as: entry-level positions, junior staff, and senior staff. Identify any written plans the firm has developed to measure male and female promotion rates, defined as the percentage of women promoted from one job level to the next, compared to the male percentage promoted at each level.

### **Data Source and Availability:**

Human Resource (HR) departments and/or a business's management office are sources of information on a business's plan to track staff promotion rates by gender. Evidence should be concrete, such as a written plan, or quantitative data that tracks promotions by gender. A verbal commitment to track staff promotion rates by gender that has been obtained by the evaluator in an interview with a business owner or manager is not sufficient evidence.

# Section 2: Institutional Policies

Indicators in this section measure business's policies that are gender-equalizing, such as in employment, benefits, pay, and anti-harassment policies. This section consists of eight indicators and three bonus questions related to the explicit and documented policies that create a more gender-equitable workplace. These are each defined below.



## 5. COMMITMENT TO GENDER EQUALITY IN POLICIES

Business has 1) hiring policies that treat women and men equally, 2) equal representation of women and men as employees; and 3) equal opportunities for advancement

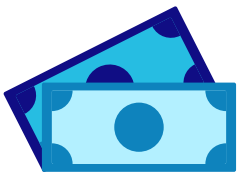
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## 6. COMMITMENT TO GENDER IN SPENDING AND PROGRAMME

Budgetary commitments and programmes that promote women's integration into workplace culture and support their learning on the job

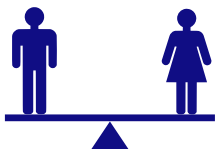
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## 7. EQUAL PAY FOR EQUAL TYPE OF WORK

Business pays men and women equally for equal types of work, position title, and experience

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## 8. BUSINESS OFFERS EQUAL BENEFITS

Business offers equal benefits to workers including healthcare, sick leave, pension, disability, paid time off

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## Section 2: Institutional Policies



### 9. BUSINESS HAS POLICIES TO REDUCE UNPAID CARE WORK

Business have policies that help reduce unpaid care and domestic work

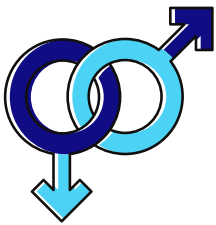
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### 10. POLICIES IN PLACE FOR PAID PARENTAL LEAVE

Business has a policy to pay parental leave to mothers and fathers to care for a child

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### 11. SAFE AND DISCRIMINATION-FREE WORK ENVIRONMENT

business have policies to promote a safe and discrimination-free work environment, i.e., sexual harassment training and protocols for responding to complaints, risk assessments to address security issues

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### 12. POLICIES TO ENSURE WORKER SAFETY CONDITIONS

Business pays men and women equally for equal types of work, position title, and experience

## 5: COMMITMENT TO GENDER EQUALITY IN POLICIES

### Definition:

Gender equality in employment refers to: 1) hiring policies that treat women and men equally (do not discriminate); 2) equal representation of women and men as employees; and 3) equal opportunities for advancement.

### Rationale:

A documented explicit commitment to gender equality in employment is an important component of a business's strategy to achieve gender equality, and commits leadership to achieving that stated goal.

### Concept:

MA commitment to gender equality in employment that is explicit and documented references a business's obligation to treat women and men fairly and equally in the hiring and promotion process, resulting in equitable representation at all levels of the firm.

### Methodology:

Review business documents for a stated commitment to equal opportunities in employment and promotion for men and women.

### Data Source and Availability:

Qualitative review of bylaws, policies, staff policies, staff training and content materials.

## 6. COMMITMENT TO GENDER IN SPENDING AND PROGRAMME

### Definition:

Budgetary commitments and programmes that promote women's integration into workplace culture and support their learning on the job.

### Rationale:

A business's commitment to gender equality is demonstrated through concrete actions to help women achieve work-family balance, and that support women's integration and advancement in the business. These spending and programme commitments can increase women's representation in as employees at all levels within the business and as a result, improve the retention of women workers.

### Concept:

Access to networks within the business and professional networks outside the firm, mentoring programmes, policies to support work-family balance such as flexible working hours, and gender-equitable training opportunities are evidence of a business's commitment to gender equality, and advancement and retention of female workers. Those commitments depend on adequate budgetary support.

### Methodology:

Examine business documents for evidence of employee programs to support women's integration and advancement within the firm. Mentoring programs, availability of flexible working hours, gender-equitable training programs, and sponsorship for professional memberships are all evidence of firm support. Any one of these types of programmes, as long as accompanied by appropriate budgetary support (sufficient to meet the goals of the program) warrants the business receiving 1 point in this category.

### Data Source and Availability:

Qualitative evaluation of annual budget documents; HR training policies, content and participation by gender; and staff rules and policies are data sources for this indicator.

## 7. EQUAL PAY FOR EQUAL TYPE OF WORK

### Definition:

Equal pay refers to women and men being paid the same hourly, weekly, monthly or annual wage or salary for those in equal types of jobs, level of responsibility and title, and job experience.

### Rationale:

Equal pay is a cornerstone of gender equality

### Concept:

Equal wages or salary per period of time for women and men in the same job position with similar years of experience.

### Methodology:

Identify the number of women and men in each job category or occupation, such as accountant, production worker, and administrative assistant. Obtain the number of women and of men in each job category, and then calculate and compare the average female and average male wage in each job category. It is important to control for years of experience, since a person who has several years of experience may be more productive and thus receive higher wages than a newly hired employee in the same job category. However, assessment as to whether equal wages are paid to women and men in the same job, controlling for experience, can be statistically complicated and beyond the scope of resources of evaluators. Therefore, to calculate whether women and men receive equal pay, the following methodology may be used. In each job category, calculate the average wage paid to women, divided by the average number of years of experience. Calculate the same statistic for male employees. The resulting numbers can be interpreted as the average wage paid to women and men per year of experience. If women's average wages in each job category are equal to or greater than the male wage in all job categories, the business merits 1 point in for this indicator.

### Data Source and Availability:

HR offices are the source of wage data disaggregated by gender and years of experience (based on the date the employee was hired). The data may also be found in workers' employment contracts. Further, there may be business policies or bylaws that stipulate wage payments by gender, although this is less likely.



## 8. BUSINESS OFFERS EQUAL BENEFITS

### Definition:

Gender equality in benefits requires that the value, breadth, and quantity of benefits received by women is at least equal to that of men. Benefits are non-cash payments to employees as part of the compensation package.

### Rationale:

The benefits offered to workers are considered part of the worker's compensation package, and for that reason, equal benefits for women and men are important to achieve gender equality.

### Concept:

Benefits are additional mechanisms for business to compensate employees. Among the types of benefits firms may offer are: paid health care, dental insurance, pension contributions, paid time off, paid sick leave, and stock ownership.

### Methodology:

Obtain data on types (and, in some cases, monetary value) of benefits the business offers to women and to men. These will include health care benefits (include monetary value, if possible), paid sick leave, disability coverage, contributions to pension fund (include monetary value), and stock ownership (include monetary value). Determine whether women are offered the same types and value of benefits as male employees.

### Data Source and Availability:

Data on health care, paid sick leave, disability coverage, and contributions to pension funds can be obtained from HR policies. Data on stock ownership is likely to be found in financial departments and employment contracts. An additional source of information is the business's bylaws.

## 9. BUSINESS HAS POLICIES TO REDUCE UNPAID CARE WORK

### Definition:

Unpaid care and domestic work refers to the time a person (typically women) spend on care of family members and maintenance of the household, such as fetching fuel and water, securing food, and cooking.

### Rationale:

Women have disproportionate responsibility for performing unpaid care work in the family, and that burden can be a barrier to employment because it limits the time women can spend in paid labor.

### Concept:

Policies a firm can adopt to reduce unpaid care work include in-house childcare and on-site health clinics.

### Methodology:

Qualitative assessment of business documents for evidence of policies to support women's unpaid care and domestic work burden.

### Data Source and Availability:

A business's bylaws, policies on gender equality, and staff rules on employee benefits are sources of information for this indicator.

## 10. POLICIES IN PLACE FOR PAID PARENTAL LEAVE

### Definition:

Paid parental leave is an employee benefit that covers mothers and fathers whereby employers give paid time off to employees to care for a child following its birth or adoption, alternatively called maternity leave, paternity leave, or family leave.

### Rationale:

Parental leave supports continued participation in paid employment of women and men after the birth or adoption of a child.

### Concept:

Paid parental leave permits male and female employees to take time off with pay in the event of a birth or adoption for a designated period of time. Pay may be at full salary or some portion of the employee's salary.

### Methodology:

Examine business documents for evidence of policies that explicitly define the terms of parental leave to support employees in the adjustment to their new family life. Some firms may only offer maternity leave (that is, leave for mothers only), which counts as evidence of paid parental leave.

### Data Source and Availability:

Policies on paid parental leave can typically be found in a business's bylaws, HR policies, or staff rules.

# 11. SAFE AND DISCRIMINATION-FREE WORK ENVIRONMENT

## Definition:

A safe and discrimination-free work environment is one in which the business proactively adopts policies and procedures that protect the physical and emotional safety of employees, and designates protocols for violations of these policies. Sexual harassment refers to unwelcome sexual advances or conduct of a sexual nature that interferes with the performance of a person's job or creates an intimidating, hostile, or offensive work environment for women.

## Rationale:

Workplace climate and safety precautions protect women's physical and emotional well-being in the workplace, improve worker productivity, and employee retention, thus promoting gender equality in employment and WEE.

## Concept:

Businesses have the primary responsibility for setting the tone and climate of a workplace, and for establishing rules, protocols, and procedures that prohibit and address sexual harassment, and address safety concerns of women employees.

## Methodology:

Evaluate business documents for evidence of written policies that prohibit sexual harassment, that provide training on sexual harassment, and that outline protocols to be followed in response to complaints of sexual harassment. In addition, examine business documents for evidence of risk assessments regarding women's safety within the workplace and traveling to and from the work site.

## Data Source and Availability:

Evidence of these policies may be found in a business's bylaws, HR policies, rules on staff conduct (including complaint and grievance procedures), and staff training and content materials.



## 12. POLICIES TO ENSURE WORKER SAFETY CONDITIONS

### Definition:

Safe work conditions are those that allow an employee to work in an environment that is free of serious hazards. Legal standards are those set by government agencies that define worker rights to safety and minimum safety and health conditions to be ensured by business owners.

### Rationale:

Workplace safety promotes worker health and promotes worker retention.

### Concept:

Businesses have the primary responsibility for setting the tone and climate of a workplace, and for establishing rules, protocols, and procedures that prohibit and address sexual harassment, and address safety concerns of women employees.

### Methodology:

Identify government documents that list workplace safety standards. Review firm documents for evidence of policies that signal compliance with legal standards, and if unavailable, conduct on-site inspection to assess compliance with legal standards

### Data Source and Availability:

Government documents defining requirements to meet workplace safety standards are typically found in ministries or departments of labor. Bylaws and policies, staff rules (such as the provision of equipment to wear protective gear), and staff training content and materials all provide information on a business's policies to meet legal standards in this area.

# **BONUS INDICATOR 1. GENDER DIVERSITY OF NON-TRADITIONAL OCCUPATIONS FOR WOMEN**

## **Definition:**

Non-traditional occupations for women are those in which men are the overwhelming majority of workers, typically defined as more than 75% of the workers in an occupation.

## **Rationale:**

Job segregation, whereby women are concentrated in some occupations and men in others, is one of the major factors contributing to gender pay inequality. Male-dominated jobs tend to be higher paying and more likely to lead to job advancement than female-dominated jobs which tend to have lower pay and limited opportunities for promotion. By tracking gender diversity in non-traditional occupations, a business is demonstrating its commitment to gender equality.

## **Concept:**

Non-traditional occupations for women are those in which the male share of employees is high, typically greater than 75%. These jobs tend to be seen as “male”, and examples include computer programmers, engineers, construction workers, truck drivers, machine tool operators, plumbers, and electricians.

## **Methodology:**

Identify evidence of a firm’s documented plans to track gender representation in non-traditional occupations for women. This requires that the firm has identified and defined non-traditional occupations, and has developed a methodology for tracking the percentage of employees that are male and female in those occupations.

## **Data Source and Availability:**

Evidence of written plans to track gender representation in non-traditional occupations for women may be found in a business’s bylaws or HR policies, as well as any policies and procedures related to a firm’s commitment to promoting gender equality.

## **BONUS INDICATOR 2.DOCUMENTED PLANS TO IMPLEMENT INCLUSIVE PRACTICES**

### **Definition:**

Inclusive practices recognize the diversity of employees, their differing needs and cultural framework, and include accommodations such that employees have equal ability to participate fully as employees.

### **Rationale:**

Supporting women of different of backgrounds promotes inclusion and thus retention.

### **Concept:**

As humans, we have multiple identities—gender, race/ethnicity, age, religion, nationality, abled/disabled. In most societies the identities of the dominant group are defined as the “norm” with rules and the job site centered around the abilities, cultural background, and standards set by this group. In that case, the identities of other groups are ignored in the workplace. For example, businesses may give workers a paid day off on a religious holiday celebrated by dominant group but not others. Ability to move around the workplace may reflect the needs of able-bodied workers but not the disabled. Evidence of a business’s plans or documented plans to adopt inclusionary practices for all groups in the firm by race, gender, and religion include wheel-chair accessibility and other ability-related accommodations. Policies to accommodate religious holidays and practices of all employees are another example of support for an inclusive environment. Evidence of any of this type of policies or documented plans to implement such policies merits 1/2 point for this indicator.

### **Methodology:**

Examine business documents for evidence of at least one practice or policy (or documented evidence of plans to adopt) that promotes inclusion of diverse groups of workers.

### **Data Source and Availability:**

Evidence of inclusionary practices may be found in a business’s bylaws, HR policies, staff rules, and/or staff training content and materials.

## **BONUS INDICATOR 3.ZERO-TOLERANCE POLICY ON SEXUAL ABUSE AND VIOLENCE AGAINST WOMEN**

### **Definition:**

Zero-tolerance policies are those whose violation automatically results in an employee being fired, based on the legal definitions of sexual abuse, harassment, and violence.

### **Rationale:**

Sexual abuse and violence at work undermines women's ability to participate in paid labor and threatens their well-being.

### **Concept:**

Zero-tolerance policies on sexual abuse and violence that apply to both employees and management signal a business's commitment to a safe work environment for women.

### **Methodology:**

Evaluate business documents for policies on the penalties for sexual abuse and violence of women at work for evidence of zero-tolerance. Review HR records on enforcement of this policy to ensure that the policy is applied to both employees and management.

### **Data Source and Availability:**

A business's bylaws, HR Policies, staff rules, and staff training content are data sources for these policies and their enforcement.

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Evaluate business documents for policies on the penalties for sexual abuse and violence of women at work for evidence of zero-tolerance. Review HR records on enforcement of this policy to ensure that the policy is applied to both employees and management.

### **Data Source and Availability:**

A business's bylaws, HR Policies, staff rules, and staff training content are data sources for these policies and their enforcement.

# Section 3: Business products and their effects on gender equality

Indicators in this section assess evidence that products of the business reduce women's unpaid care burden; that product marketing removes or reduces gender stereotypes; and that women are actively sought as customers and are treated equally with regard to the prices charged for products. This section contains four indicators and one bonus question. These are each defined below.



## 13. PRODUCT/SERVICE DIRECTLY REDUCE UNPAID CARE AND DOMESTIC LABOR

The product/service directly reduce unpaid care and domestic labor (i.e., technology, electricity, child care, household care and management)

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## 14. PRODUCT INCREASES WOMEN'S INCOME-EARNING OPPORTUNITIES

The product increase the participation of women in income-generating opportunities through increased connectivity, security, infrastructure, etc.

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## 15. PRODUCTS' PRODUCTION AND MARKETING REDUCE GENDER STEREOTYPES

Business reduces gender stereotypes are generalized views or preconceptions about attributes, behaviors, and roles associated with being female or male.

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## 16. BUSINESS ENGAGES IN OUTREACH ACTIVITIES

Business actively engages in outreach to reach women as customers and/or provide price equality for its product/service to both male and female customers.

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## 13. PRODUCT/SERVICE DIRECTLY REDUCE UNPAID CARE AND DOMESTIC LABOR

### Definition:

Unpaid care and domestic labor refer to the time a person (typically women) spend on care of family members, maintenance of the household, such as fetching fuel and water, securing food, and cooking.

### Rationale:

Women shoulder the largest share of responsibility for care of family and household. This unpaid labor burden is one of the most important impediments to women's economic empowerment and participation in paid labor. A business's products can help to reduce that burden.

### Concept:

Unpaid care work includes time spent on care of children and the elderly, and sick or disabled family members. Domestic work is that which supports maintenance of the household, including housework, fetching water and fuel, cooking, and shopping for food and other household items.

### Methodology:

Assess the products a firm produces to evaluate its effect on the time women spend on unpaid care and domestic work. If the product reduces the time spent or improves the conditions under which unpaid work is conducted (for example, clean cook stoves that limit smoke inhalation), this condition is met.

### Data Source and Availability:

Evidence of a business's product's contribution to reducing women's unpaid labor can be obtained from a qualitative evaluation of the purpose and use of business products.

## 14. PRODUCT INCREASES WOMEN'S INCOME-EARNING OPPORTUNITIES

### Definition:

Income-generating opportunities are those that facilitate women's ability to generate income for selves and family, whether through self-employment or waged employment

### Rationale:

Women's ability to engage in income-generating activities is influenced by their unpaid labor burden and mobility. Mobility may be limited due to safety concerns or cultural norms, and therefore technologies that improve access to income-generating activities, such as Internet access, can promote women's economic empowerment. Infrastructure, such as electricity and sanitation services, can reduce women's unpaid labor burden. Security products and services can improve women's mobility, making it easier for them to engage in paid employment.

### Concept:

Income-generating opportunities include any activities that permit women to earn an income, via self-employment, work at home, or work outside the home. Products that contribute to this reduce women's mobility constraints (such as being able to work from home or promoting physical security) and lessen their unpaid labor burden, such as by providing access to electricity, clean water, sanitation, and fuel.

### Methodology:

Assess the products a firm produces to evaluate its effect on the time women spend on unpaid domestic work and women's ability to participate in income-generating activities within or outside the home.

### Data Source and Availability:

Evidence of a business product's contribution to reducing women's unpaid labor, and improved security and mobility can be obtained from a qualitative evaluation of the purpose and use of business products.



## 15. PRODUCTS' PRODUCTION AND MARKETING REDUCE GENDER STEREOTYPES

### Definition:

Gender stereotypes are generalized views or preconceptions about attributes, behaviors, and roles associated with being female or male, such as “men are breadwinners” and “women are caretakers.” Gender stereotypes may differ by culture, but their defining feature is to identify economic, social and political roles for women that differ from those of men.

### Rationale:

Gender stereotyping is a major cause of discrimination against women in the workplace and in society. Stereotypes impact the way men and women define themselves and are treated by others regarding, for example, who is more deserving of employment, of leadership positions, of promotions as well. They also shape views on the types of occupations that women and men are fit for, leading to job segregation. Gender stereotypes also affect societal views on who performs unpaid care labor.

### Concept:

Gender stereotypes are generalizations about what constitutes appropriate societal roles for women as compared to men, reflecting deep-rooted ideas of “femininity” and “masculinity”. These stereotypes are internalized and as a result, shape the perceptions of employers and of broader society in ways that inhibit women’s economic empowerment. Advertising and marketing are particularly powerful drivers of gender stereotyping. The adoption of gender role neutrality in production and marketing of a business’s products can change perceptions, impact social norms, and promote gender equality, widening women’s economic opportunities.

### Methodology:

Qualitatively evaluate a business’s products and marketing materials to determine whether these are gender stereotyped. For example, are products marked by gender differentiation (such as blue clothing for male children and pink for female children)? Are products marketed in such a way that product consumption and roles are perceived as gendered (such as marketing household cleaning products using exclusively female actors)? Assess the evidence that a firm is seeking to reduce or remove gender stereotyping in its products and marketing.

### Data Source and Availability:

The business’s products and advertising materials (and if available, documentation of policies and strategies to reduce or remove gender stereotyping) are the sources of data for this indicator.

## 16. BUSINESS ENGAGES IN OUTREACH ACTIVITIES

### Definition:

Outreach to women as customers entails the adoption of specific strategies and practices to increase women's share of a business's customer base. Price equality means that women and men are charged the same price for a firm's products or services.

### Rationale:

Women may be excluded as customers if strategies for increasing the customer base are not aware of the different channels by which women gain product information as compared to men. Further, price discrimination whereby women pay higher prices than men for a firm's goods or services is well documented. Examples of products and services where women are overcharged relative to men include bank loans, personal care products, and durable goods. Efforts to include reach women as customers and to ensure price equality promote women's economic empowerment, giving them more consumption choices at fair prices.

### Concept:

Women may be excluded as customers if firm outreach strategies do not ensure that women have access to the same information on products as men. As an example, firms may target outreach to male farmers to disseminate information on seeds, fertilizer, and farm equipment, assuming that women are not farmers or are not decision-makers. Or they may only reach farmers at times of the day that exclude women, due to women's unpaid work obligations. Attention to women's constraints will better enable businesses to reach women customers. Further, women may pay more than men for the same products or services. Price equality requires that firms gather information on and provide guidance to ensure that women and men on average pay the same price for identical or comparable goods and services.

### Methodology:

Qualitatively evaluate the business's customer outreach plan for evidence of targeted efforts to reach women customers. Evaluate pricing data and policies to obtain evidence that women and men pay the same the same price for all of a business's goods and services.

### Data Source and Availability:

A business's outreach (marketing) plan and pricing data are sources of information to be used to evaluate this indicator.

# **BONUS INDICATOR 1:RURAL WOMEN BENEFIT THE MOST FROM THIS PRODUCT**

## **Definition:**

Rural women are those who reside outside urban centers whose principal economic activities are in the agricultural sector.

## **Rationale:**

Rural women have the highest unpaid care and domestic work burdens, in part due to limited infrastructure (electricity, roads, sanitation, health care services) in rural areas. Rural women also have fewer economic opportunities due to more limited employment opportunities in rural areas and limited transportation services. Products that can lessen rural women's unpaid labor burdens and women's access to work are particularly beneficial to rural women's economic empowerment.

## **Concept:**

Time use surveys show that women's unpaid labor burdens are substantially greater than men's in rural areas and than of those residing in urban areas where infrastructure tends to be more extensive and of higher quality, and employment opportunities greater. Business products and services can contribute to women's reduced unpaid burden, and facilitate participation paid labor.

## **Methodology:**

Evaluate the use of the product and identify end users. If the product or service is targeted toward rural women, this indicator merits 1/2 point.

## **Data Source and Availability:**

Qualitative evaluation of a business product's impact on rural women's unpaid labor and access to paid work.

# Section 4: Supply chain and procurement practices

Indicators in this section focus on business's practices that seek to include women as suppliers and pay equal prices to those paid to male suppliers. This section has three indicators and one bonus question.



## 17. FEMALE SHARE OF INDIVIDUAL AND/OR MSME SUPPLIERS

The product/service directly reduce unpaid care and domestic labor (i.e., technology, electricity, child care, household care and management)



## 18. BUSINESS PAYS MALE AND FEMALE SUPPLIERS EQUAL PRICES

The product increase the participation of women in income-generating opportunities through increased connectivity, security, infrastructure, etc.



## 19. PROCUREMENT POLICY/PRACTICE TARGETS GENDER-RESPONSIVE SUPPLIERS

Business has procurement policy/practices that target finding gender-responsive suppliers.



## 17. FEMALE SHARE OF INDIVIDUAL AND/OR MSME SUPPLIERS

### Definition:

Female share of individual suppliers is the number of female suppliers to a business divided by the total number of individual suppliers. Female share of MSME suppliers is the number of women-owners of MSMEs that supply inputs to a business divided by the total number of MSME suppliers.

### Rationale:

Women may have a difficulty in selling their goods to businesses due to lack of networks and other factors. Women's economic empowerment and access to incomes is enhanced when they have increased opportunities to sell their goods and services to firms. A higher share of female suppliers improves women's income-earning opportunities and supports the development of female entrepreneurship.

### Concept:

Suppliers are the persons or entities supplying intermediate inputs to a firm to be used in the production process. The female share of individual suppliers and/or as owners of MSMEs represents their inclusion in the firm's sourcing strategy and is reflective of outreach efforts by the firm to ensure women's economic participation as suppliers.

### Methodology:

Evaluate the business's financial records to identify the total number of suppliers (as individuals or owners of MSMEs) and the percentage of those suppliers who are female.

### Data Source and Availability:

A business's financial records are the source of these data, and may need to be accompanied by qualitative evaluation, based on interviews with key business procurement personnel.

## 18. BUSINESS PAYS MALE AND FEMALE SUPPLIERS EQUAL PRICES

### Definition:

Equal pricing refers to women and men being paid the same price per unit for the same or comparable goods.

### Rationale:

Just as with wage equality, price equality for female and male suppliers is a critical component of gender equality and women's economic empowerment.

### Concept:

Equal prices per unit for the same or comparable goods and services, paid to female as compared to male suppliers, is indicative of gender equality in treatment by the firm.

### Methodology:

Evaluate the business's financial records to identify the per unit prices paid to female and male suppliers. For example, in the case of sales of commodities like coffee, are women and men paid the same per unit price for coffee of equal or similar quality?

### Data Source and Availability:

A business's financial records are the source of these data.

## 19. PROCUREMENT POLICY/PRACTICE TARGETS GENDER-RESPONSIVE SUPPLIERS

### Definition:

Gender-responsive suppliers are those that consider their impact on gender equality and women's empowerment.

### Rationale:

By supporting procurement from gender-responsive suppliers, the business is leveraging gender equality outside the firm.

### Concept:

Gender-responsive suppliers are those with a demonstrated commitment to gender equality and women's economic empowerment in policies and practices.

### Methodology:

Evaluate a business's procurement policies for evidence of aimed at finding gender-responsive suppliers.

### Data Source and Availability:

A business's procurement policies and practices provide information on whether purchasing from gender-responsive suppliers is a business goal. Financial records may also provide this information.

## BONUS INDICATOR 1. FEMALE SHARE OF INDIVIDUAL AND OR/MSME SUPPLIERS GREATER THAN 75%

### Definition:

Female share of suppliers is the number of suppliers to a business that are women divided by the total number of suppliers and/or the number of female owners of MSMEs that supply to a business divided by the total number of MSME suppliers.

### Rationale:

If the female share of suppliers is greater than 75%, this is indicative of a strong positive effect of the business on women's income and economic empowerment.

### Concept:

Suppliers are the persons or entities supplying intermediate inputs to a firm to be used in the production process. Women may have a difficulty in selling businesses their goods, due to lack of networks and other factors. A higher share of female suppliers improves women's income-earning opportunities and supports the development of female entrepreneurship.

### Methodology:

Evaluate the business's financial records to identify the total number of suppliers (as individuals or owners of MSMEs) and the percentage of those suppliers who are female. If the female share, that is the number of female suppliers divided by the total number of suppliers is greater than 75%, ½ point is earned for this indicator.

### Data Source and Availability:

A business's financial records are the source of these data, and may need to be accompanied by qualitative evaluation, based on interviews with business personnel.



# IV. THE PUBLIC INVESTMENT WEEI

The public WEEI captures the extent to which public infrastructure and municipal projects promote gender equality and women's economic empowerment.

Public investments play a significant role in empowering women by creating an enabling environment, reducing women's unpaid care burden and increasing their job opportunities. The public investment WEEI is a tool to help prioritize projects that have maximum benefits for women. This index has two groups of indicators.

## Section 1: Environmental and Social Safeguards

## Section 2: Gender-Equalizing Conditions

Indicators of environmental and social safeguards comprised of provisions as access to clean water; public transportation while gender equalizing conditions include equal pay and benefits for men and women , discrimination-free work enforcement among others

The value of this WEEI ranges from 0 (the project is the most gender-biased) to 1 (the project is the most gender-responsive).



Above: Leveling process for the construction of the Muyama Market, TZ and Below: Mukarazi Market, TZ (construction time)



# Section 1: Environmental and Social Safeguards

Indicators in this section measure whether the project contributes to increased access to clean water and electricity, and improved sanitation, public transportation, and health conditions. It also accounts for the project's contribution to increased access to education, and decreased harmful practices such as forced marriage and violence against women. There are four indicators for this category as described below.



## 1. PROJECT DIRECTLY OR INDIRECTLY ADDRESSES AT LEAST ONE SAFEGUARD

Safeguards include: a) Increased access to clean water; b) Improved sanitation; c) Improved public transportation; d) Increased access to electricity; e) Improved health conditions; f) Increased access to education; g) Increased access to market; h) Decreased harmful practices (forced/child marriage, violence against women)

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## 2. WOMEN'S ACCESS TO EMPLOYMENT

Project directly increases women's access to employment and their share of jobs

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## 3. JOB TRAINING AND CAPACITY BUILDING OPPORTUNITIES

Project increases women's access to job training and capacity building opportunities

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## 4. PROJECT REINFORCES COMMUNITY INITIATIVES TO SUPPORT WOMEN'S GROUPS

The project directly or indirectly reinforces community initiatives to support and fund women's rights groups and cooperatives

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# 1.PROJECT DIRECTLY OR INDIRECTLY ADDRESSES AT LEAST ONE SAFEGUARD

## Definition:

Project activities and impacts that act as safeguards for women fall into two categories—environmental and social. Environmental safeguards include those that reduce women’s unpaid care burden and improve the physical quality of their environment, such as increased access to clean water, sanitation, and electricity; improved public transportation; and improved health conditions. Social safeguards promote greater access to education, and markets, and can contribute to decreased exposure to harmful practices such as early/forced marriage and violence against women.

## Rationale:

Improved environmental and social safeguards for women promote women’s economic empowerment, helping them to access paid economic activities.

## Concept:

Project activities may directly or indirectly promote physical safety and health of women, reduce their care burden, and promote access to education. Improvements to a transportation system to make it safer and more secure, for example, indirectly promote gender equality insofar as it enables women to safely move about, improving access to jobs. In terms of social safeguards, public investment projects may contribute to improved communication that enhances education and peer support to prevent or address early/forced marriage and domestic violence.

## Methodology:

Evaluate project documents to ascertain if any environmental or social safeguards for women are directly or indirectly improved.

## Data Source and Availability:

Qualitative evaluation of project documents on goals and activities, to be supplemented with interviews of key project personnel if necessary.

## 2. WOMEN'S ACCESS TO EMPLOYMENT

### Definition:

Women's access to employment implies that women's ability to obtain work is improved. Their share of jobs is the ratio of women's employment divided by total employment.

### Rationale:

A key component of women's economic empowerment is their access to paid employment.

### Concept:

Projects contribute to increasing women's access to employment by prioritizing the hiring of women and increasing their share of jobs generated by the project.

### Methodology:

Evaluate project documents and supplement with interviews of key project personnel to assess the concrete steps taken by a firm to increase women's access to employment and share of employment.

### Data Source and Availability:

Qualitative evaluation of project documents and interviews of key project personnel.

### 3. JOB TRAINING AND CAPACITY BUILDING OPPORTUNITIES

#### Definition:

Job training refers to firm-specific or other forms of skills training. Capacity building is the process by which individuals improve, and retain the skills, knowledge, tools, equipment and other resources needed to do their jobs competently or to a greater capacity.

#### Rationale:

In some firms, women have been excluded from the necessary training because of perceptions and gender stereotypes that women are not as attached to the labor force. Job training and capacity building offers women workers hard and soft skills needed to do their jobs and be eligible for promotion.

#### Concept:

Increased access to job training for women may include schedule adjustments to enable women to participate fully, and targeting women for job trainings that improve their skills and prepare them for promotion. Capacity building skills may include leadership training and mentorship, and conflict resolution skills development.

#### Methodology:

Evaluate project documents, staff training and capacity building procedures and eligibility requirements for evidence that these reduce women's barriers to participation, and effectively increase their participation.

#### Data Source and Availability:

Project documents, staff training and capacity building manuals and programs, coupled with qualitative evaluation based on interviews with key project personnel.

## 4.PROJECT REINFORCES COMMUNITY INITIATIVES TO SUPPORT WOMEN'S GROUPS

### Definition:

Community initiatives are local efforts, programs, policies that support and/or fund women's groups that promote health, education, political and other women's rights and women's cooperatives. Women's cooperatives are voluntary associations that are mutually owned by women and democratically run. Cooperatives may be consumer, producer, or financial cooperatives.

### Rationale:

Women's rights in health, education, and other areas are key to women's economic empowerment. Rights organizations represent efforts to change or enforce laws and practices that limit women's opportunities, safety, and economic participation. Women's cooperatives are important because their presence and voices are underrepresented in private sector businesses as well as cooperatives. Their participation in cooperatives improves their economic wellbeing.

### Concept:

Projects can directly or indirectly reinforce community initiatives to support and fund women's rights groups and cooperatives. They may do this through financial contributions or in-kind services (such as training) or other supports to community initiatives that support women's rights and women's cooperatives.

### Methodology:

Identify project documents and activities that have on community initiatives that impact women's rights groups and support women's cooperatives.

### Data Source and Availability:

Qualitative evaluation of project documents and interviews of key project personnel.

## Section 2: Gender-Equalizing Conditions

Indicators in this section measure whether the project contributes to increased access to clean water and electricity, and improved sanitation, public transportation, and health conditions. It also accounts for the project's contribution to increased access to education, and decreased harmful practices such as forced marriage and violence against women. There are four indicators for this category as described below.



### 5. EXPLICIT COMMITMENT AND POLICY TO PROMOTE WEE

The project has an explicit commitment to the promotion of women's economic empowerment as one of its objectives or as a policy

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### 6. PROJECT PAYS MEN AND WOMEN EQUALLY FOR EQUAL WORK

Project directly increases women's access to employment and their share of jobs

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### 7. EQUAL BENEFITS

Project increases women's access to job training and capacity building opportunities

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### 8. POLICIES THAT HELP WOMEN REDUCE UNPAID CARE AND DOMESTIC WORK

Project has policies that help women reduce unpaid care and domestic work that is expected of them (e.g., in-house child care)

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# Section 2: Gender-Equalizing Conditions



## 9. POLICIES SUPPORT WORK-FAMILY BALANCE

The project has policies that support work-family balance (e.g., worker-determined flexible working hours, option to work remotely, support and leave for family care).

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## 10. IMPROVE ACCESS TO CHILDCARE FACILITIES

Project improves access to childcare facilities near job site

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## 11. POLICIES FOR PAID PARENTAL LEAVE

Project has in place policies for paid parental leave

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## 12. POLICIES TO PROMOTE SAFE AND DISCRIMINATION-FREE WORK ENVIRONMENT

the project has policies to promote safe and discrimination-free work environment, i.e., sexual harassment training and protocols for responding to complaints, risk assessments to address security issues (including women traveling to and from work)

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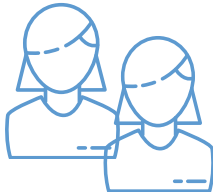
# Section 2: Gender-Equalizing Conditions



## 13. ZERO-TOLERANCE POLICY ON SEXUAL ABUSE AND VIOLENCE AGAINST WOMEN

There is evidence of zero-tolerance policy on sexual abuse and violence against women at work and at home for all employees and management

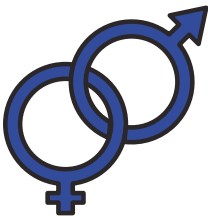
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## 14. EQUAL PAY FOR MALE AND FEMALE SUPPLIERS

The project pays male and female suppliers equal prices for the same or equivalent products

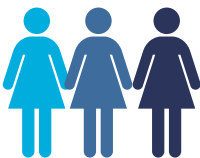
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## 15. GENDER RESPONSIVE PROCUREMENT POLICIES/PRACTICES

the project has procurement policies/practices that have the goal of expanding the number of women suppliers

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## 16. INCLUSION OF WOMEN AS END USERS/ CUSTOMERS

the project promote inclusion of women as end users/ customers

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## 5. EXPLICIT COMMITMENT AND POLICY TO PROMOTE WEE

### Definition:

Women are economically empowered when they have both the ability to succeed and advance economically through participation in income generating activities and the power to make and act on economic decisions.

### Rationale:

Women's economic empowerment is central to realizing women's rights and gender equality. Public investment projects that have an explicit commitment to women's economic empowerment can play an important role in creating change.

### Concept:

To succeed and advance economically, women need the skills and resources to compete in markets, as well as fair and equal access to economic activities. To have the power and agency to benefit from economic activities, women need to have the ability to make and act on decisions and control resources and profits. Women's economic empowerment therefore refers to women's equitable access to and control over productive resources, access to decent work, control over their own time, lives and bodies; and increased voice, agency and meaningful participation in economic decision-making at all levels from the household to international institutions.

### Methodology:

Evaluate project documents, bylaws, staff rules, staff training and content materials to identify the project's explicit commitment to women's economic empowerment

### Data Source and Availability:

Bylaws, policies, staff rules, staff training content and materials are sources of information for this indicator.

## 6. PROJECT PAYS MEN AND WOMEN EQUALLY FOR EQUAL WORK

### Definition:

Equal pay refers to women and men being paid the same hourly, weekly, monthly or annual wage or salary for those in equal types of jobs, level of responsibility and title, and job experience.

### Rationale:

Equal pay is a cornerstone of gender equality and women's economic empowerment.

### Concept:

Equal wages or salary per period of time

### Methodology:

Identify the number of women and men in each job category or occupation, such as accountant, production worker, and administrative assistant. Obtain the number of women and of men in each job category, and then calculate and compare the average female and average male wage in each job category. It is important to control for years of experience, since a person who has several years of experience may be more productive and thus receive higher wages than a newly hired employee in the same job category. However, assessment as to whether equal wages are paid to women and men in the same job, controlling for experience, can be statistically complicated and beyond the scope of resources of evaluators. Therefore, to calculate whether women and men receive equal pay, the following methodology may be used. In each job category, calculate the average wage paid to women, divided by the average number of years of experience. Calculate the same statistic for male employees. The resulting numbers can be interpreted as the average wage paid to women and men per year of experience. If women's average wages in each job category are equal to or greater than the male wage in all job categories, the business merits 1 point in for this indicator.

### Data Source and Availability:

A project's bylaws, and employment policies and contracts offer the prime sources of data needed.

## 7. EQUAL BENEFITS

### Definition:

Gender equality in benefits is defined as the value, breadth, and quantity of benefits received by women that are at least equal to those received by men. Benefits are non-cash payments to employees as part of the compensation package.

### Rationale:

The benefits offered to workers are considered part of the worker's compensation package, and for that reason, equality of benefits offered to women and men employees are important for the achievement of achieve gender equality.

### Concept:

Benefits are additional mechanisms for projects to compensate employees. Among the types of benefits projects may offer are: paid health care, dental insurance, pension contributions, paid time off, paid sick leave and stock ownership are examples of firms.

### Methodology:

Obtain data on types (and, in some cases, value) of benefits offered to women and to men employed by the project. These may include health care benefits (assess to insure benefits are of equal value), paid sick leave, disability coverage, contributions to pension fund, and stock ownership. Determine whether women are offered the same types and value of benefits as male employees.

### Data Source and Availability:

A project's bylaws, employment policies and contracts, as well as staff rules and staff training content and materials are all potential sources of data.

## 8. POLICIES THAT HELP WOMEN REDUCE UNPAID CARE AND DOMESTIC WORK

### Definition:

Unpaid care and domestic work refers to the time a person (typically women) spend on care of family and maintenance of the household, such as fetching fuel and water, securing food, and cooking.

### Rationale:

Women have disproportionate responsibility for performing unpaid care work in the family, and that burden can be a barrier to employment because it limits the time women can spend in paid labor.

### Concept:

Policies a project can adopt to reduce unpaid care work include in-house childcare and on-site health clinics, as well as commitments to employ women within a certain distance of their home.

### Methodology:

Examine project documents for evidence of policies to support and reduce women's unpaid care and domestic work burden.

### Data Source and Availability:

A project's bylaws, and staff rules and staff training materials are potential sources of data needed.

## 9. POLICIES SUPPORT WORK-FAMILY BALANCE

### Definition:

Work-family balance policies are those which make it easier for women to combine paid work with unpaid care responsibilities, including care of children, sick family members, and the elderly.

### Rationale:

Gender differences in responsibilities for care work can lead to work-family stresses and imbalance for women, thereby impeding their ability to engage in paid work. A project's policies to provide support through concrete actions can help women achieve work-family balance and increase women's employment and representation in leadership positions and, as a result, retention of women workers.

### Concept:

Work-family balance policies support women in combining their commitment to care of their families with their desire for paid work. Policies to promote work-family balance include scheduling key meetings at times of the day that do not interfere with a parent's need to be home to provide care (such as early in the morning, late in the day, or weekends); flexible work options such as the option to work remotely; job sharing; and support and leave for family care.

### Methodology:

Examine project documents for evidence of policies and programs to support women's work-family balance, including availability of flexible working hours, job sharing, remote work options, and support and leave for family care

### Data Source and Availability:

Qualitative evaluation of bylaws, policies, and staff rules and regulations.

## 10. IMPROVE ACCESS TO CHILDCARE FACILITIES

### Definition:

Childcare facilities (otherwise known as day care centers) provide for the care and supervision of children.

### Rationale:

Quality childcare is lacking in many communities, and when available, may be located at great distances from paid work, impeding women's employment. Provision of childcare facilities near the job site improves women's access to employment by reducing the care burden and the stresses mothers face in achieving work-family balance.

### Concept:

Improved access to childcare facilities near the job site may require that projects establish their own childcare facilities, or that projects locate in areas with accessible and affordable quality childcare.

### Methodology:

Determine the availability and location of childcare facilities and assess their distance from the job site. Assess whether those childcare facilities have an adequate number of slots to accommodate the needs of female employees.

### Data Source and Availability:

Qualitative evaluation of information on project child cares facilities.

## 11. POLICIES FOR PAID PARENTAL LEAVE

### Definition:

Paid parental leave is an employee benefit that covers mothers and fathers whereby employers give paid time off to employees to care for a child following its birth or adoption.

### Rationale:

Parental leave supports continued participation in paid employment of women and men after the birth or adoption of a child.

### Concept:

Paid parental leave (or maternity leave) permits employees to take time off with pay in the event of a birth or adoption for a designated period of time. Pay may be at full salary or some portion of the employee's salary.

### Methodology:

Examine project documents for evidence of policies that refer to parental leave (or maternity leave) to support employees in the adjustment to their new family life.

### Data Source and Availability:

A project's bylaws, employment policies and contracts, as well as staff rules and staff training content and materials are all potential sources of data needed.



## 12. POLICIES TO PROMOTE SAFE AND DISCRIMINATION-FREE WORK ENVIRONMENT

### Definition:

A safe and discrimination-free work environment is one in which the project managers proactively adopt policies and procedures that protect the physical and emotional safety of employees, and designates protocols for violations of these policies. Sexual harassment refers to the unwelcome sexual advances or conduct of a sexual nature that interferes with the performance of a person's job or creates an intimidating, hostile, or offensive work environment for women.

### Rationale:

Workplace climate and safety precautions protect women's physical and emotional well-being in the workplace, improve worker productivity, and employee retention.

### Concept:

Project managers have the primary responsibility to set the tone and climate of a workplace, and for establishing rules, protocols, and procedures that prohibit and address sexual harassment, and address safety concerns of women employees.

### Methodology:

Evaluate project documents for evidence of written policies that prohibit harassment, that provide training on sexual harassment, and that outline protocols to be followed in response to complaints of sexual harassment. In addition, examine business documents for evidence of risk assessments regarding women's safety within the workplace and traveling to and from the work site.

### Data Source and Availability:

Evidence of these policies may be found in a project's bylaws, employee policies, staff rules, and staff training and content materials.

## 13. ZERO-TOLERANCE POLICY ON SEXUAL ABUSE AND VIOLENCE AGAINST WOMEN

### Definition:

Zero-tolerance policies are those whose violation automatically results in an employee being fired, based on the legal definitions of sexual abuse, harassment, and violence.

### Rationale:

Sexual abuse and violence at work violates women's rights and undermines their ability to participate in paid labor and threatens their economic, social, and physical well-being.

### Concept:

Zero-tolerance policies on sexual abuse and violence, as defined by legal standards, which apply both to employees and to management signal a project's commitment to a safe work environment for women.

### Methodology:

Evaluate project documents for policies on the penalties for sexual abuse and violence of women at work for evidence of zero-tolerance. Review firm HR records on enforcement of this policy to ensure that the policy is applied to both employees and management.

### Data Source and Availability:

Evidence of these policies may be found in a project's bylaws, employee policies, staff rules, and staff training and content materials.

## 14. EQUAL PAY FOR MALE AND FEMALE SUPPLIERS

### Definition:

Equal pricing refers to women and men being paid the same price per unit for the same or comparable goods.

### Rationale:

Just as with wage equality, price equality for suppliers is a critical component of gender economic equality and women's empowerment.

### Concept:

Equal pricing paid to women and men suppliers is indicative of gender equality in treatment by the project.

### Methodology:

Evaluate the project's financial records to identify the per unit prices paid to female and male suppliers. For example, in the case of sales of commodities like coffee, are women and men paid the same per unit price for coffee of equal or similar quality?

### Data Source and Availability:

A project's financial records are the source of these data. Supplement, as needed, with qualitative evaluation of project documents and interviews of key project personnel.

## 15. GENDER RESPONSIVE PROCUREMENT POLICIES/PRACTICES

### Definition:

Suppliers are the persons or entities supplying intermediate inputs to a project.

### Rationale:

Women may have a difficulty in selling their goods to businesses due to lack of networks and other factors. Women's economic empowerment and access to incomes is enhanced when they have increased opportunities to sell their goods and services to firms. By supporting procurement from women suppliers, the project is leveraging gender equality outside the firm.

### Concept:

Women suppliers are persons who supply intermediate inputs to the project.

### Methodology:

Evaluate the project's procurement policies and practices for evidence of targeting women suppliers.

### Data Source and Availability:

A project's procurement policies and practices provide information on whether purchasing from women suppliers is a project goal. Financial records may also provide this information.

## 16. INCLUSION OF WOMEN AS END USERS/ CUSTOMERS

### Definition:

End users or customers are those who purchase or use the project's the goods, services, or infrastructure.

### Rationale:

Explicit efforts may be required to promote the inclusion of women as end users or customers of a project's products, services, or infrastructure. This might entail ensuring product design that serves women, and outreach and networking efforts to include women as end users or customers.

### Concept:

Projects may need to explicitly promote, through outreach to women, their inclusion as end users and customers. This may include the use of women's focus groups or other types of input from women on the project's products, services, and infrastructure to ensure that they meet women's needs.

### Methodology:

Qualitative evaluation of project documents and interviews with key project personnel

### Data Source and Availability:

Project documents and interviews of key personnel.

# V. Methodology for Using the WEEI

A key design feature of the WEEI is to be accessible to a broad audience, and to be easy to use and interpret. This section discusses the methodology for constructing the business WEEI and the public investment WEEI. Index calculations are to be completed using the excel based matrix that goes with the guidance note.

## Business WEEI

The business WEEI is intended to capture the extent to which the business's structure and organization, practices and policies, and products promote gender equality and women's empowerment. The WEEI is constructed from data on sole proprietor micro-, small- and medium enterprises (MSME) in the formal or informal sector at any stage of the value chain in a least-developed country.

The WEEI tool has four sets of indicators. The tool identifies the data to be collected for each indicator and the points that are awarded for each indicator in four categories (data sources are discussed in Part III of the guidance note).

As an example, an indicator for Section 1:Organizational Structure and Workforce is the female share of board members (indicator 4). The first step is for the evaluator to obtain information on the number of women and of men on the board. The next step is to calculate the female share of board members. If the female share is greater than 50%, 1 point is awarded for this indicator. If the female share lies between 30% and 50%, a half point is awarded, and if the female share is less than 30%, 0 points are awarded for that indicator. The evaluator follows this process for each indicator until the entire WEEI tool checklist is completed. Each section of the WEEI tool also has the possibility for bonus points.

# Business WEEI

After the evaluator completes the scoring, points are added up in each of the four sections of the business WEEI. Divide the sum for each section by the number of indicators in that section. Specifically, the scoring for each section is as follows:

## Section 1: Organizational structure and workforce

$$A = (1 + 2 + 3 + 4 + \text{Bonus})/4$$

## Section 2: Institutional profile

$$B = (5 + 6 + 7 + 8 + 9 + 10 + 11 + 12 + \text{Bonus})/8$$

## Section 3: Business product (good or service) provided

$$C = (13 + 14 + 15 + 16 + \text{Bonus})/4$$

## Section 4: Supply chain/procurement

$$D = (17 + 18 + 19 + \text{Bonus})/3$$

The final business WEEI index score is based on a formula that weights the average points in each section. Section 1 receives a 10% weight in the final score because many firms will likely be quite a distance away from gender equality at this stage of their evolution. Sections 2, 3, and 4 are each weighted 30%. The final WEEI score then is calculated as:

$$\text{Business WEEI} = 0.1 * A + 0.3 * B + 0.3 * C + 0.3 * D$$

where A is the average of the total points from Section 1, B is the average of the total points from Section 2, and so forth. The value of this WEEI can range from 0 (the business is the most gender-biased) to 1 (the business is the most gender-responsive). The business will be considered for funding if the  $\text{WEEI} > 0.50$ .



## Public Investment WEEI

As with the business WEEI, the public investment tool identifies the data to be collected and the points to be awarded for each indicator in each of the two categories. There are no bonus questions in the public investment WEEI. After the evaluator completes the scoring, points are then added up in each of the two sections, and these sums are then divided by the number of indicators in each section. Specifically, the scoring for each section is as follows:

### Section 1: Environmental and Social Safeguards

$$A = (1 + 2 + 3 + 4)/4$$

### Section 2: Gender-Equalizing Conditions

$$B = (5 + 6 + 7 + 8 + 9 + 10 + 11 + 12 + 13 + 14 + 15 + 16)/12$$

To obtain the final WEEI score for public investments, the following formula is used:

$$\text{Public Investment WEEI} = (A+B)/2$$

where A is the average of the total points from Section 1, B is the average of the total points from Section 2, and so forth. The value of this WEEI can range from 0 (the business is the most gender-biased) to 1 (the business is the most gender-responsive). The business will be considered for funding if the WEEI > 0.50.

## How to Handle Missing Data

In some cases, data may not be available or is missing. Also, some indicators may not be relevant (for example, small firms may not have boards of directors). If data for any indicator is missing or not relevant, the formula for calculating the average of each set of indicators must be adjusted. For each section that has missing data, the average score of that section should be calculated by reducing the size of the denominator by the number of indicators for which data is missing.

Example: Let's take the case of Section 1 of the business WEEI. The evaluator is able to obtain information on all of the indicators except the female share of share board members. If all data were available, the calculation would be:

$$A = (1 + 2 + 3 + 4 + \text{Bonus})/4$$

Because data on indicator 4 (Percentage of business that is owned by women) is missing, the formula should be revised by reducing the denominator by 1:

$$A = (1 + 2 + 3 + \text{Bonus})/3.$$



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