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WOMEN'S ECONOMIC EMPOWERMENT AND EQUALITY TECHNICAL ASSISTANCE

FINAL REPORT AUGUST 2018 - JUNE 2021

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The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development (USAID) or the United States Government. This publication was produced for review by USAID. It was prepared by Banyan Global for the Women's Economic Empowerment and Equality (WE3) Technical Assistance (TA) task order under the Advancing the Agenda of Gender Equality (ADVANTAGE) indefinite delivery, indefinite quantity (IDIQ) contract.

WOMEN'S ECONOMIC EMPOWERMENT AND EQUALITY TECHNICAL ASSISTANCE

FINAL REPORT

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ACRONYMS

ADS	Automated Directives System
ADVANTAGE	Advancing the Agenda of Gender Equality
CAC	Clean Air Catalyst
CBP	Customs and Border Protection
CCBO	Clean Cities Blue Ocean
CDCS	Country Development Cooperation Strategy
CEMD	Center for Economics and Market Development
CLDP	Commercial Law Development Program
CoP	Community of Practice
COVID-19	Coronavirus Disease of 2019 - 2021
CSO	Civil Society Organization
CWEEE	Coalition for Women's Economic Empowerment and Equality
DDI	Bureau for Development, Democracy, and Innovation
DFI	Development Finance Institutions
DO	Development Objective
E3	Bureau for Economic Growth, Education, and Environment
EEl	Environment, Energy, and Infrastructure
EG	Economic Growth
GBV	Gender-based Violence
GDD	Gender Digital Divide
GDP	Gross Domestic Product
GenDev	Gender Equality and Women's Empowerment Hub
GSL	Government of Sri Lanka
ICT	Information and Communication Technology
IR	Intermediate Result
ISWA	International Solid Waste Association
ITC	International Trade Centre
IUCN	International Union for Conservation of Nature
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, and Learning
PMP	Performance Management Plan
PSE	Private Sector Engagement
SME	Small and Medium Enterprises
SWM	Solid Waste Management
TA	Technical Assistance
TO	Task Order
USAID	United States Agency for International Development
WBL	Women, Business, and Law
WCO	World Customs Organization
WE3	Women's Economic Empowerment and Equality
WEE	Women's Economic Empowerment
WEEGE	Women's Economic Empowerment and Gender Equality
W-GDP	Women's Global Development and Prosperity
WPP	Women's Public Procurement
WUF	World Urban Forum

EXECUTIVE SUMMARY

From August 2018 to June 2021, Banyan Global implemented the global **Women's Economic Empowerment and Equality (WE3) Technical Assistance (TA)** task order (TO). This task was awarded through the Advancing the Agenda of Gender Equality (ADVANTAGE) indefinite delivery, indefinite quantity contract, under the direction of the United States Agency for International Development (USAID) Bureau for Development, Democracy, and Innovation (DDI) Gender Equality and Women's Empowerment Hub (GenDev). This important activity was designed to help USAID harness the transformative influence of women's unrealized economic potential.

Banyan Global provided advisory services to USAID operating units and Missions, other United States Government agencies, private sector companies and associations, and civil society organizations (CSOs) to help them analyze, design, implement, and monitor interventions to address critical WE3 constraints and opportunities, in support of USAID's 2012 Gender Equality and Female Empowerment Policy. Banyan Global also promoted WE3 in USAID programming by improving WE3-related USAID staff capacity, creating WE3 tools and resources, and enabling GenDev to respond to Mission and operating unit requests for WE3 support. In addition, this WE3 TA addressed capacity gaps among USAID's development partners including other United States Government agencies, counterpart government agencies, private sector associations, and CSOs.

Under the WE3 TA, Banyan Global carried out the following activities:

- [Women's Economic Empowerment and Gender Equality Technical Guide](#)
 - [Unit 1: Defining WEEGE](#)
 - [Unit 2: WEEGE in The Program Cycle](#)
 - [Unit 3: Integrating WEEGE into a Country Development Cooperation Strategy](#)
 - [Unit 4: Integrating WEEGE into Project Design and Implementation](#)
 - [Unit 5: Integrating WEEGE into Activity Design and Implementation](#)
 - [Unit 6: Integrating WEEGE into Monitoring, Evaluation and Learning](#)
- [Women's Economic Empowerment and Equality Analysis of the Solid Waste Management and Recycling Sector](#)
 - [AGENT Gender and Urban Services Webinar: Access, Decision Making, and Economic Empowerment](#)
 - [Presentation at International Solid Waste Association \(ISWA\) World Congress](#)
 - [Presentation at World Urban Forum](#)
- [Technical Assistance to USAID Women's Global Development and Prosperity and Private Sector Engagement Activities](#)
 - USAID Consultative Meeting on Partnering with the Private Sector to Support Women's Economic Empowerment
 - USAID/Mastercard Co-Design Workshop
- [Training on Women's Economic Empowerment and Equality in the Fisheries Sector](#)
- [Integrating Women's Economic Empowerment and Equality Into Labor, Small and Medium Enterprise Development, and The Enabling Environment in Sri Lanka](#)
- [Technical Assistance to the USAID Women's Global Development and Prosperity Fund Community of Practice Launch](#)
- Women's Global Development and Prosperity Country Selection Analysis
 - Women's Global Development and Prosperity Country Selection Analysis: Pillar 3
 - Women's Global Development and Prosperity Country Selection Analysis: Pillars 1 and 2

- Women's Global Development and Prosperity Country Selection Analysis: Pillars 1, 2 and 3 Summary
- [Gender Digital Divide](#)
 - [Desk Review Report](#)
 - [Gender Analysis Technical Resource](#)
 - [Risk Mitigation Technical Note](#)
 - [Presentation at 2021 Global Digital Development Forum](#)
 - [Presentation at USAID Digital Sector Council Meeting](#)
- [Women's Economic Empowerment and Gender Equality in Trade Facilitation: The Role of Customs and Border Services](#)
 - [Participation in USAID Podcast Series](#)
 - [Report on Women's Economic Empowerment and Gender Equality in Trade Facilitation Highlighted at World Customs Organization Council Session](#)
 - [Presentation of the WEEGE in Trade Facilitation Report at United States Customs and Border Protection Interagency Meeting](#)
 - [Presentation of the WEEGE in Trade Facilitation Report to Global Audience](#)
 - [Presentation of the WEEGE in Trade Facilitation Report at the United States Department of Commerce Commercial Law Development Program's Central Asia Working Group Meeting](#)
- [Supporting Women's Economic Empowerment and Gender Equality Through Trade](#)
- Integrating Gender in Cost-Benefit and Cost-Effectiveness Analysis
- [Peace Corps Digital Literacy for Women and Girls](#)
- [Women's Public Procurement](#)
- [Gender Inequality Causes Poverty](#)
- [Gender Analysis of Air Pollution and Vehicle Transport in India](#)

Several of the products developed through WE3 TA are also available on the [WEEGE Wiki](#) on Marketlinks, including: the Women's Economic Empowerment and Gender Equality (WEEGE) Technical Guide; the Gender Digital Divide (GDD) documents; and the report on WEEGE in Trade Facilitation: The Role of Customs and Border Services.

KEY ACCOMPLISHMENTS

WOMEN'S ECONOMIC EMPOWERMENT AND GENDER EQUALITY TECHNICAL GUIDE

October 2018–May 2021

USAID requested Banyan Global to develop the WE3 Technical Guide (later renamed the [WEEGE Technical Guide](#)) to enable USAID staff to design, procure, implement, monitor, and evaluate programs that increase WEEGE outcomes. The guide offers practical tools, samples, and resources to support USAID efforts to integrate WEEGE into global, regional, and country strategic planning; project and activity design and implementation; monitoring and evaluation; and collaboration, learning and adapting. The Guide is rooted in USAID Automated Directives System



(ADS) Chapters 205 and 201 and is designed to improve dialogue, coordination, and impact among USAID and its development partners as they seek to advance WEEGE and all development outcomes.

Work on the WEEGE Technical Guide began with a literature review of more than 250 new WE3 materials. The literature review continued throughout 2018, while the structure of the WEEGE Technical Guide was being built out. Several strategy sessions were held with USAID from September 2018 to March 2019 which informed the development and structure of the Guide.

The primary audience for the six-unit WEEGE Technical Guide is USAID staff. Each unit consists of a main document supplemented with a mix of resources, samples, and tools, as summarized in the overall contents summary (below). Each of the six units addresses a specific aspect or phase of USAID program cycle.

UNIT 1

- » Resource 1: Data Sources

UNIT 2

- » Resource 1: Assets
- » Resource 2: Decent Work and Income
- » Resource 3: Finance
- » Resource 4: Human Capital
- » Resource 5: Cross-Cutting Legal, Regulatory and Policy Reform
- » Resource 6: Markets
- » Resource 7: Private Sector Engagement
- » Tool 1: WEEGE Principles Checklist

UNIT 3

- » Sample 1: Integrating WEEGE into a CDCS Gender Analysis
- » Sample 2: Integrating WEEGE into a Results Framework
- » Tool 1: WEEGE In Action - Engaging Women's Organizations
- » Tool 2: Integrating WEEGE into the Digital Video Conference
- » Toolbox: Integrating WEEGE into a Gender Analysis (10 tailored documents)

UNIT 4

- » Sample 1: Integrating WEEGE Into a Project-Level Gender Analysis

UNIT 5

- » Sample 1: Integrating WEEGE into an Activity Gender Analysis
- » Tool 1: Integrating WEEGE into Activity Design
- » Tool 2: Integrating WEEGE into Solicitations
- » Tool 3: Integrating WEEGE into Implementing Partner Collaboration
- » Tool 4: WEEGE Integration Plan Template

UNIT 6

- » Resource 1: Current State of WEEGE Data
- » Resource 2: WEEGE Monitoring, Evaluation and Learning
- » Tool 1: WEEGE Illustrative Indicators
- » Tool 2: WEEGE Monitoring, Evaluation and Learning Plan Worksheet

UNIT 1: DEFINING WEEGE

Unit 1 provides a broad overview of WEEGE, outlining the barriers, opportunities and evidence to date as well as its relevance to USAID. The unit also includes a [list of sources](#) that represent some of the best and most readily available current WEEGE data.

UNIT 2: WEEGE IN THE PROGRAM CYCLE

Unit 2 outlines how USAID staff and partners can integrate WEEGE across the [USAID Program Cycle](#), guided by a set of WEEGE principles and using the [ADS 205](#) as an underlying framework. The unit provides seven sets of key resources organized by the following categories: [assets](#); [decent work and income](#); [finance](#); [human capital](#); [legal, regulatory and policy reform](#); [markets](#); and [private sector engagement \(PSE\)](#). Unit 2 also includes a [Principles Checklist](#) that points to promising practices informed by real-life development and business experience.

UNIT 3: INTEGRATING WEEGE INTO A CDCS

Unit 3 addresses how to: include WEEGE considerations into analyses, including the required gender analysis; integrate WEEGE into CDCS consultations and parameter setting; and incorporate these and other gender analysis findings into the CDCS development hypothesis, the results framework, and (as relevant) the final CDCS document. This unit includes [sample excerpts](#) of a CDCS-level gender analysis; two [sample results frameworks](#); a 10-part Integrating WEEGE into a Gender Analysis [toolbox](#) providing step-by-step guidance on how to integrate WEEGE into a gender analysis; a [tool](#) on engaging women's organizations; and a [tool](#) on integrating WEEGE into the USAID digital video conference process.



UNIT 4: INTEGRATING WEEGE INTO PROJECT DESIGN AND IMPLEMENTATION

Unit 4 addresses how to: integrate WEEGE into the project design process; include WEEGE considerations in various analyses, including the required gender analysis; and incorporate gender analysis findings, including those related to WEEGE, in the project development document. This unit includes [sample excerpts](#) of a project-level gender analysis.

UNIT 5: INTEGRATING WEEGE INTO ACTIVITY DESIGN AND IMPLEMENTATION

Unit 5 addresses how to: incorporate WEEGE into activity-level analyses; reflect WEEGE-related findings in the activity design; incorporate requirements to address WEEGE into activity solicitations; and hold implementing partners accountable for demonstrating WEEGE integration during activity implementation. This unit includes: sample [excerpts](#) of an activity-level gender analysis; a [tool](#) to integrate WEEGE into activity design; a [tool](#) to integrate WEEGE into solicitations; a [tool](#) to integrate WEEGE into implementing partner collaboration; and a [WEEGE Integration Template](#).

UNIT 6: INTEGRATING WEEGE INTO MONITORING, EVALUATION AND LEARNING (MEL)

Unit 6 addresses how to: understand WEEGE opportunities and challenges in MEL; utilize WEEGE resources to inform a Performance Management Plan (PMP) or MEL plan; integrate WEEGE into the theory of change; establish WEEGE-specific Development Objectives (DOs), Intermediate Results (IRs) and/or sub-IRs; develop and select WEEGE-specific indicators; integrate WEEGE into PMP or MEL plans; and collaborate, learn and adapt to advance WEEGE. This unit includes

a [resource](#) outlining the current state of WEEGE data; a [resource](#) providing a list of institutions focused on WEEGE MEL, offering evidence-based strategies that can help USAID staff to develop strategies, projects, and activities that advance WEEGE outcomes; a [tool](#) providing a filterable list of illustrative WEEGE indicators; and a [WEEGE MEL worksheet](#) to help USAID staff consider key linkages between the DO, IRs, sub-IRs, indicators and associated activities.

WEEGE TECHNICAL GUIDE LAUNCH

Banyan Global piloted the tools and resources developed for the Guide during the implementation of other WE3 TA work, including the solid waste management and recycling analysis, the Sri Lanka assessment, the WEEGE in Trade Facilitation analysis, and the Gender Digital Divide tool development. Draft guide tools and resources were also shared during the launch of the Women's Global Development and Prosperity (W-GDP) Fund Community of Practice. Finally, Banyan Global tested the guide tools and resources through non-WE3 TA related programming, including an analysis of the health sector in Tanzania, a gender analysis in Madagascar, and multiple Country Development Cooperation Strategy (CDCS)-level gender analyses.

After a successful pilot and testing period that garnered consistent positive feedback, Banyan Global submitted the six-unit WEEGE Technical Guide for review in 2019. USAID was then focused on other priorities, and the review was put on hold. Only in the fourth quarter of 2020 did USAID re-engage with the WEEGE Technical Guide. Banyan Global then updated the Guide to account for new data points, new general guidance from USAID on language and terminology, and ADS 201 changes. The units were resubmitted for review and approved in January 2021.

With USAID approval, Banyan Global worked with Marketlinks to launch the [WEEGE Wiki](#) to house the [WEEGE Technical Guide](#) and other relevant documents produced under WE3 TA online. A wiki is an online collection of resources that provides information in an easy-to-follow format. The WEEGE Wiki is intended to help USAID staff, implementing partners, and development practitioners understand and advance WEEGE in their work, addressing the constraints to women's economic empowerment.

“The WEEGE Wiki fills a critical gap by providing guidance on how to integrate women’s economic empowerment into programming as well as into organizations. The reports and comprehensive set of practical resources, tools, and samples can be used by all actors in all sectors, to improve both development and business outcomes. We look forward to governments, civil society, and the private sector using and tailoring these tools to accelerate WEEGE globally.” – Malini Patel

The WEEGE Wiki and Technical Guide was officially launched at the end of March 2021. Banyan Global then developed and designed a PowerPoint presentation for USAID. In March 2021, Banyan Global and USAID discussed the communications plan for both internal and external actors; soon thereafter, USAID approved the communications plan and social media toolkit that Banyan Global developed. Banyan Global shared the WEEGE Technical Guide on all social media channels. USAID also shared information about the Guide in multiple avenues: in the Center for Economics and Market Development (CEMD) newsletter; via the gender and CEMD mailing lists and the Donor Committee for Enterprise Development mailing list; and directly to key organizations like FinEquity. Materials from the Guide were shared during the Ocean Plastics Champions course organized by the Green Cities Division in the Center for Environment, Energy, and Infrastructure. Finally, Banyan Global created an [overview document](#) for USAID distribution explaining the WEEGE Technical Guide.

WOMEN'S ECONOMIC EMPOWERMENT AND EQUALITY ANALYSIS OF THE SOLID WASTE MANAGEMENT AND RECYCLING SECTOR

November 2018–March 2020

Banyan Global collaborated with GenDev and the USAID/Bureau for Economic Growth, Education, and Environment (E3)/Office of Land and Urban to conduct a WE3-specific gender analysis of the solid waste management (SWM) and recycling sector, to better understand opportunities, challenges, context, and innovative ways to strengthen and integrate WE3. This analysis was global



in its scope, but with a particular focus on Latin America and the Caribbean region. Five countries within that region were selected for a country-level analysis: El Salvador, the Dominican Republic, Guatemala, Honduras, and Peru. The research team, starting work in December, piloted Banyan Global's WEEGE Technical Guide tools throughout the analytical process. Banyan Global conducted a desk review, interviewed stakeholders, and finalized the findings and recommendations into a global [report](#). To support USAID's dissemination plan, Banyan Global developed a PowerPoint presentation and two factsheets.

“Great work on the WE3 waste report. Very useful insight to build into current programming.”

— Josh Palfreman,
Waste Management,
Recycling and WASH
Specialist

By driving the international donor community agenda and setting WE3 as a priority within SWM and recycling, USAID is helping countries to safeguard the oceans while creating long-term pathways for WE3. In support of these efforts, Banyan Global joined USAID and the International Union for Conservation and Nature (IUCN) to host a webinar on integrating gender into urban service delivery (July 17, 2019). Banyan Global presented findings and recommendations at the International Solid Waste Association (ISWA) World Congress in October 2019 and at the [10th World Urban Forum \(WUF\)](#) in February 2020.

PRESENTATION AT THE INTERNATIONAL SOLID WASTE ASSOCIATION (ISWA) WORLD CONGRESS

ISWA is the leading global solid waste association—now in its 30th year—bringing together diverse sector stakeholders to share the latest solutions, emerging trends, and best practices in the waste and recycling industry. Currently, ISWA is made up of 110 country members as well as a global network of 40,000 waste management professionals and a number of [international partners](#), including the Inter-American Development Bank and the International Finance Corporation. The [2019 ISWA World Congress](#) (held in October in Bilbao, Spain) convened 1,200 experts and association members representing the full spectrum of sector stakeholders, from 70 countries across five continents, including waste management professionals, government officials, industry leaders, policy makers,

“I was very inspired by the panel presentation and was texting colleagues about it. ... Yours was by far the best presentation I attended.”

— April Crow, Senior
Advisor, Circulate Capital

donors and development practitioners, and scientists and academics, as well as other young professionals.

The Banyan Global research team participated in two sessions at the ISWA World Congress: a panel discussion for a special session hosted by ISWA’s Women of Waste group; and a paper presentation



Banyan Global at ISWA World Congress

for a session on “People and Waste Management.” The panel discussion, held on the first day of the Congress, was well attended, predominately by women. Malini Patel (USAID ADVANTAGE WE3 TA Chief of Party, Banyan Global) moderated the panel, which consisted of Ruta Aidis (WE3 expert), Delila Khaled (waste and recycling expert), and Sonia Dias (an informal sector specialist from [Women in Informal Employment: Globalizing and Organizing](#)). The paper presentation, delivered the second day, was very well attended by a diverse and more gender-balanced audience representing countries of Southeast Asia, Africa, Latin America, and Europe, as well as the United States. Remarkably, Banyan Global’s was the only presentation focused on gender. Both the research team and Banyan Global promoted the report recommendations and findings on social media—before, during, and after the event.

Banyan Global afterwards submitted an ISWA Highlights document to USAID. This report provided an overall introduction to the World Congress, summarized the panel and paper presentation, highlighted SWM and recycling points from the sessions, noted key donor investments being made in the sector, shared country specific examples, and listed relevant contacts.

PRESENTATION AT THE WORLD URBAN FORUM

The tenth annual WUF (hosted by UN-Habitat) took place February 8–13, 2020, in Abu Dhabi, United Arab Emirates. This annual high-level gathering convened more than 17,000 participants from more than 168 countries, representing the full spectrum of urban stakeholders and issues. The theme was *Cities of Opportunities: Connecting Culture and Innovation*.

Joining USAID Urban Team Leader Kevin Nelson, two Banyan Global consultants—Ruta Aidis and Delila Khaled—participated in a panel discussion titled “Achieving Cities for All: Planning for and with Women and Girls,” which was co-hosted by USAID and Global Utmaning (“Global Challenge,” a Sweden-based think tank). The session was designed to recognize women and girls as positive agents of change and to highlight how partnering with relevant organizations fills critical research gaps, builds partner capacity, and scales gender equality and women’s empowerment in urban settings.





Banyan Global participates in WUF10

The session provided an opportunity for forum participants to hear from representatives of central governments, donors, municipal authorities, project implementers, academia, the private sector, and CSOs. Approximately 100 people attended the USAID panel, a diverse audience that was largely (75-80 percent) made up of women.

Banyan Global promoted the WE3 Analysis of the Solid Waste Management and Recycling Sector report recommendations

and findings on social media, before, during, and after the event and also distributed prepared factsheets at the event. The team attended eight or nine sessions over two days (February 9 and 10). Upon return, Banyan Global submitted a WUF highlights document that provided an overall introduction to the forum, summarized the Banyan Global panel presentation, and provided key highlights and observations from attended sessions. The summary document also provided recommendations for advancing USAID WE3 efforts in the UN and in urban domains globally, shared new gender and urban resources, and provided a list of key contacts.

Finally, the findings and recommendations from the WE3 Analysis of the Solid Waste Management and Recycling Sector report were used to inform USAID’s \$48 million Clean Cities Blue Ocean (CCBO) procurement; the report then guided the integration of WE3 during implementation.

“We had a very successful webinar on women in waste where we featured the WE3 TA analysis. It has repeatedly been highlighted by the urban team as the core input to CCBO that led to strong and robust gender integration. It also really laid the groundwork for us to advocate for W-GDP funding to support gender equality and WEE in CCBO.”

— Corinne Hart, Senior Gender Advisor for Energy and Environment, Gender Equality and Women's Empowerment Hub

View the [full report](#), the [global factsheet](#), and the [Latin America and Caribbean factsheet](#).

TECHNICAL ASSISTANCE TO USAID WOMEN'S GLOBAL DEVELOPMENT AND PROSPERITY AND PRIVATE SECTOR ENGAGEMENT ACTIVITIES

July 2019–August 2019

Banyan Global provided TA and co-facilitated (with FHI 360) two W-GDP and PSE prioritized activities, as described below. Launched in 2019, the W-GDP initiative was the first whole-of-government effort to advance global women’s economic empowerment. W-GDP sought to reach 50 million women in the developing world by 2025 through U.S. government activities, private-public partnerships, and a new, innovative W-GDP Fund. The initiative focused on three pillars: women prospering in the workforce, women succeeding as entrepreneurs, and women enabled in the economy.

USAID CONSULTATIVE MEETING ON PARTNERING WITH THE PRIVATE SECTOR TO SUPPORT WOMEN'S ECONOMIC EMPOWERMENT

The USAID consultative meeting on partnering with the private sector to support WE3 took place on Friday, July 12, 2019. The meeting objective was to identify ways in which USAID can best build WE3-related partnerships with private sector partners, including building capacity to integrate gender and WE3 strategies, analyses, and metrics into joint programming. The facilitators began by presenting an overview of USAID's WE3 initiative and current approach to gender integration with private sector partners. Almost twenty-five USAID staff from the Regional Bureaus; Technical Bureaus; and Management, Budget, and Policy engaged in a robust discussion about promising practices and recommendations for outreach and relationship development, due diligence, communications, and measurement. Participants identified the need to engage with the private sector as often and as early as possible, using incentives instead of requirements to encourage engagement and targeted communications. Participants highlighted the need to pay particular attention to gender-based violence (GBV) in programming, including integrating USAID's policies on Preventing Sexual Exploitation and Misconduct within all due diligence processes.

USAID/MASTERCARD CO-DESIGN WORKSHOP

On August 8-9, 2019, representatives from USAID and Mastercard met to discuss how they might partner to promote women's economic empowerment (WEE). This workshop, facilitated by FHI 360 and Banyan Global, brought together a diverse group of USAID and Mastercard stakeholders to



USAID/Mastercard Co-Design Workshop

identify existing or new initiatives they could pursue together in support of the W-GDP initiative. These public and private partners exhibited a natural alignment of goals and a good understanding of each other's strengths in promoting WEE. Mastercard brought proven existing programs, with reach and scale, along with deep expertise in digital technology and digital ecosystems; USAID brought experience in gender integration, proven existing programs, and convening power with other United States Government partners as well as host-country governments. The partners agreed that they could, and should, reach diverse women, including women with disabilities. By the end of the workshop, the group had developed a goal statement, identified short- and long-term partnership areas and market priorities, and specified next steps.

Goal Statement:

“Mastercard and USAID are partnering to enable women entrepreneurs and business women to improve their livelihoods and wellbeing by strengthening digital infrastructure while increasing access and usage of financial services, markets, capacity building and mentorship.”

TRAINING ON WOMEN'S ECONOMIC EMPOWERMENT AND EQUALITY IN THE FISHERIES SECTOR

August 2019–September 2019

Banyan Global prepared and led a training for USAID staff and implementing partners in Accra, Ghana, hosted in collaboration with the IUCN and the USAID Missions for Ghana, Philippines, and Indonesia in September 2019. The training explored the links between WE3 and the fisheries sector, in support of USAID's Forestry, Agriculture, and Biodiversity Learning Initiative on Women's Empowerment, Access to Finance and Sustainable Fisheries. Banyan Global facilitated a highly participatory discussion on the importance of gender, sustainable fisheries, and WE3, examining how time poverty can impact efficiency, productivity, and overall participation. Additionally, participants explored how programming can promote effective male engagement in support of WE3 in sustainable fisheries management. The goal of the training was to provide an expanded set of resources and tools to USAID staff and implementing partners on how to strengthen ongoing programming that promotes WE3 in sustainable fisheries.

INTEGRATING WOMEN'S ECONOMIC EMPOWERMENT AND EQUALITY INTO LABOR, SMALL AND MEDIUM ENTERPRISE DEVELOPMENT, AND THE ENABLING ENVIRONMENT IN SRI LANKA

October 2019–February 2020

USAID supports the Government of Sri Lanka's (GSL) reform efforts to develop a prosperous, democratic, and inclusive country where all Sri Lankans can enjoy the benefits of development. This includes assisting GSL efforts to strengthen its democratic systems, promote sustainable economic growth, and support marginalized and disaster-affected communities. The USAID/Sri Lanka/ Economic Growth (EG) office, USAID/E3/ Trade and Regulatory Reform office, GenDev, and Banyan Global collaborated to ensure the integration of WE3 into the design of a 5-year and 19.5-million-dollar activity to help small and medium enterprises (SMEs) grow and to increase women's labor force participation in Sri Lanka.

"We built in many of the recommendations made on women's empowerment into our design and held a Mission review to discuss. Everyone was very supportive and pleased with the outcome. In particular, we never would have even thought to work in the care economy without this input and now it is a priority within the new program."

— Michelle Koscielski, Economic Growth Director, USAID/Sri Lanka & Maldives



Banyan Global conducted a [WE3 assessment](#) to advise the design team of USAID/Sri Lanka's EG office on effective integration of WE3. The Banyan Global research team conducted an initial desk review in October-November and in-country interviews in January 2020. The assessment concluded with an outbrief session with USAID staff. The final report built on the desk research conducted from October to November 2019 and the in-country interviews conducted in January 2020. It aimed to provide constructive inputs for USAID's program design process, so that new activities will more effectively meet the needs of women entrepreneurs and laborers and can ultimately draw more women into the labor force.

The Sri Lanka assessment resulted in several major findings and recommendations. The research team identified women's care responsibilities as the most significant

constraint to women’s labor force participation. Additionally, the team found that traditional expectations about women’s roles discourage their formal labor force participation, particularly in the tourism sector. Hostile or unsafe workplace environments, as well as the lack of safe, convenient, and affordable transportation, limit women’s labor force participation. Finally, the research team found that many of the constraints affecting the competitiveness of all SMEs often disproportionately affect women. The report’s recommendations include: supporting the development of the care economy, improving professional development opportunities for women to increase labor force participation, and providing support to women-owned enterprises.

View the [full report](#), “Integrating WE3 Into Labor, Small and Medium Enterprise Development, and The Enabling Environment in Sri Lanka.”

TECHNICAL ASSISTANCE TO THE USAID WOMEN’S GLOBAL DEVELOPMENT AND PROSPERITY FUND COMMUNITY OF PRACTICE LAUNCH

January 2020–February 2020

USAID created the W-GDP Community of Practice (CoP) to support USAID contracting/agreement officers and program managers, gender advisors, technical staff, and implementing partners in making activities as sustainable and successful as possible in achieving WEE development results. Banyan Global staff on WE3 TA participated in the first CoP event organized by USAID, in Washington, DC in February 2020. The objectives of the event were to:



Launching the Community of Practice, February 2020

- Launch a W-GDP Fund community of practice, in which peers (USAID and implementing partners) build mutually beneficial relationships and provide ongoing technical support and learning among the community
- Learn about the approaches, successes, and challenges of the W-GDP Fund activities to date and the technical knowledge that participants from all organizations have to share with each other
- Discuss evidence-based approaches to advance women’s economic empowerment to have systemic impact
- Determine the structure of the community of practice moving forward, including its common vision, forms of engagement, and member contributions

The Banyan Global WE3 TA team:

- Co-moderated a panel about evidence-based approaches to advancing WEE and achieving systemic impact in each of the learning agenda’s illustrative question areas
- Facilitated peer-to-peer discussions in small groups during the session on measuring WEE, focused on collaborating, learning, and adapting
- Co-facilitated “lunchtime table chats” on WEE technical support and the learning agenda

- Facilitated sessions on “Aligning on CoP Objectives and Engagement Moving Forward”
- Selected, updated, and formatted appropriate Technical Guide materials for distribution at the workshop

WOMEN'S GLOBAL DEVELOPMENT AND PROSPERITY COUNTRY SELECTION ANALYSIS

March 2020–August 2020

USAID requested that Banyan Global conduct individual country analyses on the three W-GDP Pillars. The goal of this analysis was to help USAID identify a short list of countries that are well positioned, with the support and collaboration of W-GDP interagency partners, to make significant change on W-GDP Pillars. Initially, USAID requested an analysis on Pillar 3 only, and then at a later date requested an analysis of Pillar 1 and 2. Banyan Global ultimately summarized all three analyses into one document.



WOMEN'S GLOBAL DEVELOPMENT AND PROSPERITY COUNTRY SELECTION ANALYSIS: PILLAR 3

Banyan Global focused initially on the W-GDP Pillar 3 Country Analysis. The goal of the analysis was to help USAID shortlist countries that were well positioned, with support and collaboration from W-GDP interagency partners, to make significant changes on W-GDP Pillar 3's five priority areas: accessing institutions, building credit, owning/managing property, traveling freely, and removing restrictions on employment. The research began by outlining the following two tiers of analysis. (An additional tier of analysis was added after an initial USAID review.)

- Presence of existing programs implemented by United States Government agencies—in particular, [USAID](#), [Department of State](#), the [Millennium Challenge Corporation](#), [Department of Labor](#), [Department of Commerce](#), and [Peace Corps](#). Additional consideration was given to programs implemented by the [Development Finance Corporation](#), [Department of the Treasury](#), [African Development Foundation](#), and [Inter-American Foundation](#).
- Evidence of reform within the last five years, as measured by the [Women, Business, and Law Index](#) (WBL Index). This index aggregates 35 aspects of the law in eight topic areas: Mobility, Workplace, Pay, Marriage, Parenthood, Entrepreneurship, Assets, and Pensions; these significantly align to the W-GDP Pillar 3 foundational factors. Recent improvement on the WBL Index is an indication of potential willingness to engage in future reform efforts.

Once the shortlist of countries was selected, those countries' performance was assessed on the five foundational factors of enabling environment reforms, using the [W-GDP Index](#). The W-GDP index uses data from the WBL Index (though its categories do not directly match the topic areas of the WBL Index). Based on the above criteria, the following countries were identified to have the highest potential for significant improvement in Pillar 3 foundational factors: Kenya, Morocco, Nepal, Liberia, Tunisia, Timor-Leste, Jordan, and India.

WOMEN'S GLOBAL DEVELOPMENT AND PROSPERITY COUNTRY SELECTION ANALYSIS: PILLARS I AND 2

Based on the successful implementation of the W-GDP Pillar 3 analysis, USAID requested that Banyan Global conduct a Country Analysis for W-GDP Pillars 1 and 2. The goal of the analysis was to help USAID determine a short list of countries that are well positioned, with support of W-GDP interagency partners, to make significant change on W-GDP Pillars 1 and 2.

PILLAR I ANALYSIS

Pillar I is aimed at increasing women's global labor force participation, and their advancement in the workplace, by providing women with quality education, training, and support, enabling them to secure (and thrive in) well-paying jobs in their local economies. The following two criteria were used to select the shortlist of the most promising countries for interagency initiatives to improve on W-GDP Pillar I objectives.

- Presence of existing programs implemented by United States Government agencies, as described for Pillar 3.
- Evidence of progress as measured by: the change in female representation in the total labor force over the last 10 years (source: World Bank); change since 2010 in expected years of schooling for girls¹ (source: UNDP); and score on the W-GDP Index Employment measure.

An increase in the World Bank and UNDP indicators is interpreted as showing the country's *openness* to women-focused workforce development initiatives. A higher score on the W-GDP Index indicates *greater equality* in current employment patterns, as measured by the following factors:

- Can a woman get a job or pursue a trade or profession in the same way as a man?
- Does the law prohibit discrimination based on gender in employment?
- Can women work the same night hours as men?
- Can women work in jobs deemed dangerous in the same way as men?
- Are women able to work in the same industries as men?
- Is dismissal of pregnant workers prohibited?

Once the shortlist of countries was selected, a high-level review of the following three indicators was conducted to rate the potential need for collaborative W-GDP initiatives:

- Female labor force participation rate: the percentage of the female working-age population (ages 15 and older) that engages in the labor market, either by working or by actively looking for work (source: UNDP)
- Female working poverty rate: the percentage of employed women living in poverty (earning less than US\$1.90 per day in purchasing power parity) in spite of being employed (source: ILO)

¹ Definition: Number of years of schooling that a child of school entrance age can expect to receive if prevailing patterns of age-specific enrolment rates persist throughout the child's life.

- Female composite rate of labor underutilization: the share of the female labor force and potential labor force that are unemployed or underemployed (work less than they desire and are available to work), or who desire employment but are not able to actively seek employment (source: ILO)

The analysis showed that, although no countries demonstrate both high evidence of progress *and* high need, all the short-listed countries show potential for improvement through workforce development initiatives. The countries with the highest potential for significant improvement are Nepal, Indonesia, Ethiopia, Colombia, Kenya, Liberia, and Sri Lanka.

PILLAR 2 ANALYSIS

The second pillar aimed to increase the access of women entrepreneurs and business owners to financing, market opportunities, and training to establish and grow their businesses. Two criteria were used to select the short-list of countries that appear to be the most promising for interagency initiatives to improve on W-GDP Pillar 2 objectives:

- Presence of existing programs implemented by United States Government agencies, as described for Pillar 3.
- Evidence of recent positive change:
 - The percentage of women reporting saving or borrowing money to start, operate, or expand a farm or business, or reporting access to an account at a financial institution, as measured by the Global Findex Database.
Larger increases are interpreted as providing greater potential for engagement on entrepreneurship initiatives.
 - Scores on the W-GDP Index credit measures.
Higher scores on the W-GDP Index indicated a higher degree of equality in access to credit, as measured by three factors. Can a woman register a business in the same way as a man? Can a woman open a bank account in the same way as a man? Does the law prohibit discrimination in access to credit based on gender?

Once the shortlist of countries was selected, the following additional data was used to assess which countries have the greatest need for collaborative W-GDP initiatives.

- % Borrowing and/or Saving (women). This is the sum of two Global Findex indicators: “The percentage of respondents who report saving or setting aside any money in the past 12 months to start, operate, or expand a farm or business, female (% age 15+)”; and “The percentage of respondents who report borrowing any money to start, operate, or expand a farm or business in the past 12 months, female (% age 15+).”
- % Borrowing and Saving Relative to Men. This is the ratio of two Global Findex indicators: % Borrowing and/or Saving (women) to % Borrowing and/or Saving (men).
- % With Account. This is a Global Findex indicator: “The percentage of respondents who report having an account (by themselves or together with someone else) at a bank or another type of financial institution (see definition for financial institution account) or report personally using a mobile money service in the past 12 months (see definition for mobile money account), female (% age 15+).”

- % With Account Relative to Men. This is the ratio of % With Account (women) to % With Account (men).

To distinguish gender-specific factors (which might be addressed through a collaborative W-GDP initiative) from general financial system limitations, need was assessed using only the indicators comparing female to male data. Based on the two criteria—United States Government presence and recent increases in the share of women accessing financial services for business purposes—the following countries were identified to have the highest potential for significant improvement in Pillar 2 activities: Nepal, Jordan, Kosovo, Tunisia, Sri Lanka, India, Georgia, Ethiopia, Colombia, and Guatemala.

WOMEN'S GLOBAL DEVELOPMENT AND PROSPERITY COUNTRY SELECTION ANALYSIS: PILLARS 1, 2 AND 3 SUMMARY



After the completion of the Pillars 1 and 2 analyses, Banyan Global conducted a W-GDP Pillars 1, 2, and 3 Country Selection Analysis and summarized the analysis in one document. For each pillar, the 20 countries with the largest United States Government presence were reviewed for their recent progress in the areas covered by each pillar, as well as for their current performance on factors related to each pillar. Fifteen countries that showed (at least) moderate recent progress as well as (at least) moderate need were determined to have the greatest potential to show significant gains from United States Government collaborative initiatives.

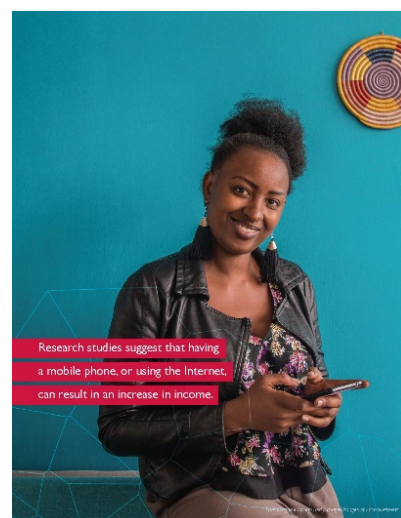
Banyan Global then designed the final W-GDP country selection analysis and developed a PowerPoint presentation. On July 20, 2020, Banyan Global presented the analysis to USAID.

GENDER DIGITAL DIVIDE

March 2020–June 2021

In 2020, USAID developed its first-ever [Digital Strategy](#), “charting an Agency-wide vision for development and humanitarian assistance in the world’s rapidly evolving digital landscape.” Within the Digital Strategy is the “Closing the GDD” initiative, designed to: (1) scale understanding of the GDD across the agency; (2) provide tools for USAID staff to support host countries in overcoming the barriers to women’s access and use of digital technology; and (3) provide further evidence for the benefits and risks of women’s access to and use of information communication technology.

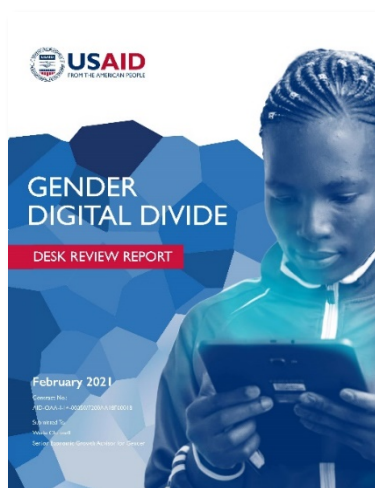
To support the Digital Strategy, Banyan Global worked closely with both GenDev and the Information, Technology, and Research Hub at USAID. Banyan Global conducted a desk review as well as remote interviews to inform the production



and design of (1) a desk review report and (2) two robust sets of technical documents related to USAID’s Digital Strategy. The first set of these technical documents is designed to help USAID staff and implementing partners integrate issues related to the GDD into gender analyses with a WEEGE lens. The second set of technical documents provides concrete recommendations on how to mitigate potential negative implications of women’s engagement with technology.

After final clearance of the text, the documents were designed based on USAID-approved design concepts. As Banyan Global was finalizing the design of the documents, USAID requested that Banyan Global redesign all the documents based upon a newly created and approved Digital Strategy style guide. The documents were then redesigned and resubmitted for review and approval.

In early 2021, Banyan Global worked with Marketlinks to house the [GDD](#) tools and resources on the WEEGE Wiki, along with the WEEGE Technical Guide. The GDD documents include a [Desk Review Report](#), the [Gender Analysis Technical Resource](#), and a [Risk Mitigation Technical Note](#). Once the documents were posted on the WEEGE Wiki, USAID reviewed and cleared all the GDD products in March 2021.



The [GDD Desk Review Report](#) provides an overview of the current status of the GDD with a particular focus on mobile phones and mobile Internet (although these are not the only aspects of the GDD). It includes an analysis of why the gap exists, why closing it matters, and what are the potential risks for women and girls in using technology, along with some key recommendations on how to mitigate those risks. The primary audience for this Desk Review Report is USAID Gender Advisors; however, the content is useful for other USAID staff and for implementing partners.

The [GDD Gender Analysis Technical Resource](#) has been developed to address the constraints to women’s equitable participation in the economy, with a specific focus on the GDD and women’s access to and use of information and communication technology (ICT). The Technical Resource includes practical tools and resources to be used by USAID staff and partners as they integrate GDD considerations—into gender analyses with a WEEGE lens at global, country and regional strategic planning levels; into program and activity design and implementation; and into MEL.

The Technical Resource provides:

- A “how-to” document
- An overview of GDD
- Illustrative questions for integrating the GDD into a gender analysis
- Insights into how closing the GDD can help achieve USAID sector outcomes
- Suggested activities to undertake
- Illustrative sex-disaggregated indicators
- Key data and documents

It is designed to be used as a companion piece to the GDD Risk Mitigation Technical Note (discussed below), which offers practical steps, strategies and resources to be used by USAID staff and partners to mitigate the risks associated with women and girls accessing and using ICT.

The [GDD Risk Mitigation Technical Note](#) was developed to address the constraints to women’s equitable participation in the national, regional and global economy. It offers practical steps, strategies and resources to be used by USAID staff and partners for mitigating the risks associated with women and girls accessing and using ICT, including examples of on-the-ground solutions.

This Technical Note offers:

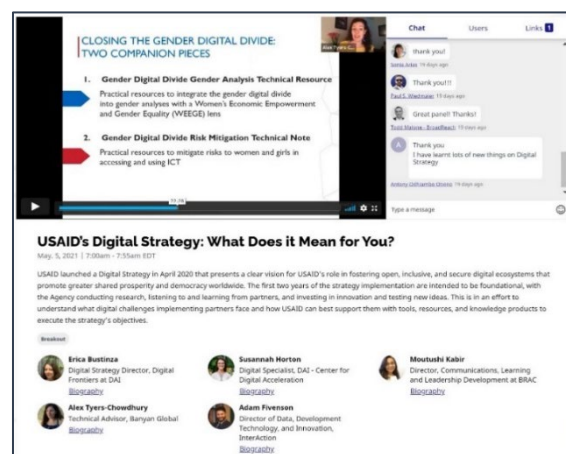
- A “how-to” document
- An overview of the risks of ICT to women and girls
- Seven practical risk mitigation strategies
- Key resources and toolkits about risks related to ICT



Banyan Global also developed a communications plan, a social media toolkit, a PowerPoint presentation, and an [overview document](#). This suite of documents was prepared to support the dissemination and presentation of the GDD documents. In March 2021, Banyan Global and USAID discussed the communications plan for both internal and external actors; soon thereafter, USAID approved both the communications plan and social media toolkit.

USAID shared information internally about the GDD documents on MyUSAID and Program Net, in the CEMD newsletter, and via the gender and CEMD mailing lists. Once USAID approved the social media toolkit, Banyan Global and USAID shared the GDD documents externally as well, on all social media channels. USAID also shared the documents with the Donor Committee for Enterprise Development.

On May 5, 2021, Banyan Global participated in a panel discussion titled “USAID’s Digital Strategy: What Does it Mean for You?” at the [2021 Global Digital Development Forum](#) organized by USAID, Chemonics, Save the Children, TechChange, IREX, IntraHealth International, and the Digital Impact Alliance. Banyan Global highlighted practical tools and resources developed to address the [Gender Digital Divide](#). Additionally, Banyan Global presented the documents at an internal USAID digital sector council meeting on June 3, 2021. Twenty-five USAID staff representing the Technology Division; Regional Bureaus; Technical Bureaus; and Management, Budget, and Policy attended the meeting.



Panel discussion, 2021 Global Digital Development Forum: “USAID’s Digital Strategy: What Does it Mean for You?”

WOMEN'S ECONOMIC EMPOWERMENT AND GENDER EQUALITY IN TRADE FACILITATION: THE ROLE OF CUSTOMS AND BORDER SERVICES

April 2020–June 2021

In today's interconnected global economy, USAID is concerned also with the movement of people, goods, and services across borders. As an emerging economic force, women particularly face barriers in participating in the global economy and engaging with customs and border agencies. Working with both USAID GenDev and USAID CEMD/Trade, as well as United States Customs and Border Protection (CBP), Banyan Global conducted a desk review and remote interviews to address three questions. 1) To what extent is WEEGE integrated into customs and border agency services, operations, and personnel management, across various functions? 2) How do WEEGE gaps in



services affect women participating in trade? 3) What changes may be needed in processes, procedures, infrastructure, and systems, to achieve more equitable access, treatment, and opportunities for women in trade? The analysis culminated in a report, [Women's Economic Empowerment and Gender Equality in Trade Facilitation: The Role of Customs and Border Services](#), which was accompanied by a set of factsheets (in English, Spanish, and French). The report and factsheets present findings and recommendations on promoting WEEGE in customs and border agency services, operations, and personnel management to support women in trade. In preparation for dissemination activities, Banyan Global developed a PowerPoint presentation and worked closely with USAID and CBP on developing a communications plan and a social media toolkit.

CBP highlighted this report at the 137th session of the World Customs Organization (WCO) Council, presenting it to the WCO Secretariat to further drive and enhance the Council's gender equality and diversity agenda. The Council session was held virtually on December 10-12, 2020; it included heads of delegation from 150 WCO member customs administrations. Discussions at the session focused on a range of topics: e-commerce; the facilitation and control of passenger flows; the role of customs in mitigating the effects of the Coronavirus Disease of 2019-2021 (COVID-19) pandemic and facilitating the cross-border movement of vaccines; and gender equality and diversity. During the session, the WCO Council unanimously adopted the Declaration of the Customs Cooperation Council on Gender Equality and Diversity in Customs, to commit to efforts to make customs administrations more inclusive.

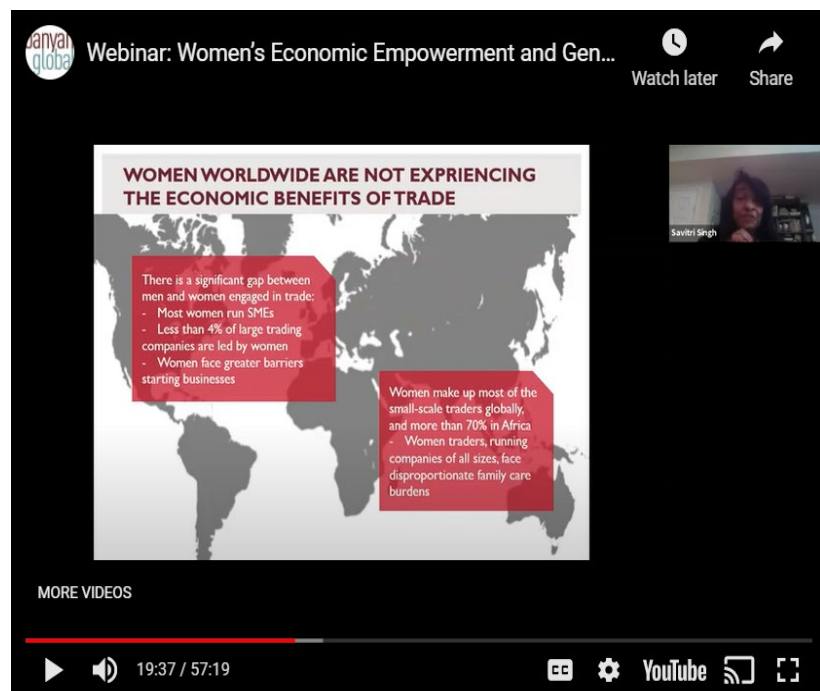
Banyan Global also submitted a proposal for a panel presentation at the WCO's annual conference on Partnerships in Customs Academic Research and Development; however, the proposal was not accepted.

On January 15 and January 22, 2021, Banyan Global participated in the USAID internal podcast, "Trade in the Time of COVID-19," managed by the Center for Economics and Market Development/Trade. In the first of a two-part series, Banyan Global discussed how border services can promote WEEGE, sharing recommendations that USAID Missions can apply to their border and trade facilitation work. In the second part, Banyan Global highlighted how customs and border

services can become stronger agents of change and shared how to overcome challenges in implementing the team’s recommendations.

Additionally, on February 24, 2021, Banyan Global presented the findings of the WEEGE in Trade Facilitation Report to United States CBP staff and United States Government interagency partners. During this online discussion, Banyan Global’s gender analysis technical team provided an overview of the report’s findings and recommendations to promote WEEGE at the border and within customs and border services.

In March 2021, Banyan Global led a [global webinar](#) in partnership with USAID and United States CBP, to present the report findings and recommendations to a global audience of over 100 participants, representing customs agencies, multilateral organizations, donor agencies, and international development organizations. Before, during, and after the webinar, USAID, CBP, and Banyan Global promoted this global event on social media. Following the webinar, Banyan Global prepared a post-event report for USAID and CBP.



Finally, on April 13, 2021, Banyan Global presented the findings and recommendations from the report to the United States Department of Commerce Commercial Law Development Program’s (CLDP) Central Asia WEE Working Group. The CLDP WEE Working Group, made up of private sector women entrepreneurs from five Central Asian countries, was constituted under the United States Central Asia Trade and Investment Framework Agreement (TIFA) and is funded through the United States Department of State. The Working Group focuses on regional connectivity and increased trade and economic activity by women-owned businesses, both in and across Central Asia and between Central Asia and other countries and regions in the world, including Afghanistan. The goals of the CLDP WEE Working Group are to (1) increase trade and economic activity by women-owned businesses in and across Central Asia, through strategic partnerships between local and national chambers of commerce and trade associations; and (2) increase trade and commerce in Central Asia through advancements in digital commerce. During this online discussion, Banyan Global’s gender analysis technical team provided suggestions on how to promote WEEGE at the border and within customs and border services.

View the [full report](#), [factsheet](#) (English), [factsheet](#) (French), and [factsheet](#) (Spanish).

tools, and resources for practitioners. Banyan Global provided a) recommendations for practitioners and b) institutional recommendations for USAID. Each recommendation was paired with an explanation and justification, as well as a short discussion on what dependencies might be required to realize the recommendation.

The recommendations for practitioners include:

- An overview and summary
- Step-by-step guidance
- Data sources for gender parameters
- Key questions
- Common interactions between gender and sectoral programs
- Common M&E indicators for gendered CBAs
- Case studies or samples of gendered CBAs
- Online training
- Dissemination
- Closing the evidence gap for project-level impact data
- Sector-specific guidance

Institutional recommendations include:

- Provide gendered CBA training
- Track and promote gendered CBAs
- Create a roadmap for broader institutional changes

In May 2021, Banyan Global and the Office of Economic Policy discussed how to make progress on these recommendations in the future.

PEACE CORPS DIGITAL LITERACY FOR WOMEN AND GIRLS

October 2020–February 2021

Working with GenDev and Peace Corps, Banyan Global created a practical “digital literacy for women and girls” tip sheet for Peace Corps Volunteers and their community counterparts. The tip sheet will assist volunteers and their counterparts to conduct a gender analysis of digital literacy issues, applying learnings from the gender analysis to the design and implementation of activities. Designed to be used as a companion piece to the Peace Corps’ *Participatory Analysis for Community Action Field Guide for Volunteers*, it offers practical steps, strategies, and resources to ensure that any digital literacy activities are gender-inclusive. Banyan Global provided the approved text to Peace Corps, and Peace Corps will design and finalize the document.

WOMEN'S PUBLIC PROCUREMENT

October 2020–May 2021

“Public procurement” refers to purchases made by government agencies, international development agencies, and development finance institutions (DFIs)—estimated to be a 9–15 trillion USD global market. Governments of developing countries spend the equivalent of over 30 percent of gross domestic product (GDP) on procurement, and between 10 and 15 percent in developed countries, according to the International Trade Centre (ITC) in Geneva.²

The international development agencies and DFIs are still in the relatively early stages of efforts to procure directly from women-owned and sometimes women-led businesses. Increasing women-owned businesses’ access to this market opportunity could amount to billions of dollars of earnings. Procurement policies implemented by governments, multilateral development institutions, and development finance institutions can provide a strong lever to promote inclusive growth and gender equality, and thus to reduce poverty.

To support actors to increase access to public procurement for women-owned businesses, Banyan Global conducted a landscape analysis of available literature and recommended a structure and format for providing practical, usable, easily consumable guidance. Upon USAID approval, Banyan Global developed a set of guidance documents in the form of a 23-part [Toolbox](#).

The Time Is Now To Accelerate Women’s Public Procurement: A Toolbox And Call To Action	Overview: Snapshots Of Countries And Programs	Case Study: ChileCompra
Briefer	Snapshot: Dominican Republic	Case Study: The Gambia
Building The Evidence Base For Women’s Public Procurement	Snapshot: Kenya	Case Study: Nigeria
How To Make Public Procurement Work For Women	Snapshot: South Africa	Case Study: United States
Strategies For Women’s Public Procurement	Snapshot: Zambia	Case Study: Canada
Checklist: Minimal Government Measures For Creating A Women’s Public Procurement Program	Snapshot: World Bank We-Fi Public Procurement Project In Senegal	THE TIME IS NOW! A Global Call To Action On Women’s Public Procurement
Checklist: Recommendations On Women’s Public Procurement, Organized By Actor	Snapshot: Gender Climate, Legal And Institutional Reform: An Ecosystem Analysis	Key Published Resources, In Chronological Order
	Snapshot: Gender-Sensitive Public Procurement Survey	
	Snapshot: International Finance Corporation, Women-Owned Businesses And The Supply Chain	

The Toolbox maps the landscape of women’s public procurement (WPP) in a cross-section of countries. It is targeted to international development and financing agencies, policymakers, contracting officers, corporate prime contractors in public procurement who are interested in subcontracting to—and mentoring—women-owned businesses, and women’s business associations.

² ITC News, “Public Procurement, A Tool To Boost Women’s Economic Empowerment: A speech by ITC Executive Director Arancha González At Scuola Di Politiche, Milano,” Last Modified November 10, 2017, <https://www.intracen.org/news/public-procurement-a-tool-to-boost-womens-economic-empowerment/>.



The ultimate goal is to “build back better” after COVID-19: to create a stronger ecosystem that both contributes to GDP and facilitates the development of scalable and sustainable women-owned businesses that create good jobs for the citizens of the countries in which they operate.

The Toolbox (summary below) identifies specific models as well as policy and program strategies and recommendations that stakeholders can use to accelerate and transform WPP, by working together and sharing knowledge and best practices. Building on extensive content from the ITC—a joint agency of the UN and the World Trade Organization based in Geneva—it presents a series of

case studies and snapshots of WPP models and initiatives that have been undertaken by various countries, facilitated by international organizations, development finance organizations, and international development agencies in donor countries. Other international entities also provided foundational content, incorporated throughout these documents.

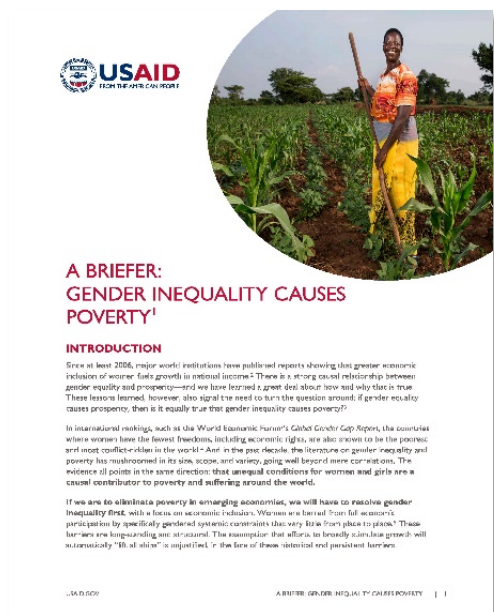
It concludes with a global Call to Action on WPP and with the announcement of a Virtual International Summit on WPP to be co-hosted by the ITC and the Women20 of the Group of Twenty (countries) in late 2021. Organizers urge participation by stakeholders from around the world, to break barriers, share know-how, and greatly accelerate progress on developing a robust WPP system that works for women around the world. The Toolbox will provide resources both before and well after the International Summit, to advance gender equity in the field of public procurement.

View the 23-part [Toolbox](#), “The Time Is Now To Accelerate Women’s Public Procurement: A Toolbox and Call To Action.”

GENDER INEQUALITY CAUSES POVERTY

December 2020–March 2021

Banyan Global produced the briefer, “[Gender Inequality Causes Poverty](#),” highlighting the long-standing and structural barriers that contribute to gender inequality and prevent women from full economic participation, causing and perpetuating poverty. In international rankings, such as the World Economic Forum’s Global Gender Gap Report, those countries where women have the fewest freedoms—including economic rights—are also shown to be the poorest and most conflict-ridden in the world. The evidence all points in the same direction: unequal conditions for women and girls are a causal contributor to poverty and suffering around the world. In other words, gender inequality is not a *symptom* of poverty, but a fundamental *cause* of poverty. If we are to eliminate poverty in emerging economies, we must resolve gender inequality first, with a focus on economic inclusion.



The specific barriers to gender equality are not discrete factors but rather parts of a complex, interlocking system of traditional exclusions and burdens that keep women dependent—and that in fact lead directly to an array of undesirable outcomes. These mechanisms are present to varying degrees all over the world, and they create a recognizable pattern of negative economic after-effects. The barriers highlighted in the briefer include unequal land ownership, limits on labor participation, exclusionary financial systems, constraints on small businesses, unpaid work, unequal food distribution, unequal education, inadequate health, lack of safety, and GBV in conflict.

The global economy continues to be compromised by this structural inequity that directly affects half the world’s population, causing great harm especially to the poorest. Economic development and international policy approaches can no longer treat gender inequality as a symptom of poverty but must begin to address it as a significant underlying cause.

View the [final briefer](#), “Gender Inequality Causes Poverty.”

GENDER ANALYSIS OF AIR POLLUTION AND VEHICLE TRANSPORT IN INDIA

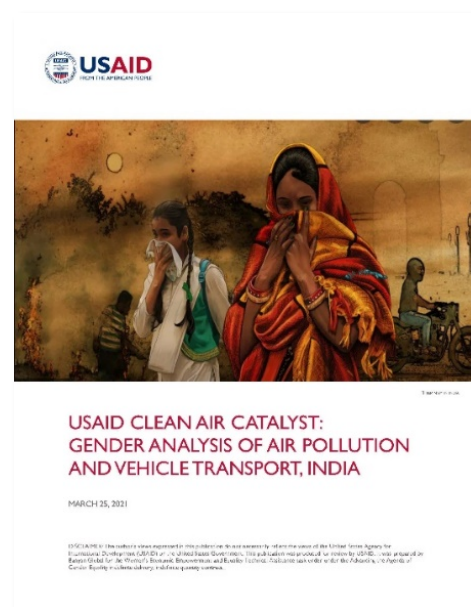
February 2021–April 2021

USAID’S Center for Environment, Energy, and Infrastructure (EEI) Green Cities Team recently launched the new USAID global air pollution, Clean Air Catalyst (CAC), activity. The CAC aims to develop a data-to-impact methodology to accelerate inclusive clean air action in cities in low- and middle-income countries. Banyan Global worked on a gender [analysis](#) in collaboration with GenDev, EEI/Green Cities and the CAC team.

Evidence shows that in some ways, air pollution impacts women and girls differently than men and boys. Factors involved may include biological differences, socioeconomic disparities, unequal gender norms, and power imbalances that affect extent and types of exposure, as well as access to (and differential impact of) mitigation solutions. It is possible that general improvements in ambient air quality may not adequately address the particular sources that affect women’s exposure and ultimately their health. To ensure that CAC’s clean air solutions are effective and inclusive, it is critical to understand such gender issues to determine what priorities to address, which solutions will reach women and girls (and other vulnerable populations), and differential exposure patterns.

The gender analysis with a WEEGE lens aimed, accordingly, to document salient gender differences in the issues, concerns, barriers, and opportunities involved in potential pollution reduction strategies. The study focused specifically on the impact of vehicular emissions on women and girls in India, with a particular focus on Indore, Madhya Pradesh. The report provided specific opportunities and recommendations for WEEGE in the CAC Workplan, organized by objective. The CAC team plans to integrate these recommendations into their programming.

View the [full report](#), “USAID Clean Air Catalyst: Gender Analysis of Air Pollution and Vehicle Transport, India.”



ADDITIONAL TECHNICAL ASSISTANCE

Banyan Global provided additional TA on a wide array of issues throughout the TO period.

- Compiled training resources related to women micro-entrepreneurs (May 2019)
- Developed W-GDP Incentive Fund themes, messaging, and data points (June 2019)
- Participated in a two-day GBV and the Environment workshop in Washington, DC that convened 35 internal and external stakeholders to socialize and co-design a new USAID Challenge, Resilient, Inclusive, & Sustainable Environments: A Challenge to Address GBV in the Environment (July 2019)
- Provided research data point regarding funding to women’s organizations (August - September 2019)
- Provided WE3 resources for Center for International Private Enterprise’s “Business environment and regulatory reform resource guide” (September 2019)
- Participated in USAID/Civil Society’s WEE Roundtable (October 2019)
- Participated in the Coalition for Women’s Economic Empowerment and Equality’s (CWEEE) W-GDP metrics workshop (November 2019)
- Drafted W-GDP Interagency brown bag/seminar topics for consideration (November 2019)
- Updated the WE3 TA one-pager, for distribution at USAID gender conference (November 2019)
- Attended panel event and reception at USAID’s gender conference (November 2019)
- Compiled documents related to WE3 and mental health for further review and discussion by USAID (August 2020)
- Compiled a list of WE3-related gaps; discussed these gaps with other actors in the space; and presented investment recommendation to GenDev (August-October 2020)

PROJECT MANAGEMENT

On August 15, 2018, USAID and Banyan Global signed a WE3 TA TO through the ADVANTAGE IDIQ contract. The WE3 TA activity kick-off was held on September 6, 2018, with USAID and Banyan Global representatives.

In the program start-up period, Banyan Global

- Hired and onboarded the staff
- Conducted a kick-off meeting with the WE3 TA subcontractors
- Conducted strategy sessions with USAID to:
 - agree on long, medium, and short-term outcomes

- discuss and prioritize sectors and key audiences (including stakeholders, influencers and knowledge brokers)
- list key potential activities
- outline a draft timeline
- articulate key risks and assumptions
- Conducted consultations with external WE3 stakeholders

During the implementation period, Banyan Global

- Held regular technical and management meetings with USAID
- Submitted workplans and quarterly reports
- Managed contractual requirements and budget
- Communicated project activities
- Managed a wide cross-section of stakeholders
- Identified and interviewed potential consultants
- Engaged with the WE3 community broadly, through CWEEE and other individual outreach

CHALLENGES OVERCOME

Banyan Global maneuvered through difficult external circumstances throughout the life of the activity. For example, Banyan Global ensured deliverables were met in a timely manner despite the government shutdown in winter of 2018 and 2019. The ban on work in Northern Triangle countries also resulted in the need for flexibility and adaptation, related to the waste management and recycling report. Banyan Global was able to shift to teleconferencing and remote interviews to cover gaps caused by inability to travel.

Banyan Global maintained extremely agile management throughout the life of the activity. In particular, the interplay with the W-GDP Initiative resulted in shifting priorities and tasks, often at short notice, while making it difficult to predict in advance some of the needed deliverables.

Additionally, on January 21, 2020, the first confirmed case of COVID-19 was diagnosed in the United States, and on February 29 of that year the first confirmed U.S. death related to COVID-19 was reported. The President declared a United States national emergency on March 13, 2020, in response to COVID-19, and on March 16, 2020, Banyan Global instituted a mandatory work from home policy. Banyan Global continued operations with limited interruptions until the end of the activity.

Finally, Banyan Global adapted to changing USAID priorities following the change of administration in early 2021.