

---

**Women's Economic Empowerment and Equality (WE3)  
Whole-System-in-the-Room (WSR) Workshop Report**

**March 2016**

---



---

*“When women are economically secure, they can take on other social issues. They can speak up, demand, and make decisions.”*  
– Reema Nanavaty, Director, Self-Employed Women’s Association, India

---



---

## *Table of Contents*

---

I. Introduction to the WE3 Whole-System-in-the-Room Workshop .....	1
II. Definitions, Principles and Components of a USAID WE3 Strategic Framework .....	2
III. Recommendations to USAID Leadership.....	4
IV. Action Plans.....	5
V. Presentations and Panels.....	9
VI. Next Steps.....	15
Annex 1: Resources.....	16
Annex 2: Participant List.....	18
Annex 3: Agenda.....	25
Annex 4: Exercises.....	28
Annex 5: Dialogue with USAID Leadership .....	34

*This report was produced under United States Agency for International Development (USAID) Cooperative Agreement No. AID-OAA-A-14-00097, the Feed the Future Catalyzing Partnerships for Scale project. The contents are the responsibility of FHI 360 and the authors and do not necessarily reflect the views of USAID or the United States Government.*

*Feed the Future Catalyzing Partnerships for Scale is a cooperative agreement that assists USAID Missions and Operating Units implementing Feed the Future initiatives to increase the rate of adoption of promising technologies and practices by employing systems-focused strategic communications techniques. Feed the Future Catalyzing Partnerships for Scale utilizes the System-wide Collaborative Action for Livelihoods and the Environment (SCALE+) methodology, developed by FHI 360, to accelerate stakeholder engagement and sustain local collaborative actions to transform systems. Missions and Operating Units can access the award through a funds transfer to the Bureau for Food Security. For more information, visit: <http://scaleplus.fhi360.org/feedthefuturescale.html>.*

---

## *I. Introduction to the WE3 Whole-System-in-the-Room Workshop*

---

---

*“A woman is a survivor. She is strong...When women organize, we are persistent, and an economic force.”*

*– Reema Nanavaty, Director, Self-Employed Women’s Association, India*

---



USAID seeks to advance gender equality and female empowerment as goals in and of themselves and as means towards the elimination of extreme poverty. One area of needed focus is in the realm of economic development and inclusive growth. USAID’s Office of Gender Equality and Women’s Empowerment (GenDev) has launched an initiative to create an agency-wide Strategic Framework on Women’s Economic Empowerment and Equality (WE3) in order to help address this gap. This WE3 Framework will be a key and complementary resource to help advance the overall USAID Gender Equality and Female Empowerment Policy.

To ensure that the Framework is aligned with the work of the many organizations, companies, groups and individuals who are experts and advocates for empowerment and equality, USAID’s GenDev office and FHI 360 organized a gathering of key WE3 stakeholders for a two-day workshop on March 2 and 3, 2016. The objectives of the workshop were to:

- review existing WE3 work, useful practices and lessons learned;
- identify a common WE3 definition and set of principles;
- identify USAID WE3 Framework components and system-wide commitments;
- identify and strengthen new WE3 partnerships;
- identify next steps for stakeholders to advance WE3.

The Whole-System-in-the-Room (WSR) workshop included more than 100 stakeholders from the US government, private sector, NGOs, academia and Global South, representing 10 thematic groups:

1. Decent Work and Workforce Development
2. Agriculture / Food Security
3. Women's SMEs and Entrepreneurship
4. Women's Leadership, Organizations & Capacity Building
5. Inclusive Financing
6. Assets and Technology
7. Health & Economic Strengthening
8. Education and Youth Workforce Development
9. Risk Mitigation, Including gender-based violence (GBV) and Sexual Harassment
10. Innovative Male Engagement

Through two days of carefully planned and managed panels and exercises, the stakeholder groups identified and created action plans to pursue WE3 common goals and contributed directly to the

shaping of definitions, principles and components for the USAID Framework. The workshop concluded with a presentation of highlights and requested actions from participants to USAID leadership, as well as feedback from leadership to participants.



---

*“In order to achieve equal power relationships, we must go to the root of the problem... Let’s support men as fathers, and more than just the traditional role as bread winners.”*  
- Oswaldo Montoya, Global Coordinator, MenEngage Alliance

---

---

## **II. Definitions, Principles and Components of a USAID WE3 Strategic Framework**

---

Every participant had the opportunity to provide ideas and input for the planned USAID WE3 Strategic Framework’s A) Definitions, B) Principles, and C) Components.



### **A. Suggested WE3 Definitions**

WE3 describes women’s ability to make meaningful decisions over key economic and life outcomes at the individual, community, institutional and national levels. More specifically, this means that:

- women have increased access to, control over, and ownership of resources;
- women have increased agency, voice and choice;
- women have improved well-being and dignity;
- women and men have equal social, economic, and political opportunities, and the ability to interact equally, meaningfully and in mutually supporting ways in any aspect of the economy.

## B. Suggested WE3 Principles

1. **ENVISION WE3 AS A CRITICAL STEP:** Support women's economic empowerment as a critical step towards eventually achieving economic gender equality.
2. **LISTEN:** Listen to women on the ground, including their WE3 priorities and strategies.
3. **INCLUDE GIRLS & ELDERS:** Be inclusive of both adolescent girls and older women in all WE3 planning and initiatives. Pursue intergenerational approaches whenever possible.
4. **FOCUS ON DIVERSITY:** Women are not a monolith: differentiate needs and priorities of various socio-economic groups, including women who are low-income, refugees, minority groups, older people, LGBTQIA (lesbian, gay, bisexual, transgender, questioning, intersex, and asexual).
5. **ENGAGE MALES:** Engage men, boys, and the community at the initial and various stages of WE3 initiatives and simultaneously support their economic empowerment.
6. **INTEGRATE:** Link women's economic empowerment with social empowerment objectives, such as women's control over their own body and reproductive health and access to quality education.
7. **STOP GENDER-BASED VIOLENCE:** Address gender-based violence prevention and response in all economic programming.
8. **BUILD EVIDENCE:** Promote collection of quantitative *and* qualitative WE3 evidence from varied sources, including global south organizations and partners.
9. **USE MULTIPLE PATHS:** Promote the business case, rights-based framework, and peace and security arguments for WE3.
10. **ADDRESS SYSTEMS:** Take a systems approach that focuses on institutional structures and dynamics that impede empowerment, including economic, trade and labor policies.
11. **SUPPORT SOCIAL NORMS CHANGES:** Promote WE3 within the context of social norms change. Partner with local/regional/national groups to advance changes in culturally attuned ways.
12. **LINK TO HUMANITARIAN RESPONSE:** Focus on WE3 within both development and humanitarian response. Go beyond 'do no harm' to anticipate and mitigate WE3 risks.

## C. Suggested USAID WE3 Framework Components

1. **DEFINITIONS AND PRINCIPLES** to explain what USAID means by WE3
2. **WE3 THEORY OF CHANGE**
3. **WE3 ROLES AND RESPONSIBILITIES** of multiple stakeholders, including USAID HQ leadership, Mission Directors, COPs, M&E, AORs, CORs, implementing partners, etc.
4. **GUIDELINES** on how to accomplish the following, across all sectors and broken down by sector:
  - a. Integrate WE3 into all economic growth programming, generally and by sector
  - b. Align WE3 objectives with other agency strategies and policies
  - c. Identify, build and evaluate effective partnerships that promote WE3
  - d. Commit sustained resources to WE3, not just incentive funds
  - e. Integrate gender-based violence into all economic growth programming, by sector
  - f. Build strong WE3 M&E plans, with illustrative quantitative & qualitative indicators
  - g. Link WE3 indicators to larger, macro-economic growth indicators/measurements
  - h. Coordinate WE3 with other donors, especially at country and community levels
  - i. Conduct and integrate results from gender analyses on economic growth projects
  - j. Prioritize women's leadership and organizations within economic growth projects
  - k. Engage men and boys as change agents in all WE3 strategies and initiatives
5. **EXISTING TOOLS** that are already being used for or could be adapted for WE3
6. **ANNOTATED BIBLIOGRAPHY** of WE3 research

---

### III. Recommendations to USAID Leadership

---



At the conclusion of the workshop, participants presented recommendations to USAID Leadership: Senior Deputy Assistant Administrator Charles North of the Bureau for Economic Growth, Education and Environment (E3); Democracy, Human Rights and Governance (DRG) Center Director Neil Levine; and Senior Coordinator for Gender Equality and Empowerment Susan

Markham. The recommendations are grouped into five areas below; more details may be found in Annex 5.

**1. PLANNING & PARTNERING**

- Connect WE3 to health, education, food security and DRG strategies and learning agendas.
- Ensure implementing partners—including marginalized groups—help assess WE3 strategies at annual portfolio reviews.
- Increase partnerships with women’s and youth’s organizations in activity implementation.

**2. FUNDING**

- Use economic growth funds to support WE3 gaps, structural changes and women’s groups.
- Explicitly reference women’s economic empowerment and leadership in RFPs and RFAs.

**3. CAPACITY BUILDING**

- Require Contracting Officers be trained on WE3, as well as GBV and risk mitigation.
- Adapt organizational capacity assessment tools to include WE3 (e.g., Human and Institutional Capacity Development (HICD) tool).
- Create financial inclusion toolkits/guidance for Mission economic growth and gender officers.

**4. COLLABORATION & LEARNING**

- Use USAID convening power to better coordinate WE3 among donors, partners and NGOs.
- Host a conference or workshop addressing technology and WE3.
- Create official learning/collaboration mechanisms to address WE3 male engagement.

**5. ACCOUNTABILITY**

- Include WE3 and gender equality achievements in Mission Director performance metrics.
- Create, promote and report on a suite of WE3 indicators, both sectoral and cross-sectoral.
- Promote gender and WE3 integration within organizational capacity assessment (OCA) and HICD tools.
- Move towards regularly measuring WE3 outcomes, not just inputs.

---

**IV. Action Plans**

---

---

*“We need to constantly remember and speak up for the important role and economic rights of adolescent girls...In Haiti, girls are asking, ‘What economic opportunities can I really get? And at what cost?’ ” - Marjorie Bertrand, Chair, Ignitus Worldwide Haiti*

---



Each of the 10 stakeholder groups created the action plans for what they could achieve in three months and in three years in terms of WE3 advances based on the common principles to which the WSR participants agreed. These are based on their demonstrated willingness to collaborate with other stakeholders to ensure synergy of efforts and results at a larger scale.

## **Decent Work and Workforce Development**

### *3 Months*

- Reference definition of decent work in context of WE3 in multiple program documents.
- Perform a multi-sectoral landscape analysis of where WE3 focused jobs can be created and where WE3 focused employment services and practices already exist.
- Connect and share information about women-owned businesses by region.
- Disseminate recent work of ICRW, McKinsey, etc. and develop business case for return on investment (ROI) on WE3 focused job creation/support.



### *3 Years*

- Share business case with targeted companies.
- Launch collaborative multi-sectoral WE3 workforce action plan that includes ways to mitigate women's time demands in accessing education and training opportunities.
- Prioritize sectors with large existing or potential for female workforce.
- Broaden workforce program and policy work using a rights-based perspective. Include organizing workers' rights as standard parts of workforce programs.

## **Women's SME's & Entrepreneurship**

### *3 Months*

- Define women-owned SMEs and entrepreneurship for the framework, articulate their self-voiced priorities and map current women's SMEs and entrepreneurship initiatives.
- Gather promising practices and indicators for improving women's business environment.

### *3 Years*

- Promote and invest in strong technology access and capacity building plans for women's business networks.
- Foster women's business networking horizontally and vertically and across sectors, including connecting women's business associations with larger business networks.
- Expand WE3 mentorship, peer support and sponsorship programs to increase capacity.
- Develop criteria and funding streams that make it easier to give grants to and work with women's and youth organizations on the ground on WE3.

## **Women's Leadership, Organizations and Capacity-Building**

### *3 Months*

- Develop plans for how to build women's organizations M&E capacity.
- Introduce male engagement into more projects with women's organizations.
- Share lessons learned from this event with other organizations, including global south.

### *3 Years*

- Identify funding streams to significantly increase investments and capacity building support towards global south women's organizations and leaders.
- Integrate local solution models into WE3 planning (Look at USAID Mission in Morocco, which just introduced a GBV model).
- Include women's leadership and capacity building within all economic-related RFAs.

- Score proposals higher that emphasize male engagement and youth empowerment.
- Invest in traditional artisans, food production and markets; allow women to grow in areas where they feel confident; and help them branch out in organic ways.

## **Agriculture & Food Security**

### *3 Months*

- Assess the burden of climate change on women and share this data. Integrate into both the WE3 framework and other frameworks as well.
- Identify existing Food Security/Agriculture related WE3 tools and establish broader knowledge-sharing opportunities across sectors outside of the Development Experience Clearinghouse (DEC).

### *3 Years*

- Focus on women as core participants related to climate change.
- Solicit youth data collection & analysis at design stage of agriculture/food security planning.
- Sensitize staff on WE3 objectives and create mandatory multi-stakeholder assessments with women on the ground to create strong Agriculture/food security project linkages.
- Engage male farmer and agriculture value chain champions and spokesmen of WE3.

## **Inclusive Financing**

### *3 Months*

- Start a working group of people working on securing national IDs together at USAID.
- Create a one-pager/toolkit on integration of financial inclusion for gender advisors.
- Identify Mission points of contact to help connect and educate on financial inclusion.

### *3 Years*

- Create more flexible and tiered Know Your Customer (KYC) requirements in order to make it more accessible for women and people living in extreme poverty.
- Engage an inter-agency group at Dept. of State and Treasury to work with regulators.
- Engage tech people, developers, economic growth, trade experts and unusual suspects.



## **Health and Economic Strengthening**

### *3 Months*

- Review for each WE3 principle and goal what is already being done in each sector, such as health. Identify similarities and differences in language, planning, indicators.
- Review current USAID WE3 funding streams and identify what is needed to make multi-sectoral WE3 programming.

### *3 Years*

- Create a common language and way of discussing, planning and measuring WE3 across each sector.

- Review, scale up and adapt existing health initiatives to the WE3 context, including men’s engagement for HIV prevention, creating strong HIV workplace policies, and HIV and micro-finance programming to reduce GBV.

## **Assets and Technology**

### *3 Months*

- Disseminate information on available mobile money applications.
- Explore current digital infrastructure and relevant business models (M-KOPA, mSTAR).
- Recommit to pursuing equal land and property rights within both economic growth and humanitarian assistance programs.
- Create a repository of resources on women and technology for WE3 planning.

### *3 Years*

- Create ecosystem for not just women’s access, but control and proper use of assets.
- Work to remove WE3 legal barriers to assets by region. Align with workforce development programs.
- Engage women and girls in using ICTs.
- Support 100% global connectivity.
- Create a Gender and Technology Conference.



## **Education and Youth Workforce Development**

### *3 Months*

- Commit to increased youth-focused data collection and gap analysis.
- Develop business case for different audiences on economic growth ROI for supporting positive youth gender norms.

### *3 Years*

- Fully integrate a youth-focused WE3 approach into all sectors and planning.
- Engage media stakeholders to promote equality of youth gender roles within economic development and beyond, and discourage harmful practices.

## **Risk Mitigation, including Gender-Based Violence**

### *3 Months*

- Include training modules on positive masculinities within economic development programs.

### *3 Years*

- Ensure unintended consequences are addressed in Economic Development program design and M&E.
- Develop more initiatives asking for risk mitigation in proposals, design and work plans.
- Develop tool to identify and respond to gender risks as part of Gender Analysis Toolkit.

## **Innovative Male Engagement**

### *3 Months*

- Initiate a male engagement working group to define and research the term and full spectrum of male experience, and promote dialogue on WE3 as well as other issues.

- Ensure that male engagement is included in USAID revisions to their gender policy.
- More actively collect and disseminate promising practices on WE3 male engagement.
- Commit as a community to bring a male colleague to a next gender or WE3 event.

### 3 Years

- Conduct/review research on promising practices for incentivizing male engagement.
- Ensure leadership and all positions clearly understand importance of male engagement.
- Increase RFA/RFP focus on capacity building for male engagement on WE3.
- Ensure Household-level data collection includes opinions of both male and female household members as standard.
- Identify and support public male and female figures championing WE3.
- Support a next Commission on the Status of Women (CSW) theme being focused on male engagement.




---

*“We can’t just teach women to knock louder on a locked door.”*  
 – Susan Markham, Senior Coordinator for Gender Equality & Women’s Empowerment, USAID

---



---

## V. Presentations and Panels

---

### **Presentation 1: Susan Markham, USAID’s Senior Coordinator for Gender Equality and Women’s Empowerment**

Ms. Markham’s opening remarks set the stage for the WSR and outlined USAID’s commitment to WE3. Highlights included the following:

- Grounded the emerging WE3 framework in the 2012 USAID Gender Equality and Female Empowerment Policy. Acknowledgement that women’s economic empowerment was not elevated as much as other issues over the past three years.
- Commissioned FHI 360 landscape analysis of WE3 focus in current USAID projects.
- Recognized need to increase focus and work on:
  1. Closing gaps in women’s access to and control over resources, markets, digital finance, etc.;
  2. Paying attention to power dynamics and reduce GBV;
  3. Increasing women’s decision-making and power over own lives, bodies, homes, communities and countries;
  4. Taking a rights based approach to economic development and WE3;
  5. Building stronger partnerships to enable WE3;
  6. Evaluating and building greater WE3 evidence in USAID programs;

7. Engaging more men in WE3;
8. Weaving WE3 into other sectors and work streams;
9. Changing current economic systems and thinking outside of the box; and
10. Creating a common definition, principles and ways to measure WE3.

## **Presentation 2: Reema Nanavaty, Director, Self-Employed Women’s Association, India<sup>1</sup>**

- The Self-Employed Women’s Association (SEWA) helps to organize over 2 million women workers in India, including home based workers, vendors, manual workers and service providers, and producers.
- To support women’s economic security in India, we must address microcredit and agriculture, but also take a more integrated approach to expand into sustainable livelihoods and diversified markets.
- Shared the story of a woman who helped build a network of 15,000 women artisans in north of India. The initiative addressed broad issues, such as water access, making the initiative beneficial for both women AND men and increasing overall buy-in and positive side-effects.
- Women coming together on the basis of work allows a transformation of themselves and their community. The key to women gaining strength is in their ability to organize. Once organized, women can take on any challenge and move out of poverty.
- SEWA supports women-to-women regional integration and networks

---

*“Only women can empower themselves. However, we can help create the enabling conditions for women’s economic empowerment.”*

*- Caren Grown, Senior Director, Gender, World Bank Group*

---



## **Panel 1: Useful WE3 Practices and Principles**

- Moderator: Elise Young, Gender Department, FHI 360
- Caren Grown, World Bank Group, Senior Director, Gender
- Oswaldo Montoya, MenEngage Alliance, Global Secretariat, Associate Consultant
- Shamarukh Mohiuddin, US Chamber of Commerce Foundation, Director of Economic Empowerment
- Louise Williams, Nathan Associates, Principle Associate
- Reema Nanavaty, Self-Employed Women’s Association (SEWA) of India, Director

### **Key points:**

**WE3** is the ability for women to make strategic decisions over key life outcomes.

---

<sup>1</sup> A link for this and other presentations may be found in Annex 1: Resources.

- Women empower themselves. Institutions, however, can create enabling conditions for women to empower themselves: decent employment (good pay, working conditions, benefits, security & upwards mobility), control of assets, bargaining power, time poverty solutions, dignity & self-esteem. The empowerment process is NOT a one-time event.
- Must support collective WE3 strength in women's organizing, and leadership investments: the only way women can sustainably fight poverty. Can't be forced in three to five year time period.
- Donors have obligation to collect and analyze data and address huge WE3 gender data gaps.

**Men's engagement** includes understanding that men are also paramount to enabling conditions

- Violence is about controlling women's lives, and undermining capacity to make decisions. We must shift focus to men who are committed to respecting women. All communities have men who support women's agency. Approaching men as fathers can be effective.
- Must support men being more involved in family care, so women have time to embark on economic projects. The Men Care Campaign promotes and supports men as caregivers
- Must support men's positive engagement in family planning, respecting women's decisions about bodies and healthcare. This requires a major shift in power relationships.
- Must engage men in positions of power, so they can promote policies that are gender transformative. Need help to change idea that women are only ones that care about families

**Supporting women's participation in decent work** and entrepreneurship is critical.

- We must build bridges between a rights-based approach and making the business case.
- The private sector is embracing a shared values perspective. WE3 does not just make a company look good, it also empowers key consumer segments.
- Key private sector WE3 components include supporting women's life skills, financial skills, literacy, working conditions, access to and use of technology, health and nutrition.
- Private sector WE3 investments support better retention. \$1 invested = \$3 return.



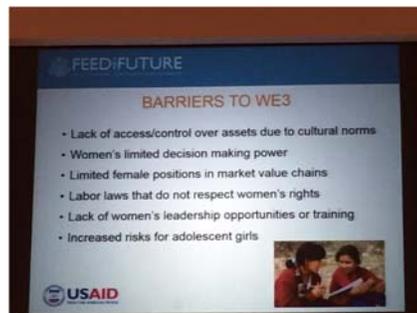
**WE3 within trade** is starting to emerge, but needs even greater support.

- There has been more focus on gender on trade behind the border: getting yourself in position to trade, goods and labor. There is not much gender lens yet on trade at border, though improving. Promising practices on beyond the border trade, though are still emerging.
- The new Trans-Pacific Partnership trade deal now has a new section on women's equality.
- Five years of activity coming out of APEC focused on gender...2011 Hillary Clinton agreements on structural framework that 21 countries came up w together.

- APEC Dashboard is now a key resource for addressing major gender data gaps: access to capital/assets, markets, capacity, health, leadership/agency/voice, innovation and technology.

### **Presentation 3: Elise Young, Senior Advisor for Gender Mainstreaming and Thought Leadership, FHI 360**

Ms. Young presented an overview of FHI 360's WE3 assessment of 50 USAID projects and 78 external resources.



- Lots of good WE3 activities and outcomes are taking place, but not consistent across sectors or projects, or even within projects.
- Strengths:
  - Gender is a strong cross-cutting theme throughout most projects.
  - Several innovative partnerships are happening, especially with local women's NGOs
  - More sex disaggregated data is available now than in the past.
- Challenges:
  - Projects have a lack of understanding of what is women's empowerment overall.
  - There is not consistent planning and budgeting around gender or WE3.
  - There is little investment in women's organizations or leadership development.
  - Few partnerships exist with national NGOs working on elements of WE3.
  - Mostly WE3 output indicators are present, and not WE3 outcome indicators.
  - Many projects don't realize a WE3 approach is necessary until it is too late to budget.
- FHI 360 Recommendations to USAID on WE3:
  - Define it
  - Plan it
  - Fund it
  - Measure it
  - Share it

### **Presentation 4: Greta Schettler, Senior Economic Policy Advisor, Secretary's Office of Global Women's Issues, U.S. Department of State**

Greta Schettler gave a presentation on behalf of the Office of Global Women's Issues (GWI) on the new emerging State Department Women's Economic Empowerment (WEE) Strategy.



- The audience for the new GWI WEE Strategy is Economic Policy Officers, to give them practical tools so that they can do their jobs more effectively.
- The WEE Strategy includes the following components:
  - The current status of global WEE, existing efforts to advance it and the business case
  - Guiding principles and lessons learned

- Priority areas
  - Legal, regulatory and policy reform
  - Gender responsive economic development
  - Institutional and individual skills and capacity building
  - Examples of how the priority areas could be put into practice.
- Implementation Plan, including components in 5 areas:
  - Diplomacy
  - Public engagement and outreach
  - Coordination with agencies (US and international) globally
  - Programming
  - Evidence building
- Achievements
  - Multilateral efforts: APEC, G7, G20
  - Women in STEM
  - Better wage employment
  - Women in business

### **Presentation 5: Mayra Buvinic, Senior Fellow, United Nations Foundation**



Mayra Buvinic shared the following in her presentation on measuring WE3.

- The UN Foundation, in partnership with Exxon Mobile, created the ‘Roadmap to Women’s Economic Empowerment.’ It covers four categories of activities: entrepreneurship, farming, wage employment, and young women’s employment.
- Wages are relatively easy to measure but economic empowerment is much more difficult.
- The typical measurement causal chain is: Inputs (materials) ->

Activities (training) -> Outputs (# women trained). But number of women trained doesn’t really show anything.

- Need to distinguish between direct outcomes (did the knowledge of the women who were trained actually increase?), intermediate outcomes (were there changes in business practices as a result of the knowledge gained by the training?) and final outcomes (increases in income and productivity; changes in subjective empowerment).
- Given the interdependence of women’s economic and social roles, it is important to measure both economic (income, assets) and social (stress, self-confidence) outcomes to understand women’s economic empowerment.
- It is important to measure both individual and household effects, considering women’s broader well-being in the household, especially in rural and agricultural areas.
- What to measure:
  - Urban: women’s business profits/revenue, number of employees, monthly work hours for pay
  - Rural: household consumption per capita, household savings, household asset index
  - All: Intensity of mobile phone use, willingness to take risk, partners’ sharing of housework, participation in all types of groups, participation in women’s groups

- The “what” and the “how” of an evaluation matter equally: what refers to outcomes measured, how refers to the evaluation design.
- Not every program can be evaluated rigorously but we can learn something from every program.
- Good questionnaire design: 1) Keep it numerical, 2) Keep it easy, 3) Keep it short, 4) Keep it consistent, and 5) Give a way out.
- Roadmap Measures Website: [www.womeneconroadmap.org/measurement](http://www.womeneconroadmap.org/measurement)

---

***“Business metrics are not proxies for measuring women’s economic empowerment...Also, we can’t empower one women in the value chain at the expense of another woman.”***  
 – Linda Scott, Chair for Entrepreneurship & Innovation, SAID Business School, Oxford University

---



## Panel 2: Measuring WE3



- Moderator: Wade Channell, Senior Economic Growth Advisor, Office of Gender Equality and Women’s Empowerment, USAID
- Linda Scott, Oxford University, Chair for Entrepreneurship & Innovation, SAID Business School
- Jenn Williamson, ACDI/VOCA, Director of Gender Mainstreaming and Women’s Empowerment
- Mayra Buvinic, UN Foundation, Senior Fellow
- Claudia Esparza, Nanas Y Amas Domestic Workers’ Association of Peru, General Director and Vital Voices Representative

### Key points:

#### Overall WE3 Measurement Challenges

- Addressing the issue of using regular business metrics to measure WE3 because WE3 is being discussed in ways that are not traditionally measurable
- Tendency to say “the program failed” or “women lacked confidence”. No discussion or measurement of the influence of outside actors preventing success.
- Concern with the propensity to use Randomized Control Trials (RCTs) when not necessary
- We need to address and increase measurements in the care economy
- Disparity between what we want and what we can fund.
- People avoid measuring things lest they look bad: perverse disincentive to measure properly.

## **The Women's Empowerment in Agriculture Index (WEAI)**

- High-level measurement of five domains of women's and men's empowerment (production, resources, income, leadership and time.) Important tool for Missions, HQ, and implementers
- Challenges and needs for the WEAI:
  - Need nuanced ways of measuring domains (e.g., time use isn't just about how that time is being spent but the quality of the time).
  - Shared decision making needs to be explored more.
  - Quality of leadership and group participation needs to be better understood rather than simply looking at simple group membership as an end goal.
  - Public speaking can take on many forms and needs nuanced mechanisms to capture.
- Lessons learned:
  - How do we engage men with the WEAI?
  - Need to look not just at levels of empowerment but how levels are used and why.
  - Need to still improve when and how WEAI is being used. (e.g., WEAI should not be a replacement for other forms of gender analysis and data).
  - Need participatory measurement of empowerment: don't want to be defining empowerment for others and imposing that definition upon them.

## **Measurement Promising Practices**

- Amount of the budget to be spent on M&E should depend on where the program is. If the program is new and in-development, perhaps spend less on M&E. As you know more about the program and are ready to begin scaling up, spend more on evaluation.
- There needs to be more support for including gender in other types of studies that aren't specifically focusing on gender (e.g. including gender in market studies).
- USAID is promoting CLA, which can allow for amendments based on learning during program implementation.

---

## **VI. Next Steps**

---

To build on the creative and enthusiastic contributions of the many stakeholders during the WSR workshop, the following are short-term next steps:

- Disseminate the workshop report to all stakeholders.
- Convene a private-sector stakeholder meeting to further explore collaboration.
- Hold a conference call or webinar or hold field consultations to gather additional input for final Framework.
- Organize a USG follow-up meeting on WE3 that brings different agencies together to discuss collaboration and synergies
- Host the FHI 360 2016 Gender Summit, taking place in Washington, DC on Tue-Wed, June 14-15, 2016. USAID is an official sponsor and partner of the Summit, which will focus on Adolescent Boys and Girls. One of the designated themes will be WE3 through the lens of adolescent girls and boys.

---

## Annex 1: Resources

---

- 1) USAID Women's Economic Empowerment and Equality (WE3) 2-3 March 2016 Workshop digital hub  
<http://crowd360.org/globalwe3/>
- 2) USAID Women's Economic Empowerment and Equality Assessment Report  
<http://crowd360.org/usaaid-womens-economic-empowerment-and-equality-assessment-report/>
- 3) Intervention Guide for the Women's Empowerment in Agriculture Index (WEAI)  
<http://acdivoca.org/resources/intervention-guide-women-s-empowerment-agriculture-index>
- 4) The Women's Empowerment in Agriculture Index  
<https://feedthefuture.gov/lp/womens-empowerment-agriculture-index>.
- 5) Linda Scott's Referenced Reports  
[https://www.sbs.ox.ac.uk/sites/default/files/Research\\_Areas/Strategy\\_And\\_Innovation/Docs/advisory-note-on-measures-final2016.pdf](https://www.sbs.ox.ac.uk/sites/default/files/Research_Areas/Strategy_And_Innovation/Docs/advisory-note-on-measures-final2016.pdf)  
[https://www.sbs.ox.ac.uk/sites/default/files/Research\\_Areas/Strategy\\_And\\_Innovation/Docs/katchy-kollections-casestudy-final-may2015.pdf](https://www.sbs.ox.ac.uk/sites/default/files/Research_Areas/Strategy_And_Innovation/Docs/katchy-kollections-casestudy-final-may2015.pdf)  
[https://www.sbs.ox.ac.uk/sites/default/files/Research\\_Areas/Strategy\\_And\\_Innovation/Docs/womens-bean-project-casestudy-final-may2015.pdf](https://www.sbs.ox.ac.uk/sites/default/files/Research_Areas/Strategy_And_Innovation/Docs/womens-bean-project-casestudy-final-may2015.pdf)  
[https://www.sbs.ox.ac.uk/sites/default/files/Research\\_Areas/Strategy\\_And\\_Innovation/Docs/mwedo-casestudy-final-may2015.pdf](https://www.sbs.ox.ac.uk/sites/default/files/Research_Areas/Strategy_And_Innovation/Docs/mwedo-casestudy-final-may2015.pdf)
- 6) Elise Young's PowerPoint presentation on USAID WE3 Analysis  
<https://drive.google.com/file/d/0B7KNHrP87D4LYmNKTEg3Q0daZ1k/view?usp=sharing>
- 7) Reema Nanavaty's PowerPoint presentation on SEWA and organizing workers  
<https://drive.google.com/file/d/0B7KNHrP87D4LdXowVy13Rk1kQWs/view?usp=sharing>
- 8) Shamarukh Mohiuddin's PowerPoint presentation on Private Sector Engagement in Women's Economic Empowerment  
<https://drive.google.com/file/d/0B7KNHrP87D4LdFE5WIZNUmJXeXM/view?usp=sharing>
- 9) Claudia Esparza's photos from Nanas y Amas, Domestic Workers Empowerment  
<https://drive.google.com/file/d/0B7KNHrP87D4LdVBGX0hXZjBoZnM/view?usp=sharing>
- 10) Marjorie Bertrand's PowerPoint presentation on Economic empowerment of adolescents girls and young women: the Haitian experience.  
<https://drive.google.com/file/d/0BxAsSuvomA55RnlHY0pJTzlsVDQ/view?usp=sharing>

11) Greta Schettler's PowerPoint presentation on Women's Economic Empowerment: Getting to the Strategic Framework

<https://drive.google.com/file/d/0B7KNHrP87D4LT3dxQkRPSVhidWc/view?usp=sharing>

12) Mayra Buvinic's PowerPoint presentation on Measuring Women's Economic Empowerment

<https://drive.google.com/file/d/0B7KNHrP87D4LTWY0dzYzTZMbm8/view?usp=sharing>

13) Roadmap Measure: [www.womeneconroadmap.org/measurement](http://www.womeneconroadmap.org/measurement)

## Annex 2: Participant List

Last Name	First Name	Organization	Position	Email	Twitter Handle
Aidis	Ruta	George Mason University	Senior Fellow	<a href="mailto:raidis@gmu.edu">raidis@gmu.edu</a>	
Akbar	Farida	Chemonics	Project Management Associate	<a href="mailto:afarida@chemonics.com">afarida@chemonics.com</a>	
Alnouri	Sahar	Mercy Corps	Global Gender Advisor	salnouri@mercy corps.org	<a href="https://twitter.com/SaharPDX">@SaharPDX</a>
Armstrong	Melanie	PwC	Partner - International Public Sector Leader	<a href="mailto:melanie.thomas.armstrong@us.pwc.com">melanie.thomas.armstrong@us.pwc.com</a>	
Avakyan	Yeva	World Vision	Senior Gender and Evaluation Advisor	<a href="mailto:yavakyan@worldvision.org">yavakyan@worldvision.org</a>	@yevaavakyan
Bae	Prisca	Pepsico	Sr. Director, Global Diversity & Engagement	<a href="mailto:Prisca.Bae@pepsico.com">Prisca.Bae@pepsico.com</a>	@priscabae
Ball	Patience	Golden Seeds	Managing Director	<a href="mailto:patience@goldenseeds.com">patience@goldenseeds.com</a>	
Berger	Marguerite	Vital Voices Global Partnership	Vice President for Impact, Evaluation and Research	<a href="mailto:megsberger9@yahoo.com">megsberger9@yahoo.com</a>	
Bertrand	Marjorie	Ignitus Worldwide Haiti/Rezo Limye Devlopman Ayiti	Chairperson - Program Manager	<a href="mailto:mkbertrand@gmail.com">mkbertrand@gmail.com</a>	
Betron	Myra	Jhpiego	Director, Gender	<a href="mailto:myra.betron@jhpiego.org">myra.betron@jhpiego.org</a>	
Bollinger	Kate	USAID	Gender Advisor	<a href="mailto:cbollinger@usaid.gov">cbollinger@usaid.gov</a>	
Bove	Emily	Women Thrive Worldwide	Director, Alliance for Women's Solutions	<a href="mailto:ebove@womenthrive.org">ebove@womenthrive.org</a>	@EmilyThrive
Buvinic	Mayra	United National Foundation	Senior Fellow, United Nations Foundation	<a href="mailto:mayra.buvinic@gmail.com">mayra.buvinic@gmail.com</a>	
Bywater	Krista	USAID	Gender Advisor / Lab	<a href="mailto:kbywater@usaid.gov">kbywater@usaid.gov</a>	

Canty	Rakiyah	US Dept. of Labor	International Relations Officer	<a href="mailto:canty.rakiyah@dol.gov">canty.rakiyah@dol.gov</a>	
Channell	Wade	USAID	Senior Legal Reform Advisor	<a href="mailto:wchannell@usaid.gov">wchannell@usaid.gov</a>	@ChannellWade
Coombse	Andrea	American Institutes for Research	Qualitative Researcher, International Research & Evaluation Department	<a href="mailto:acoombes@air.org">acoombes@air.org</a>	
Costello	Mary Kate	The Hunger Project	Policy Analyst	<a href="mailto:marykate.costello@thp.org">marykate.costello@thp.org</a>	@mkisok
Daugharty	Elizabeth	USAID	Social Science Analyst, E&E	<a href="mailto:EDaugharty@USAID.gov">EDaugharty@USAID.gov</a>	
de Santos	Anastasia	USAID	Economist, E3/TRR	<a href="mailto:adesantos@usaid.gov">adesantos@usaid.gov</a>	
Derman	Kiera	NCBA	Program Manager at NCBA CLUSA	kderman @ncba.coop	
Diott	Casey	USAID	Digital Inclusion Advisor	<a href="mailto:cdiott@usaid.gov">cdiott@usaid.gov</a>	
Drakeman	Cynthia	Double X Economy (University of Oxford)	Managing Partner	<a href="mailto:cdrakeman@victrixventures.com">cdrakeman@victrixventures.com</a>	@cdrakeman
Emerson	Sarah	Project Concern International (PCI)	Global Director, Women Empowered Initiative	<a href="mailto:semerson@pciglobal.org">semerson@pciglobal.org</a>	
Emry	Matthew	USAID	Gender Advisor	<a href="mailto:memry@usaid.gov">memry@usaid.gov</a>	
Esparza	Claudia	Nanas Y Amas SAC, Peru	Director	<a href="mailto:claudia@nanasyamas.com">claudia@nanasyamas.com</a>	@nanasyamas
Exel	Karen	USAID	Program Officer	<a href="mailto:kexel@usaid.gov">kexel@usaid.gov</a>	
Fabrico	Stefanie	U.S. Department of State	Economic Inclusion Policy Officer	<a href="mailto:fabricosl@state.gov">fabricosl@state.gov</a>	
Falth	Anna	UN Women	Manager of Empower Women	<a href="mailto:anna.falth@unwomen.org">anna.falth@unwomen.org</a>	
Gammage	Sarah	ICRW	Director of Gender, Economic Empowerment and Livelihoods	<a href="mailto:sgammage@icrw.org">sgammage@icrw.org</a>	

Gilbert	Ellen	JASS (Just Associates)	Program Assistant	<a href="mailto:ellen@justassociates.org">ellen@justassociates.org</a>	@jass4justice
Gilliam	Fonta J.	US Dept. of State	Program Manager, Gender Advisor	<a href="mailto:gilliamfj@state.gov">gilliamfj@state.gov</a>	
Graham	Nicole	Hunger project	Advocacy Intern		
Grown	Caren	The World Bank Group	Senior Director	<a href="mailto:cgrown@worldbankgroup.org">cgrown@worldbankgroup.org</a>	
De Haan	Arjan	IDRC	Social Policy, Quantitative Social Research, Qualitative Social Research	<a href="mailto:adehaan@idrc.ca">adehaan@idrc.ca</a>	@ArjanDevDebate
Hardee	Karen	Population Council	Senior Associate & Project Director, The Evidence Project	<a href="mailto:khardee@popcouncil.org">khardee@popcouncil.org</a>	
Harvey	Jeannie	USAID	Gender Advisor	<a href="mailto:marharvey@usaid.gov">marharvey@usaid.gov</a>	
Henderson	Amy	USAID LENS (FHI 360)	Strategic Advisor	<a href="mailto:ahenderson@jordanlens.org">ahenderson@jordanlens.org</a>	
Highet	Catherine	FHI 360	Technical Advisor, mSTAR	<a href="mailto:chighet@fhi360.org">chighet@fhi360.org</a>	@katiehighet
Jain	Anupma	Millennium Challenge Corporation	Senior Director Practice Lead, Gender and Social Inclusion, Department of Compact Operations	<a href="mailto:jaina@mcc.gov">jaina@mcc.gov</a>	
Laisang	Maureen G.	USAID/Indonesia	Gender Specialist/Program Office	<a href="mailto:mlaisang@usaid.gov">mlaisang@usaid.gov</a>	
Linkletter	Jennifer	FHI 360	WE3 Intern	<a href="mailto:jlinkletter@fhi360.com">jlinkletter@fhi360.com</a>	
Lipari	JoAnna	Chemonics	Senior Associate		
Lowery	Sarah	USAID	Economist and Public-Private Finance Specialist	<a href="mailto:slowery@usaid.gov">slowery@usaid.gov</a>	
Malapit	Hazel	IFPRI	Research Coordinator, PHND	<a href="mailto:h.malapit@cgiar.org">h.malapit@cgiar.org</a>	
Mannion	Aideen	FHI 360	Technical Advisor, Livelihoods, Social and Economic Development Unit	<a href="mailto:amannion@fhi360.org">amannion@fhi360.org</a>	

Markham	Susan	USAID	Senior Coordinator for Gender Equality and Womens Empowerment	<a href="mailto:smarkham@usaid.gov">smarkham@usaid.gov</a>	
Mboob	Sait	USAID	Economist	<a href="mailto:smboob@usaid.gov">smboob@usaid.gov</a>	
McCarthy	Loretta	Golden Seeds	Managing Director	<a href="mailto:loretta@goldenseeds.com">loretta@goldenseeds.com</a>	
McCoy	Molly	Solidarity Center	Director of Government Affairs	<a href="mailto:mmccoy@solidaritycenter.org">mmccoy@solidaritycenter.org</a>	
McGowan	Kay	USAID	Digital Finance Advisor, GDL	<a href="mailto:kmcgowan@usaid.gov">kmcgowan@usaid.gov</a>	@kmcgowen
Meissner	Laura	USAID/OFDA	Economic Recovery Advisor	<a href="mailto:Lmeissner@usaid.gov">Lmeissner@usaid.gov</a>	
Meyers	Lisabeth	Banyan Global	Senior Gender Specialist	<a href="mailto:lmeyers@banyanglobal.com">lmeyers@banyanglobal.com</a>	@banyan_global
Mohiuddin	Shamarukh	US Chamber of Commerce Foundation	Director, Women's Economic Empowerment	<a href="mailto:smohiuddin@uschamber.com">smohiuddin@uschamber.com</a>	@shamarukh
Mongeon	Catherine	USAID	Gender and Social Inclusion Advisor	<a href="mailto:cmongeon@usaid.gov">cmongeon@usaid.gov</a>	
Montoya	Oswaldo	MenEngage Alliance	Associate consultant at MenEngage Global Secretariat	<a href="mailto:oswaldo@menengage.org">oswaldo@menengage.org</a>	
Moussa	Janine	Global Women's Institute, The George Washington University	Director, Policy and Outreach	<a href="mailto:jmoussa@gwu.edu">jmoussa@gwu.edu</a>	
Nanavaty	Reema	SEWA	Director	<a href="mailto:reemananavaty@sewa.org">reemananavaty@sewa.org</a>	
Nedolast	Sarah	World Bank	Senior Program Coordinator	<a href="mailto:snedolast@worldbank.org">snedolast@worldbank.org</a>	
O'Planick	Kristin	USAID	Enterprise Development Specialist, E3/TRR	<a href="mailto:koplanick@usaid.gov">koplanick@usaid.gov</a>	@koplanick
Ouachtouki	Sajda	USAID	Digital Inclusion Advisor	<a href="mailto:souachtouki@usaid.gov">souachtouki@usaid.gov</a>	
Patel	Malini	Vital Voices Global Partnership	VP, Economic Empowerment and Entrepreneurship	<a href="mailto:malinipatel@vitalvoices.org">malinipatel@vitalvoices.org</a>	

Pendleton	Jennifer	Palladium	Senior Gender Advisor	<a href="mailto:jennifer.pendleton@thepalladiumgroup.com">jennifer.pendleton@thepalladiumgroup.com</a>	
Peters	Sophia	Deloitte Consulting	Senior Consultant	<a href="mailto:sopeters@deloitte.com">sopeters@deloitte.com</a>	@shophp
Petrovic	Nada	USAID	AAAS Fellow, PPL	<a href="mailto:npetrovic@gmail.com">npetrovic@gmail.com</a>	
Prieto	Diana	USAID	Senior Gender Advisor	<a href="mailto:dprieto@usaid.gov">dprieto@usaid.gov</a>	
Ramzan	Farzana	USAID	M&E/Bureau for Food Security	<a href="mailto:framzan@usaid.gov">framzan@usaid.gov</a>	
Rhoe Davis	Valerie	Catholic Relief Services	Senior Technical Advisor, Agriculture-Gender & Nutrition, Program Impact and Quality Assurance	<a href="mailto:valerie.rhoe@crs.org">valerie.rhoe@crs.org</a>	
Richiedi	Sue	Plan International USA	Sr. Director, Leadership and Capacity Development	<a href="mailto:sue.richiedi@planusa.org">sue.richiedi@planusa.org</a>	@suerichiedi
Robinson	Kim	US Department of Labor - ILAB	Attorney	<a href="mailto:robinson.kimberly@dol.gov">robinson.kimberly@dol.gov</a>	
Robinson	Bonnie	USAID	Training Advisor GenDev	<a href="mailto:borobinson@usaid.gov">borobinson@usaid.gov</a>	
Romana	Sophie	Oxfam	Deputy Director Community Finance		@sophieromana
Safir	Alexandra	Georgetown Institute for Women, Peace and Security	Women & Economy Project Coordinator	<a href="mailto:alexandra.safir@gmail.com">alexandra.safir@gmail.com</a>	
Saldinger	Martha	Winrock International	Director, Education & Empowerment	<a href="mailto:msaldinger@winrock.org">msaldinger@winrock.org</a>	
Sanjak	Jolne	Landesa	Chief of Programs	<a href="mailto:jolynes@landesa.org">jolynes@landesa.org</a>	
Schettler	Greta	U.S. Department of State	Senior Economic Policy Advisor	<a href="mailto:mgschettler@gmail.com">mgschettler@gmail.com</a>	
Scott	Sheila	IREX	Project Director, Center for Collaborative Technology	<a href="mailto:sscott@irex.org">sscott@irex.org</a>	
Scott	Linda	University of Oxford	Professor	<a href="mailto:linda.scott@sbs.ox.ac.uk">linda.scott@sbs.ox.ac.uk</a>	

Sedowski	Leanne	Nathan Associates	Managing Associate	<a href="mailto:lsedowski@nathaninc.com">lsedowski@nathaninc.com</a>	
Seymour	Greg	IFPRI	Associate Research Fellow, PIM	<a href="mailto:g.seymour@cgiar.org">g.seymour@cgiar.org</a>	
Silva	Elizabeth	The Asia Foundation	Program Officer, Women's Empowerment Program	<a href="mailto:elizabeth.silva@asiafoundation.org">elizabeth.silva@asiafoundation.org</a>	@lizromanoff
Singer	Barney	FHI 360	Director of Leadership & Capacity Development, Senior Technical Advisor, Systems Integration	<a href="mailto:bsinger@fhi360.org">bsinger@fhi360.org</a>	
Spir Karaa	George	USAID	Gender Team Leader	<a href="mailto:gkaraa@usaid.gov">gkaraa@usaid.gov</a>	
Starr	Laurie	TOPS / TANGO International	Senior Technical Advisor - Gender & M&E	<a href="mailto:laurie@tangointernational.com">laurie@tangointernational.com</a>	
Sussman	Linda	USAID	Senior Research Advisor	<a href="mailto:lsussman@usaid.gov">lsussman@usaid.gov</a>	
Tabaj	Kristi	Save the Children, TOPS	Advisor, Gender and Livelihoods	<a href="mailto:ktabaj@savechildren.org">ktabaj@savechildren.org</a>	@ktwas
Temirbulatova	Karina	Ernst & Young	Manager, Government and Public Sector	<a href="mailto:karina.temirbulatova@ey.com">karina.temirbulatova@ey.com</a>	
Thangavelu	Stefany	Juarez & Associates	Senior Development Officer	<a href="mailto:sthangavelu@juarezassociates.com">sthangavelu@juarezassociates.com</a>	
Tolman	Brett	USAID	Global Health Fellow at LGBTI office	<a href="mailto:btolman@usaid.gov">btolman@usaid.gov</a>	
Ussery	Amber	USAID	Gender Advisor/Program Specialist (DCHA)	<a href="mailto:aussery@usaid.gov">aussery@usaid.gov</a>	
Valero	Caterina	Pan American Development Foundation	Senior Programs Director	<a href="mailto:cvalero@padf.org">cvalero@padf.org</a>	
Valikai	Kara	Walmart	Senior Manager, Women's Economic Empowerment	<a href="mailto:kara.valikai@walmart.com">kara.valikai@walmart.com</a>	
Vallerini	Nora	IREX	Program Officer, Democracy, Governance, and Media Division	<a href="mailto:nvallerini@irex.org">nvallerini@irex.org</a>	

Wesely	Marissa	Win-Win Coalition	Coordinator	<a href="mailto:marissa@winwincoalition.org">marissa@winwincoalition.org</a>	@marissacwesely
Williams	Louise	Nathan Associates	Principal Associate	<a href="mailto:LWilliams@NathanInc.com">LWilliams@NathanInc.com</a>	
Williamson	Jenn	ACDI/VOCA	Director of Gender Mainstreaming & Women's Empowerment	<a href="mailto:jwilliamson@acdivoca.org">jwilliamson@acdivoca.org</a>	@gender_jenn
Wright	Tim	Ernst & Young	Senior Consultant, International Government and Public Sector	<a href="mailto:tim.wright@ey.com">tim.wright@ey.com</a>	
Young	Elise	FHI 360	Gender Technical Advisor	<a href="mailto:EYoung@fhi360.org">EYoung@fhi360.org</a>	@EliseGYoung
Youssef	Sherry	DAI	Youth & Workforce	<a href="mailto:sherry_youssef@dai.com">sherry_youssef@dai.com</a>	

**Creating a USAID Women’s Economic Empowerment & Equality (WE3) Strategic Framework**

**Whole-System-In-The-Room (WSR) Workshop**

**AGENDA**

FHI 360, 1825 Connecticut Ave NW, 8<sup>th</sup> Floor, Washington, DC | March 2-3, 2016

**OBJECTIVES:**

- Review existing WE3 work, useful practices and lessons learned
- Identify a common WE3 definition and set of principles
- Identify USAID WE3 Framework components and system-wide commitment
- Identify and strengthen new WE3 partnerships
- Identify next steps for stakeholders to advance WE3

**Day 1: Wednesday, March 2, 2016**

**8:00 – 8:30: Arrival at Venue, Check-in, Registration, Coffee, Tea and Refreshments**

**8:30 – 8:40: Workshop Begins Welcome**

- *Elise Young, Senior Advisor for Gender Mainstreaming and Thought Leadership, FHI 360*
- *Susan Markham, Senior Gender Coordinator, USAID*

**8:40 – 8:45: Walk through the Day Overview and Ground Rules**

**8:45 – 9:00: Presentation by Reema Nanavaty, Director, Self-Employed Women’s Association of India**

**9:00 – 10:15: Panel – WE3 Useful Practices & Principles**

- *Moderator: Elise Young, Gender Department, FHI 360*
- *Caren Grown, World Bank Group, Senior Director, Gender*
- *Oswaldo Montoya, MenEngage Alliance, Global Secretariat, Associate Consultant*
- *Shamarukh Mohiuddin, US Chamber of Commerce Foundation, Director of Economic Empowerment*
- *Louise Williams, Nathan Associates, Principle Associate*
- *Reema Nanavaty, Self-Employed Women’s Association (SEWA) of India, Director*

**Coffee Break (10:15 – 10:30)**

**10:30 – 11:15: Reviewing the Past**

*Participants’ Views:* Participants identify and share key touchpoints for WE3 along a historical continuum of personal and international development highlights.

**11:15 – 11:30: Presentation on the USAID Assessment by FHI 360**

**11:30 – 12:30: Focus on the Present**

*Creating Mind Maps:* Participants in plenary map current trends in WE3.

Lunch (12:30 – 1:30)

**1:10-1:30: Lightning Lunchtime Speakers:**

- *Marjorie Bertrand*, Ignitus Worldwide Haiti, Chair & Adolescent Girls' Economic Rights Advocate
- *Claudia Esparza*, *Nanas Y Amas Domestic Workers' Association of Peru*, General Director and Vital Voices Representative

**1:30 – 3:00: Focus on the Present Continued**

*Stakeholder Responses to Trends:* Participants prioritize WE3 trends. Participants in sectoral groups articulate their core concerns and find out what people are doing now and what they want to do in the future to address WE3 trends.

Coffee Break (3:00-3:15)

**3:15 – 4:15: Focus on Future**

Sectoral groups prepare WE3 future scenarios.

**4:15 – 5:15: Present Future Scenarios**

Participants present future scenarios highlighting the principles, objectives and ideals they are willing to work towards.

**Day 2: Thursday, March 3, 2016**

**8:00 – 8:30: Coffee, Tea and Refreshments**

**8:30-8:45: Presentation by Greta Schettler**, Senior Economic Policy Advisory, US Dept. of State

**8:45-9:00: Presentation by Mayra Buvinic**, UN Foundation, Senior Fellow

**8:55-9:00: Video presentation from The African Women's Development Fund**

**9:00-10:00: Measuring WE3**

- *Moderator: Wade Channell*, Senior Economic Growth Advisor, Office of Gender Equality and Women's Empowerment, USAID
- *Linda Scott*, Oxford University, Chair for Entrepreneurship & Innovation, SAID Business School
- *Jenn Williamson*, ACDI/VOCA, Director of Gender Mainstreaming and Women's Empowerment
- *Mayra Buvinic*, UN Foundation, Senior Fellow
- *Claudia Esparza*, *Nanas Y Amas Domestic Workers' Association of Peru*, General Director and Vital Voices Representative

Coffee Break (10:00 – 10:15)

**10:15 – 11:45: WE3 Definitions and Principles**

Participants in small groups agree upon foundational definitions and principles desired by all for creating a USAID WE3 Strategic Framework.

**11:45 – 12:00 Presentation of existing WE3 interest groups**

**12:00-1:30: Working Lunch Planning Session**

Participants in stakeholder groups identify short and long term action steps to implement and/or support the collective vision for WE3.

**1:30 – 2:30: Work Planning Presentation**

Participants in stakeholder groups present short- and long-term collaborative action steps to implement and/or support the collective vision for WE3.

Coffee Break (2:30 – 2:45)

**2:45 – 4:15: Commitments**

Interest groups are formed and/or meet to identify next steps and commitments. Interest groups and individuals announce commitments.

**4:15 – 5:15: Presentation to and Discussion with USAID Leadership**

Workshop participants present overarching work plans and commitments to USAID leadership for consideration.

---

## Annex 4: Exercises

---

More than 100 participants from US government agencies, the Global South, women’s groups, academia and more worked in groups of about 10 at each table. At times these groups were comprised of specific, like-minded stakeholders—people and institutions with a shared interest in the sector. At other times, group members were arranged so that a mix of the kinds of stakeholders were at each table, which created a “whole-system-at-the-table” dynamic that allowed for the cross-fertilization of ideas and for participants to develop a greater understanding of those coming from a different perspective. This was key to the success of the WSR process, since it fostered the enhancement of social capital and the breaking down of barriers and previously held ideas.

The WSR was structured to allow the participants to explore their common past vis-à-vis WE3, to examine current trends affecting WE3, to decide collectively what aspects of WE3 to address, and to envision themselves in a desired future state.

Common themes and collaborative priorities were the frames of reference. Participants were encouraged to honor and appreciate differences in perspective rather than attempt to reconcile them. In this way participants developed a shared understanding and a higher commitment.

---

### Exercise 1: Focus on the Past: Creating Personal and Global WE3 Timelines

---

In the first exercise, participants were invited to note on wall-length timelines milestones related to WE3 in their own lives and globally. The purpose of the exercise was put WE3 in the broadest possible context and establish a shared history in terms of WE3.

After the timelines were completed, participants returned to their small groups to discuss and reflect on the timelines, after which each group gave a brief report about their analysis in plenary.

#### Personal WE3 Milestones

- Motown song “This is my country, too,” made my world bigger.
- Growing up in Asia I saw the low status of women.
- I was born in a matriarchal family in a male chauvinist country.
- My mother bought a home computer.
- I read the book “Free to Be, You and Me.”





Political: Male engagement at leadership levels, legislation for women’s land ownership, women leaders in all areas

Environmental: Climate change eroding advances, women and time poverty



---

### *Exercise 3: Focus on the Present: How Trends Affect the System*

---

The participants next worked in stakeholder groups to exchange views on what they felt were the most significant trends affecting WE3. They were asked to identify three-to-five trends that they as a stakeholder group were interested in addressing and to respond to two questions:

1. What is your stakeholder group doing now to respond to this trend?
2. What is not being done to address this trend that should be?

The discussions are summarized below by stakeholder group.

- Inclusive Finance
  - Making the business case for WE3 in the private sector
  - Promoting digital financial services
  - Need for tailored products, but beware ghettoization of “pink” products
  - Need for identification documents for women
- Decent Work and Workforce Development
  - Need more social protections, family leave and minimum wage
  - Learn how to empower women without doing harm
  - Use social media as a force for change
  - Create partnerships with private sector
  - Use bilateral/multilateral agreements to change labor criteria in FTAs/Trade benefit programs

- Assets and Technology
  - Gendered use of tech
  - Tools of technology to address crisis
  - Mobile phone/SMS
  - Corporations as partners in labor law and entrepreneurship
  - Safety, transportation, and assets
- Education and Youth Workforce Development
  - Male engagement and community engagement
  - Cross-sectoral approaches
  - Data, market relevant skills
  - Public-private partnerships
  - Eliminate corruption and GBV in schools
- Women’s Leadership, Organizations and Capacity Building
  - Agency/decision-making and self-esteem
  - Male engagement and challenging traditional gender roles
  - Need more data, especially qualitative data and better use of data
  - Funding women’s organizations
- Women’s SME’s & Entrepreneurship
  - Men as part of a women entrepreneur ecosystem
  - Social media and digital tools
  - Private sector interest in WE3
- Risk Mitigation including GBV and Sexual Harassment
  - Consciousness of unintended consequences, not enough data, trauma and low self-esteem
  - Include LGBTQIA population
- Agriculture/Food Security
  - Assets: social, land, money
  - Women’s organizations, self-esteem, male engagement
  - Barriers and challenges: climate change, unintended consequences
- Innovative Male Engagement
  - Need qualitative inventory on decision-making
  - Male engagement in maternal and child health
  - Men modeling behavior, not in a “token” way
- Health and Economic Strengthening
  - Rights and evidence-based approach
  - Gender/age sensitive quality health services
  - Family friendly policies, female health workers, male engagement

---

#### Exercise 4: Focus on the Future—Future Scenarios

---



Participants, working in mixed groups, were asked to picture an ideal future state for WE3. They were asked to put themselves 10 years into the future (March 2026) and imagine what is happening in terms of society, infrastructure, values, etc. They were then asked to present their future scenarios in a manner of their choice, ideally in a creative way.

The groups varied in terms of how they shared their WE3 future scenarios. One group depicted a CNN news program highlighting WE3 improvements made by government, industry and others. Another did a group reading about the highlights of society in an empowered and equal world.

Examples of the elements of the future scenario presentations include the following:

**Laws:**

- Equal employment benefits
- Laws for equal pay
- Law for paid family leave
- Equal rights under the law and laws are enforced
- Equal ownership of assets including inheritance
- LGBTQIA protections

**Education:**

- Gender parity in secondary education
- Closer to gender parity in tertiary education

**Government**

- Gender parity in government
- Countries have ownership of their own development
- Authorities are committed to domestic violence/GBV prevention and justice/zero tolerance
- Increased investment of time and money in governance

- Male engagement in gender equality is the norm and is built into everything
- Mandatory gender units in government agencies
- More developing countries collect sex-disaggregated data at the household level
- Leveraging opportunities for “disruption” during displacement or conflict/use of ICT in USAID GBV policy

## **Health**

- No more stigma for women who breastfeed in public or in the workplace
- More access to reproductive services including maternal care

## **Private Sector**

- Strong information-sharing data available and evidence based analysis/ Open source data
- Closer to gender parity in STEM careers
- There is gender data from corporations, SMEs, banking institutions and it is used for adaptive management
- Time use as part of cost/benefit consumer analysis
- Risk mitigation through livelihood diversification
- More socially engaged corporations/move away from CSR to “win-win”

## **Social Norms**

- More women in decision-making roles
- Understand the larger investment in gender and social impacts
- Men and women are held to the same standards in politics, leadership and management
- Men take on more non-traditional roles and share caretaking workload
- Expanded definition of gender identification including more diverse masculinity
- Gender parity in traditional and religious leadership

## **Access to resources**

- Equal food access
- Everyone has access to reliable, affordable energy
- Improved access to smartphones and computers for women/ Improvement of the digital gender gap

## **Finance and banking**

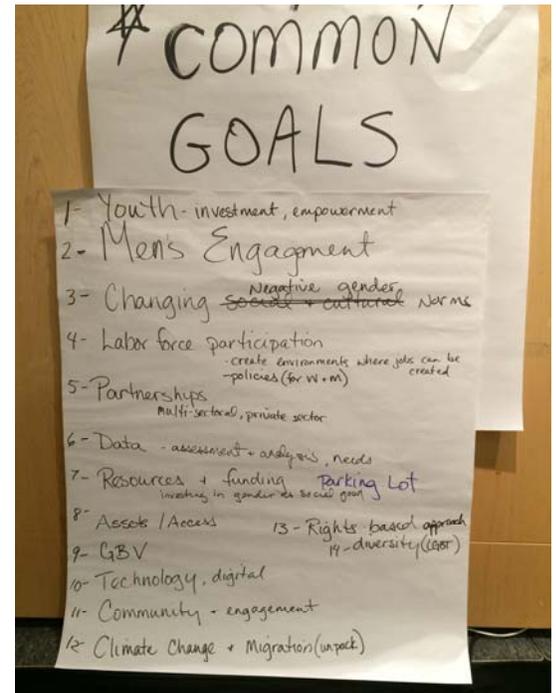
- Saving accounts for all women and girls
- Women are able to obtain finance on the same basis as men

Following the presentations, Wade Channell and Diana Prieto shared what they heard as common themes embraced through the scenarios. Most of the ideas were mentioned by multiple groups; the creative presentations allowed the participants to clearly see the common aspects they all shared.

The list was then scrutinized by the participants. Each entry was voted on by the group in plenary, and only those with 100% support were included as this WSR's list of common themes.

Common Themes:

1. Youth investment and empowerment
2. Men's engagement
3. Changing negative gender norms
4. Labor force participation/conducive environments and policies for job creation
5. Multisectoral partnerships
6. Data assessment and analysis
7. Resources and funding/investing in gender equality as a social good
8. Assets and access
9. GBV
10. Technology and digital inclusion
11. Community engagement
12. Climate change and migration
13. Rights-based approach
14. Social inclusion/LGBTQIA



The common themes were used by the groups on the second day of the workshop to develop the action plans reported on above in section IV. A key part of the WSR process is the collective nature of what is decided and exploiting in a positive sense the social capital built to move actions forward. Every participant had to agree to every common theme. For this reason, number 7 was placed to the side. Some participants felt that resources and investment was implicit in other topics. The remaining items are reflected in the three-month and three-year action plans.

---

### Annex 5: Dialogue with USAID Leadership

---

The workshop concluded with a dialogue between USAID leadership and participants about recommendations related to WE3 advancement. Diana Prieto began by summarizing the processes in which the groups had participated, and then each group was able to make brief comments to USAID for their consideration about ways to advance WE3. The highlights follow.

**Male Engagement:** Male engagement is critical to the success of everything else we spoke about. Knowing that it is important, we ask USAID to make it a priority. During the current policy review, identify this as a gap that needs to be addressed. **Ask that USAID commit to bringing more men into gender discussions.**

**Risk Mitigation:** Discussed the need to make sure all programs have dedicated measures to track and prevent against unintended consequences. GBV and unintended negative consequences, to be

included in all project plans. **Request that Contracting Officers are trained to know what risk mitigation means and that they learn how to track it and promote accountability.**

*Decent Work and Workforce Development:* **All projects to take a workers' rights approach.**

*Women's Leadership:* **Women's leadership be explicitly mentioned in RFPs and RFAs. Explicitly channel funds to women's organizations and make it faster and easier to do so. Host/bring together a conference or workshop addressing technology. Has USAID done a gender audit of itself? If they have, please share it with the community.**

*Women's SMEs and Entrepreneurship:* **Advocate for economic growth funding to fill gaps and address needed structural changes. USAID to use its convening power to better coordinate the work being done. More flexible funding.**

*Agriculture and Food Security:* **Within the next year, adapt and simplify existing organizational capacity assessment tools, such as Human and Institutional Capacity Development Tool.**

*Financial Inclusion:* Financial inclusion at the core of WE3. The importance of IDs for formalization and inclusion – bring together a Working Group that promotes financial inclusion and the need for IDs. **Creating toolkits/guidance that can be given to Economic Growth and Gender Officers at Missions to inform them about financial inclusion.**

*Technology:* At annual portfolio reviews, ensure that the implementing partners are part of the reviews and that the composition of the partners includes marginalized groups.



*Health and Economic Strengthening:* **Better coordination and information sharing, inclusive of failures or unintended consequences. Multi-sectoral funding streams with longer timeframes to pursue sustainable outcomes. Integrated approaches at all levels, not just in programming but also among USAID Bureaus and country government offices.**

*Education and Youth Workforce Development:* **Seeking integrated approaches because economic empowerment touches on many sectors. Flexibility in education strategy. Intergenerational approaches. Intervening in earlier years for boys and girls to work to change gender norms and prevent negative norms from forming. Consider adapting USAID Country Director performance appraisals to include gender achievements.**