

# Models of gender-sensitive procurement used by international aid entities

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## Question

*Please set out the different models that major international entities (multilateral, bilateral, or non-profit) working in international development or similar sectors use to implement gender-sensitive procurement in their own operations. Identify which entities are implementing gender-sensitive procurement within their organisations, and what models they are using.*

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# 1. Overview

Few international entities working in international development, humanitarian aid, or similar sectors, are systematically implementing gender-sensitive procurement (GSP) in their own operations, a rapid survey of 40 such multilateral, bilateral, and non-profit organisations conducted for this report shows. Of the 15 organisations that responded with information by email, the reported practices stand as follows: 3 organisations do not implement GSP and are not considering it (though one mentions gender mainstreaming as the alternative approach adopted); 2 are considering it; 3 are considering it and have piloted it; 2 have adopted it and are implementing it through pilots or *ad hoc* projects; 4 have adopted it and are launching it organisation-wide (2 with firm goals, 2 on a voluntary basis); and 1 has adopted and implemented it organisation-wide for several months<sup>1</sup>. The organisations that have piloted or fully applied it have overwhelmingly chosen a model where they primarily seek to increase sourcing from women-owned or women-controlled businesses. Because implementation remains in its infancy across the board, there is little evidence on results, be it self-reported or external, and there is no comparative evidence contrasting the effects of different models or implementations.

Gender-sensitive procurement is one important way to advance gender equality and women's rights in local, national, and international economies, as noted by the UN High-Level Panel on Women's Economic Empowerment (HLP-WEE, 2017b, 2017a). Certainly, there are worldwide debates and contestations about the outsourcing of public goods and services, particularly in light of negative effects on quality and equality in public services, especially for women's and girls' rights (Bretton Woods Project, n.d.; Nyeck, 2015; UN Women, 2017). Distinctly though, procurement practices have also been widely criticised for producing and reproducing biases against women. Women-owned businesses globally "earn less than 1% of the money" that large corporations and governments spend on products and services, according to research by WEConnect International (Vazquez & Frankel, 2017, p. 9).

Within this, large international aid actors are major spenders on procurement. For example, in 2016, the United Nations (UN) spent US\$17.7 billion on purchase of services, goods and civil works (UNGM, 2018). Yet, most of these actors have not yet implemented gender-responsive procurement policies and practices that would significantly and systematically redress gender inequalities. Many have pledged to advance gender equality in their own operations, including through procurement, and have sometimes produced guides and data that encourage private and public entities to adopt GSP (Chin, 2014, 2017; Harris Rimmer (ed.), 2017; Kirton, 2013; O'Rourke, Leire, & Bowden, 2013). However, rapid research conducted for this report found a dearth of information on GSP that would be publically and easily available from these actors. Even data from the email survey is limited, self-reported, and often preliminary.

The following main findings emerge from the emailed data gathered in this rapid research:

- Increasing sourcing from businesses owned and/or controlled by women is by far the most common model used. It is the main approach both among respondents considering GSP and those that have piloted or adopted GSP.

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<sup>1</sup> One additional organisation contributed information, which was shared confidentially with DFID. However, it declined to make the information public in this report. Consequently, this is not taken into account in this report.

- Other frequent models that respondents mention, alongside or instead of the above, include: sourcing from suppliers that internally advance equality or empowerment for women (e.g. good gender balance in their workforce and/or teams, good representation of women at all levels, and/or good gender equality policies); or sourcing from suppliers that commit to recruiting a percentage of women for the awarded contract.

The table below offer an overview mapping of each respondent organisation’s practices.

Table 1: Overview mapping of each respondent organisation’s practices in gender-sensitive procurement

Organisation	GSP?	Specifics
Asian Devt. Bank	No	Under consideration
Gates Foundation	No	
Denmark	Yes	Under consideration, and piloted (exclusion of family cost from evaluation of price in long-term consultancy)
IFC	Yes	Starting up, focus on women-owned businesses
ILO	Yes	In ad-hoc ILO project procurement operations through women's participation in workforce for a set contract
Inter-American Devt. Bank	Yes	Piloted in projects procurement through participation of women in workforce for a set contract
Netherlands	No	Under consideration
Sweden	No	No GSP as such, gender mainstreaming in procurement
UN Women	Yes	Full though recent implementation across UN Women, focus on women-owned businesses, though some attention to other models (e.g. suppliers' gender balance in workforce or gender equality policies)
UNDP	Yes	Piloting in Somalia and Gambia, gender criteria at regional hub in Panama; focus on women-owned businesses but attention to more diverse aspects too (e.g. suppliers' gender balance and gender equality policies); & UNDP-wide, rating for women empowerment policy in RFP and Pass/Fail in ITB
UNIDO	Yes	Launching initial, limited, non-mandatory steps, focus on suppliers' gender balance and equality policies
UK	Yes	Under consideration, and piloted (no information on model)
UNOPS	Yes	Initial, non-mandatory implementation, focus on women-owned businesses
WHO	No	
World Bank	Yes	Starting up, focus on women-owned businesses

Source: data gathered by report author (Combaz, 2018)

## 2. Scope, sources, and state of knowledge

### Scope and sources

In line with the query of the Department for International Development (DfID), research for this report sought to map which organisation is using what models, with what results, and to find out what the most commonly used models are. The information sought could be about currently implemented models, or about lessons from recently implemented models. The entities to consider were large international organisations, such as governmental aid agencies, international organisations (United Nations [UN], regional development banks, etc.), and non-governmental organisations (NGOs) and foundations with complex chains of supply for goods or services meant for humanitarian, development, or human rights activities<sup>2</sup>. DfID was interested in knowing about any models used for gender-sensitive procurement. These could be: increasing sourcing from women-owned enterprises; or prioritising sourcing from suppliers with equal numbers of women and men employees, or with equal numbers of women and men on their boards, or with a reduced gender pay gap; or any other approaches.

To gather this information within the ten allocated research days, the report author first conducted online searches in academic and grey literature on gender-sensitive procurement. She also systematically visited the procurement and gender web pages of a selection of organisations. The organisations were selected based on DfID's priority interests. Systematically visiting these organisations' English-language pages on procurement and gender showed that most entities provide little to no public information on their gender-sensitive procurement practices in a manner that is easy to find. When they do offer information, this often includes few specifics about modalities and results, instead making general references to equal opportunities for suppliers and providers.

In light of this, the researcher then emailed relevant contacts on procurement and/or on gender in each selected organisation to ask about the organisation's practices and models for gender-sensitive procurement. In total, the researcher was in touch with 88 contacts in 44 organisations in a period of ten working days over less than four weeks, with one initial email and often with one follow-up email to send the initial enquiry. The table below (Table 2) summarises the email survey conducted, and the responses received.

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<sup>2</sup> This scope excluded among others governmental agencies that conduct development or humanitarian operations within their own countries. This being said, a number of governments in low- and middle-income countries (LMICs) have adopted relevant practices in gender-sensitive procurement, as indicated by the rapid review conducted for this report and by one expert's recommendation of contacts in Kenya. For an overview and case studies of GSP by governments in LMICs, see for example: Chin, 2014; Harris Rimmer (ed.), 2017; Kirton, 2013; Nyeck, 2015, 2017; O'Rourke, Leire, & Bowden, 2013.

Table 2: Overview of email survey conducted

Type of organisations	Number of contacts emailed	Number of different organisations concerned	Number of these organisations that provided information
Development banks – world & regional	23	5	3 out of 5
International organisations – world (UN system & European Union)	23	13	6 out of 13
Governmental aid agencies (bilateral)	24	10	4 out of 10
NGOs & foundation	12	12	1 out of 12
Trade body of procurement professionals & private sector	4	2	2 out of 2
Academia	2	2	1 out of 2

Source: report author's data (Combaz, 2018)

## State of knowledge

There is a **dearth of information** that is publically and easily available about gender-sensitive procurement at most of the large international entities examined in this report. These organisations have put out little information about GSP in their own operations, be it on their web pages about procurement or about gender equality. For a few organisations, this seems to be because they do not use such procurement. For most, no obvious reason was apparent to explain a total lack of mention, or brief and vague mentions (e.g. one or two sentences about not discriminating against, and welcoming, applications from women suppliers and providers). The information emailed to the report author by contacts within these organisations also suggests that most of the organisations themselves have built up a limited evidence base for now, as even the ones with relatively more advanced implementation are still in the early stages of using GSP. Consequently, the lack of public information, and the limited implementation of GSP so far by the organisations concerned, all make for a limited knowledge base. A dearth of academic, practitioner, and policy literature on GSP as implemented by these organisations compounds the problem.

In addition, nearly all the available data found and received for this rapid mapping, however relevant and informative, are **self-reported, and largely prospective**. Because organisations' implementation of GSP is in its infancy, they only convey their GSP objectives, and sometimes their preliminary, incomplete results. This rapid mapping could not identify any corresponding

external evaluation or independent research. This creates limits to the rigour of the data obtained, and makes the findings presented here indicative. Much of the data consist of quantitative indicators, but a few qualitative considerations were also provided by some contacts.

The sources of the data obtained have **limited diversity**. Nearly all the respondents are in development banks, multilateral organisations, and governmental aid agencies. Within the report timeframe, no responses were received from the contacted NGOs (this is most probably due to the short notice). On the other hand, there is fair geographic diversity in the responses received, with respondents located in, or referring to GSP implementation in, Africa, the Americas, Asia-Pacific, Europe, and the Middle East (most contributors were located at the headquarters of their organisations). Respondents most often held jobs in a procurement unit in their organisations, and somewhat less frequently in a gender equality unit.

One **important gap** in the data found and provided is that the reported considerations and practices of gender-sensitive procurements rarely mentioned connections to tackling other forms of inequalities in an intersectional way. Only a minority of the GSP data explicitly mentioned practices meant to increase procurement partnerships specifically from or with disadvantaged women, such as women with disabilities, extremely poor women, young women, or women subjected to ethnic or cultural discrimination.

### 3. International organisations

#### International Labour Organisation (ILO)

Table 3: ILO

<b>Uses GSP?</b>	Yes
<b>Details on GSP</b>	<p data-bbox="376 1272 608 1301"><u>General principles</u></p> <p data-bbox="376 1335 1414 1585">“The ILO as a specialized agency of the United Nations shares the same procurement core principles as of other sister organizations such as ‘a fair and open competition’, giving all qualified vendors an opportunity to participate in ILO tenders. This however should not prevent the ILO from targeting a specific group of vendors (e.g. women, a minority group, etc.) in the framework of ad-hoc ILO procurement operations, where the project objectives so justify.” (expert comment)</p> <p data-bbox="376 1682 667 1711"><u>Gender mainstreaming</u></p> <p data-bbox="376 1744 1414 1995">“In this regard I would like to mention that, like other internal policies, the ILO gender policy, embedded in the ILO international labour standards and implemented through the work of the ILO Gender, Equality and Diversity Branch (GED) informs the procurement and contracting strategy of the organization.” (expert comment)</p>

#### Initiatives related to specific projects

“The ILO has been fundamental in the implementation of gender-sensitive procurement initiatives, building on ILO’s Fundamental Principles and Rights at Work, which include those related to equality and non-discrimination:

<http://www.ilo.org/global/topics/equality-and-discrimination/lang--en/index.htm>.”

(expert comment)

“Furthermore, ILO has just signed with DFID a five years Partnership Programme on Fair Recruitment and Decent Work for Women Migrant Workers in South Asia and The Middle East [...]”(expert comment)

“Moreover, currently the ILO is implementing infrastructure works projects in Syria and Lebanon to promote among others equal access to job opportunities. The tender conditions specify that the vendors need to be locally sourced and the force labour must be composed of refugees, both men and women (with a minimum of 10 % of jobs created to be dedicated to women). These tender conditions are complemented by specific provisions in the project document promoting the involvement of women in the workforce such as by offering women work closer to their homes, providing child-care facilities, allowing women to participate in small works, even if they are not able to work for whole working days, etc.” (expert comment)

#### Advocacy in the wider UN system

At the levels of the Procurement Network of the UN High-Level Committee on Management, and of the United Nation Global Marketplace, “the ILO has been fundamental in the implementation of gender-sensitive procurement initiatives. As chair of the UNGM the ILO has ensured the swift implementation of an initiative aimed at registering the gender of business owners at point of company registration in UNGM or companies having women in controlling positions. After these changes to the registration process were introduced, more than 5,000 companies have registered as being owned or controlled by women. Each UN member organization is free to use that information for their own procurement purposes.” (expert comment)

**Any  
(self-)  
reported  
results?**

None reported in the short timeframe available for exchanges between report author and experts

## UN Women

Table 4: UN Women

<b>Uses GSP?</b>	Yes
<b>Details on GSP</b>	<p><u>Strategy</u></p> <p>UN Women “strives to ensure that all operations, including procurement processes, support its mandate to achieve gender equality and empower women. UN Women, therefore, endorses gender-responsive procurement (GRP) as a critical part of the solution for gender equality and women’s empowerment.” (experts’ comment)</p> <p>“By 2019, UN Women aims to increase the agency’s total procurement contracts awarded to women-owned businesses/suppliers by 178 % from its current state in 2016” (UNGM, 2018). “A women-owned business is defined in UN Women as a company that is ‘51% or more owned, managed and controlled by at least one or more women’. This definition is in line with the definitions applied by other UN agencies as well as Government entities” (experts’ comment).</p> <p><u>Policies</u></p> <p>UN Women has:</p> <ul style="list-style-type: none"><li>• Integrated GRP policies and provisions in the procurement process by including them into (experts’ comment; also see UNGM, 2018):<ul style="list-style-type: none"><li>- Its procurement manual.</li><li>- Solicitation templates.</li><li>- Guidelines.</li><li>- Contracts. It amended “its ‘General Conditions of Contract’ that requires suppliers to avoid discriminatory practices. This requirement extends to the suppliers’ supply chain both upstream and downstream. UN Women is the first UN Agency that has incorporated gender-responsive procurement provisions in its general terms and conditions of contract” (UNGM, 2018).</li></ul></li><li>• Developed criteria for gender evaluation that may be used for requests for proposals (RFPs) or invitation to bid (ITBs). Such criteria may include, but are not limited to (experts’ comment):<ul style="list-style-type: none"><li>- “whether the vendor has adopted gender policies (e.g. parental leave, sexual harassment, anti-discrimination)”;</li><li>- “whether the project team is gender-balanced”;</li><li>- “what is the proportion of women employees in the company”;</li><li>- “if any women-owned sub-contractors are included [...]”.</li></ul></li><li>• “Implemented mechanisms of preferences as introducing women ownership as a tie-breaker between two or more suppliers that score the same in an evaluation process” (UNGM, 2018). With solicitations, this tie breaker allows UN Women “to award a contract to a woman vendor if two quotations/proposals offer the same price/bids. In case both suppliers are</li></ul>

women vendors, UN Women will request a best and final offer from both suppliers and shall make a final comparison of the competing suppliers” (experts’ comment).

#### Internal goal-setting

UN Women has introduced key performance indicators (KPIs) with annual targets of spend on women vendors. It has developed an online dashboard in its intranet to track this. This “will help each field office to track completion status of annual targets, as well as allowing Headquarters to monitor and provide support” (experts’ comment).

#### Internal capacity-building

“Strengthening the internal capacity of UN Women procurement practitioners in buying in a more gender responsive manner is a cornerstone of UN Women’s efforts on GRP. Regional Office buyers and procurement focal points are currently being trained on how to apply the gender policies in the procurement process in order to raise the share of women vendors in UN Women’s overall spend.” (experts’ comment)

One example of this is a collaboration with The Chartered Institute of Procurement & Supply (CIPS). CIPS has “developed a structured training programme covering the key procurement activities to operate up to junior procurement manager/buyer level. At present this is being rolled out to UN Women procurement staff worldwide (both men and women) to reach a standard level of best practice when carrying out procurement at their regional and local offices. The format is a blended learning approach with three course books, related e-learning and tutor led webinars. Each participant takes an on-line multiple choice questionnaire test and receives a certificate of completion when they pass. A follow on programme is under discussion at the more senior level of operation” (expert comment).

#### Procurement planning and building of networks

“A structured approach to GRP starts with integrating gender equality considerations into procurement planning. This allows identification of priority areas, that will guide UN Women’s approach to GRP and influence the whole procurement process” (experts’ comment).

UN Women is partnering “with women business organizations and networks to find women-owned businesses and initiate communication with the media to spread awareness” (UNGM, 2018). It “also encourages the use of regional business rosters and networks to find women vendors and to post solicitation opportunities on non-traditional procurement platforms where women and SME-owners are present (e.g. social media).” (experts’ comment)

#### Capacity-building for women suppliers and providers

UN Women is also rolling out and implementing “an online capacity training and certification programme for women-owned businesses and female buyers in procurement professions”, through its training partners (UNGM, 2018).

For example, a longer-term project under consideration would be for the The Chartered Institute of Procurement & Supply (CIPS) to extend the training it has offered to UN Women procurement officers “outside of UN Women staff and offer it

to women entrepreneurs or small business owners in developing countries sponsored by their governments or aid agencies” (expert comment).

### IT tools

UN Women has developed “a new eProcurement platform that will move the whole procurement process on-line. This will, among other things, enable and facilitate the classification of vendors, collection of data and measurement of progress, as well as simplify the inclusion of more gender-responsive aspects in the procurement process” (UNGM, 2018). The e-procurement platform embeds the GRP policy and facilitates supplier inclusion (experts’ comment).

“To collect data and allow preferential treatment of women vendors in accordance with policies and principles”, UN Women has implemented a mandatory registration of gender profile “for both institutional and non-institutional vendors (e.g. individual contractors)” (experts’ comment). This enables UN Women “to measure the progress, effectiveness and result of changed policies, procedures and practices” (experts’ comment). This generates classification based on ownership/control by women (UNGM, 2018).

UN Women collects this information through its internal system for Enterprise Resource Planning (ERP), called ATLAS. It will also collect such data “through the solicitation documents, which are currently being updated with gender sections” (UNGM, 2018; also mentioned in experts’ comment).

“A similar, but non-mandatory classification was incorporated in the UN Global Marketplace (UNGM), a procurement portal and vendor database representing a global market of over USD 17 billion annually, used by around 30 UN Agencies and has over 150,000 registered vendors. In UNGM, companies and individuals may self-register as a women vendor when registering an account. This has captured almost 4,000 women vendors in different markets and sectors” (experts’ comment).

### Advocacy in the wider UN system

“UN Women is actively advocating for GRP to spread further in the wider UN system” (experts’ comment). It initiated “discussion with UN system agencies to update the ‘UN Supplier Code of Conduct’ and the ‘UN Procurement Practitioner’s Handbook’ to contain gender-responsive provisions and provision on gender-based discriminatory employment practices” (UNGM, 2018). It then “contributed with a gender perspective and provisions to the updated UN’s Supplier Code of Conduct (to be launched shortly) and the UN system-wide Procurement Practitioner’s Handbook ([PPH](#), Chapter 14 Sustainable Procurement)” (experts’ comment).

### Information sharing

UN Women has raised awareness about GRP, and shared knowledge and information about it through programmatic work. It does so through digital platforms: UN Women’s [website](#) and UNGM’s [Knowledge Center](#) (experts’ comment).

“Supporting governments, corporates and organizations to practice gender-responsive procurement is part of UN Women’s strategy in the area of women’s economic empowerment, particularly through the programme ‘Stimulating equal opportunities for women entrepreneurs.’ In March 2017, UN Women published the corporate guide ‘[The Power of Procurement – How to Source from Women Owned](#)

Businesses, which identifies key market barriers and shares best practices on how to source more from WOB.” (experts’ comment)

The reference cited in this section is: United Nations Global Marketplace [UNGM] (2018). *UN Women. Gender Responsive Procurement*. [https://www.ungm.org/Shared/KnowledgeCenter/Pages/PT\\_GRP](https://www.ungm.org/Shared/KnowledgeCenter/Pages/PT_GRP)

**Any (self-) reported results?**

No formal evaluation conducted yet specifically on gender-responsive procurement (expert comment).

However, “UN Women has increased procurement spend on women by approximately 2-3% between 2016 and 2017 through the introduction of specific policies and tools [presented earlier under the header ‘Policies and tools’]” (experts’ comment).

On the other hand, a 2016 external evaluation of the organisational structure of UN Women, which focused on its regional architecture, noted some hurdles (expert comment).

This evaluation found that procurement at the time remained too burdensome and challenging, which resulted in limitations to efficiency (UN Women, 2016, p. 74). The formalised procedures for engaging partners and vendors were inappropriate, making it difficult to reach the most vulnerable women’s groups. The procedures in question were the “Project Cooperation Agreement and procurement procedures in the [Programme Operations Manual]” (UN Women, 2016, p. 90). In contrast, trust funds at headquarters enabled UN Women “to identify and collaborate with emerging [civil society organisations]”, including “new partners and voices”, especially among the most marginalised women (UN Women, 2016, p. 90). Enduring limitations in staffing levels, tools, and resourcing made procurement “a challenge without a clear solution”, a problem “confirmed by all country level types” (UN Women, 2016, p. 92).

The evaluation reference is: UN Women. (2016). *Strengthening Organizational Structure for Delivering Gender Equality Results. Corporate Evaluation of the Regional Architecture of UN Women*. UN Women, with Independent Evaluation Office of UN Women. <https://gate.unwomen.org/EvaluationDocument/Download?evaluationDocumentID=9026>

## UNDP

Table 5: UNDP

<b>Uses GSP?</b>	Yes, partly – Ratings / assessments for women empowerment policy throughout procurement, pilots by UNDP Somalia and Gambia, & frequent use of gender criteria by the Regional Service Centre / Hub in Panama
<b>Details on GSP</b>	<p><u>Procurement policy and strategy, and country-level flexibility</u></p> <p>Since UNDP’s previous procurement strategy (for 2015-2017), UNDP has vowed to “incorporate sustainability, the social costs of carbon emission, women’s empowerment and South-South Cooperation as criteria in key purchasing decisions, shifting, from a narrow focus on ‘price’ to a calculation based on the ‘total cost of ownership throughout the life cycle of products and services.’”</p>

(experts' comment)

In early 2017, UNDP had “no definite policy/framework under the financial rules and regulations to support gender in procurement” (experts' comment).

However, as of 2018, UNDP “corporately [has] a rating for women empowerment policy” in its requests for proposal (RFP) and a Pass/Fail assessment in its invitations to bid (ITB). (expert comment)

Further, UNDP country offices have had room to take action of their own in this regard. For example, the Somalia country office has taken steps towards more gender-responsive procurement (experts' comment).

#### Piloting of GSP by UNDP Somalia country office

One expert described the UNDP office in Somalia as being “on the forefront of gender initiatives in the field.” (expert comment)

UNDP Somalia believes that, by requesting certain information (e.g. number of women on the board of directors, number of women employees etc.), it can show potential business partners “what a gender responsive employer should have in place.” (experts' comment)

The UNDP Somalia country office has implemented the following (experts' comment):

- It has created “a mailing list of women groups/NGOs/private sector/opinion leaders”, and invites them “to participate in bidding opportunities”.
- It has requested “local vendors to provide information on gender balance and gender policies”. Examples are mentioned in some of the points below.
- In requests for quotation (RFQs):
  - It requests information on the number of women working in the bidding organisation, and their designation (“Please provide details on the number of women employed in the company and in what capacity.”);
  - and/or
  - It includes the affirmative statement: “Women owned business are especially encouraged to apply.” More broadly, it encourages “all genders, minorities and persons with disability [...] to apply for consultancy vacancies [...]”.
- In all invitations to bid (ITBs) and RFPs in local procurement, it has included a gender questionnaire.

The goal is to build aggregate data for a baseline “mapping UNDP Somalia’s local procurement activities concerning gender sensitivity”.

The country office has recently done “a brief summary to see the status of female representation across the bidders beginning 2018”.
- In early 2018, it has advertised a request for proposal (RFP) where it included as an evaluation criteria: “organization demonstrates significant commitment to sustainability through some other means - for example

internal company policy documents on women empowerment, renewable energies or membership of trade institutions promoting such issues”.

- It normally has “at least one female representative in the bids evaluation committees”. The goal is to have at least one woman evaluator in the technical evaluation committee for formal procurement processes.
- It has also considered further actions. For some of these actions, the author of the present report unfortunately could not ask within the short turnaround time if these initiatives have actually been implemented. These actions considered by UNDP are highly relevant to implementing GSP nonetheless. They are:
  - Capacity-building or induction for “women groups, women owned businesses, youth, and persons with disabilities on how to respond to UNDP solicitation documents”, through business seminars.
  - Provide leadership programmes (funded by UNDP) for women in business, and encourage them to work in male-dominated sectors (e.g. civil works, manufacturing etc.).
  - Pre-conference for tenders, so that potential contractors – especially vulnerable groups – to better understand UNDP requirements.
  - Translation of the RFQ into Somali language so vulnerable groups can have a wider understanding of the requirements.
  - To enable groups without internet access to participate in bidding, providing a service desk, through a partnership with a current UNDP partner (civil society organisation or implementing partner).
  - In the technical evaluation, awarding “more points to organisations that have put in place gender policies or [that have a] more gender sensitive business profile”.
- With other actions that UNDP Somalia has considered, the experts who contributed comments to the present report has mentioned to the report author that, for different reasons, it has not been able to implement the actions for now. These actions include:
  - “[P]roviding scholarships for business education for Somali women so they could start their businesses and potentially participate in UNDP procurement processes” (not implemented).
  - “Reserving 10% of all procurement for vulnerable groups (where applicable) and assessing their capacity at a different level than the custom technical evaluation” (not implemented).
  - For RFQs, using the 10% deviation allowed in order to award second-best offer to more gender-sensitive companies.

#### Piloting of GSP by UNDP Gambia country office

The UNDP Gambia country office (CO) has been trialling GSP through the following approaches, approved by the resident representative (experts’ comment):

- In requests for proposal (RFP), requests for bids (RFB), and requests for quotation (RFQ), firms are invited to include their gender policy, or a gender analysis of their workforce. This is not a mandatory requirement. However, firms with strong technical and financial proposals can receive additional points if they demonstrate having a gender policy and a gender-equitable workforce.
- For consultancies related to research or policy, contractors or consultants are encouraged to indicate how they intend to ensure gender balance in their contributions. For example, men consultants are encouraged to bring in women consultants as part of the team.
- The CO ensures an equitable gender participation in services or sectors where women have predominantly participated. For example, in catering, the CO seeks to adequately represent men-owned catering ventures in its contracts.
- In procurement evaluation panels, the CO ensures that panels have a gender balance, and that interview questions take into consideration the needs of both men and women (by including a question on gender).
- In Performance Management and Development (PMD), the CO ensures that gender is included as a key result, by including a programme specialist in the operations<sup>3</sup>.

#### Frequent use of gender criteria by Regional Service Centre in Panama:

Many of the procurement actions undertaken by the regional hub in Panama take into account gender-sensitive indicators, in the terms of reference and/or in the evaluation criteria (experts' comments).

Good practices at the regional hub include the following examples (experts' comments):

- Inter-agency Long-Term Agreements (LTAs) that are complex and of high value (1.8 Million and 23.2 Million)<sup>4</sup> include gender in the terms of reference and in the evaluation criteria. These LTAs are in process or were issued in 2018.
- Gender balance (as well as other UN values) is discussed with LTA holders, both on a regular basis and as part of the evaluation by the regional hub.

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<sup>3</sup> Contributing experts' wording about this point was not clear, and there was no time left to ask for clarification. Presumably, the specialist in question is a gender specialist.

<sup>4</sup> Contributing experts' wording about this point was not clear, and there was no time left to ask for clarification. Presumably, the amounts in question are in US\$.

<b>Any (self-) reported results?</b>	None reported in the short timeframe available for exchanges between report author and experts (too little time left before deadline)
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## UNIDO

Table 6: UNIDO

<b>Uses GSP?</b>	Yes, in early launching
<b>Details on GSP</b>	<p>“Our new Procurement Manual which will be launched in next few months will include a new (short) Chapter called ‘Gender-progressive Procurement’ which is considered a first important step.</p> <p>With this Chapter UNIDO endorses gender-responsive procurement as a critical part of the solution for gender equality and women’s empowerment. The Chapter contains and interactive link which, in future, will we provide additional information e.g. possible gender-progressive evaluation criteria, questions to bidder including questions regarding gender balance in their companies etc. for awareness raising purposes etc. At present all this is to be developed in more detailed and will be launched on a pro-active but not mandatory basis – in particular to address the UNIDO projects with high ‘gender-marker’.” (expert comment)</p>
<b>Any (self-) reported results?</b>	None yet, launching phase

## UNOPS

Table 7: UNOPS

<b>Uses GSP?</b>	Yes
<b>Details on GSP</b>	<p><u>United Nations Global Marketplace</u></p> <p>Flag in the United Nations Global Marketplace [<a href="https://www.ungm.org/">https://www.ungm.org/</a>] for women-owned businesses (WOBs): “UNOPS in partnership with other UN agencies have established a flag in the vendor registration portal to enable Women owned businesses to self-identify. You can see more by logging into UNGM.org and registering as a vendor. This enables us to see (through our own ERP [Enterprise Resource Planning] system), what percentage of self-declared WOB have participated in our procurements” (expert comment)</p>

### UNOPS Possibilities (UP) forums and associated special provisions

“UNOPS has also established a definition for what constitutes a women-owned business (as a diverse supplier) and established special provisions in our manual as well as a programme to enhance the capacity of these businesses through UP forums.” (expert comment)

For example, UNOPS is “one of the first UN agencies to have included special provisions in its procurement manual regarding limited competition. These are applied to specific projects in country after the delivery of an UP forum”, to “support the shift of a larger share of UNOPS procurement towards local MSMEs, women-owned and youth-owned enterprises”. (source: UNOPS powerpoint presentation communicated by a contacted expert)

### Developing guidance for gender mainstreaming in field procurement

UNOPS headquarters “are also developing some additional guidance documents for our field colleagues on how to consider gender mainstreaming in their procurements (to UNOPS standards) – but this is still in development.” (expert comment)

#### **Any (self-) reported results?**

UNOPS “are just in the process of measuring the impact but the results are quite positive. [It’s] still too early to see a shift – [...] the indications as they stand are that there are already a lot of WOBs out there we just have never qualified them or identified them before” (expert comment).

Preliminary indications include:

- “UNOPS has already awarded \$1.2 million to Women Owned Businesses this year[.] This was done through 12 tenders won by companies in countries such as Cambodia, Myanmar, Serbia, Ukraine, Switzerland and Denmark
- Thanks to the new Women-Owned Business Flag on UNGM, we have identified 2,485 women-owned businesses and the numbers continue to grow” (expert comment)

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## **World Health Organisation (WHO)**

Table 8: WHO

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#### **Uses GSP?**

No

At this time, “WHO does not include gender sensitive provisions in its procurement.” (expert comment)

WHO’s General Contractual Conditions “require the suppliers to refrain from discrimination of all sorts, including on the account of gender of its personnel.” (expert comment)

“A provision on discrimination is present in the UN Code of Suppliers, which [WHO refers] to in all contracts conditions and solicitation documents.” (expert comment)

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Details on GSP	Not applicable
Any (self-)reported results?	Not applicable

## 4. Development banks

### World Bank Group: World Bank & IFC

Table 9: World Bank Group - World Bank (WB) & International Finance Corporation (IFC)

Uses GSP?	Yes
Details on GSP	<p>Recently, the World Bank Group as a whole “has undertaken [steps] to sex disaggregate our procurement spent and setting a target” (expert comment).</p> <p>The World Bank Group joined WEConnect International as a corporate buyer in 2018 (expert comment).</p> <p><u>Corporate Procurement</u></p> <p>“The World Bank Group is committing to increase the share of our annual corporate procurement that goes to women-owned businesses (WBEs) to 7% by 2023. This would represent more than double the current baseline. By doing so, the WBG is the first Multilateral Development Bank (MDB) to establish such a target through the following initiatives:</p> <ul style="list-style-type: none"> <li>• Increasing technology support to enable accessibility for WBEs, improve measurement capabilities, and automation of processes to remove barriers</li> <li>• Reengineering the procurement processes, to better identify WBEs in pre-solicitation efforts and evaluate/reward supplier diversity efforts (both primary and secondary suppliers)</li> <li>• Partnering with industry accreditation groups such as WEConnect and WBENC to develop strategic plans for improving the identification, qualification and outreach with WBEs <i>[WBENC: Women's Business Enterprise National Council, which is the largest third-party certifier of businesses owned, controlled, and operated by women in the United States; source: <a href="https://www.wbenc.org/">https://www.wbenc.org/</a>]</i></li> <li>• Building internal capacity related to procurement of WBEs, including with Country Offices who have more direct impact locally</li> </ul>

- Building capacity with WBEs to improve their ability to respond to WBG solicitations, strengthen contract management, and create succession plans so their success continues past the length of their contract with the WBG.”

(comment by one expert, based on the expert’s own input and on input the expert gathered from others)

#### Operational Procurement

“The World Bank’s Standard Bidding Documents for civil works financed by World Bank operations include several provisions aimed at managing risks associated with a wide range of forms of Gender-Based Violence (GBV) both during contractor selection and contract implementation.

The Borrower is required to state the Works’ policy goals in the Documents to integrate, among several other minimum requirements, standards regarding gender equality, sexual harassment, GBV, and sexual exploitation and abuse. This sets out specific commitments for the Contractor to provide an enabling environment where women and men have equal opportunity to participate in, and benefit from, planning and development of the Works. In addition, the Contractor’s code of conduct must provide for Non-Discrimination in dealing with the local community (including vulnerable and disadvantaged groups), the Employer’s Personnel, and the Contractor’s Personnel based on, among other bases, gender, marital status, and gender identity.

Finally, the General Conditions of Contract require the Contractor to keep accurate records of all workers’ gender, and provide for non-discrimination, equal opportunity, and fair treatment, prohibiting discrimination with respect to aspects of the employment relationship, such as recruitment and hiring, compensation (including wages and benefits), working conditions and terms of employment, access to training, promotion, termination of employment or retirement, and discipline.”

(comment by one expert, based on the expert’s own input and on input the expert gathered from others)

#### Further comments

“There is a growing focus in the global procurement community on how to best help drive gender equality. Winning more Bank-financed contracts could contribute to the critical mass that a women-owned business needs to grow, and could be a powerful reference/entry point for winning other contracts.

The World Bank’s Chief Procurement Officer is collaborating with the other MDBs’ Heads of Procurement to include gender equality as an area for further discussion/development and harmonization among the MDBs.

The World Bank’s procurement team is considering potential interventions to enhance gender diversity in the award of operations procurement contracts and further discussions are needed before implementing significant changes. This review will include several potential options and experience in different jurisdictions and institutions starting with data gathering, possibly more targeted outreach, and application of preferences in bid evaluation.”

(comment by one expert, based on the expert’s own input and on input the expert gathered from others)

**Any (self-) reported results?** None yet, in launching phase

## Asian Development Bank (ADB)

Table 10: Asian Development Bank

**Uses GSP?** Under consideration

**Details on GSP** “Gender-sensitive procurement” is an approach that is evolving as a way for promoting women’s and women-led enterprises’ economic empowerment. All multilateral development banks started looking into this. At ADB, we are at the early stage of looking into current practices of in-house and project procurement to identify what we could practically do and what models to follow.

**Any (self-) reported results?** Not applicable

## Inter-American Development Bank (IADB)

Table 11: Inter-American Development Bank

**Uses GSP?** Yes, partly – pilots in project procurement

**Details on GSP** [General policies on project procurement](#)  
 “The Procurement Policies for IDB financed projects (GN-2349-9 and GN-2350-9) are guided by the core principles of economy, efficiency, equal opportunities, competition and transparency to achieve value for money.” (expert comment)

“Given its strategic nature, procurement has often been used as a tool to promote socioeconomic objectives including gender inclusion. However, the implementation of diverse and competing policy objectives necessarily involves trade-offs. The IDB has been open to promote gender-sensitive procurement once a thorough analysis is conducted on a case by case basis to ensure alignment with the core principles of project procurement.” (expert comment)

#### Project procurement

“The mechanism that has been used is the inclusion of specific requirements in the bidding documents oriented to promote women participation in the workforce by requiring awarded contractors to develop training programs and employ women. For instance, during 2016 the IDB promoted the inclusion of women through works contracts in Nicaragua and in Paraguay. Technical specifications were adjusted to include activities to be performed by the contractors including the design of a capacity-building program to train women in the operation of heavy equipment and the development of an internship program to put in practice their new skills. Contractors were also asked to provide sensitization training on gender equality to all staff working on the projects.” (expert comment)

#### Further comments

“[...] the IDB is part of the Multilateral Development Bank Gender Working Group (MDB GWG), which is a coordination mechanism that seeks to promote dialogue, coordination, harmonization and information exchange between the different banks. The MDB GWG is working on a set of measurable targets to track the advance on gender inclusive public procurement carried out by countries with national funds (it does not include MDB project funded procurement).” (expert comment)

#### **Any (self-) reported results?**

The mechanism “has been implemented in a few pilot projects which are still ongoing”, but they “have already shown some positive effects.” (expert comment)

- Paraguay: In a road infrastructure project, “the awarded contractors hired gender specialists to implement the women inclusion strategy, adapted their camps settings to include women, developed a handbook with rules for behavior, as well as sensitization workshops on gender equality. During 2017, 61 women (37% of all trainees) received technical training as heavy equipment operators, by the end of the year 19 women were already hired to work in the project.” (expert comment)
- Nicaragua: “In a road integration project, contractors developed technical training with certification. During 2017, 30 women were already trained as heavy equipment operators.” (expert comment)

## 5. Governmental aid agencies

### Denmark

Table 12: Danida

<b>Uses GSP?</b>	Under consideration, piloting
<b>Details on GSP</b>	“Gender-sensitive procurement is a new concept, for which we don’t have established practices. Our Embassy in Ouagadougou has piloted tendering of a long-term consultancy contract with an exclusion of family cost from the evaluation of the price, under the assumption that an exclusion of family cost in the evaluation of prices could increase the chances that bidders propose female candidate for long-term positions” (expert comment).
<b>Any (self-) reported results?</b>	None reported in the short timeframe available for exchanges between report author and expert

### Netherlands

Table 13: Ministry of Foreign Affairs of the Netherlands (includes aid agency NEDA)

<b>Uses GSP?</b>	Under consideration
<b>Details on GSP</b>	<p>The Ministry of Foreign Affairs “does not have a gender-sensitive procurement system in place yet.” (expert comment)</p> <p>“A proposal to introduce a system of procurement that takes into account issues such as gender, sustainability and other social conditions was made recently but remains to be introduced - and subsequently evaluated - this year.” (expert comment)</p> <p>While the Ministry has not instituted gender-responsive procurement so far, it has noticed “a growing interest for this within the international scene”, which may lead to future changes (expert comment).</p>
<b>Any (self-) reported results?</b>	Not applicable yet

## Sweden

Table 14: Sida

<b>Uses GSP?</b>	Yes, but not through specific GSP, only gender mainstreaming
<b>Details on GSP</b>	<p>“Sida doesn’t apply any specific models to implement gender-sensitive procurement. [...] the vast majority of the procurements performed from Sida HQ concern various consultancy services for direct or indirect support to [Sida’s] contributions around the world, and the genders aspect is mainstreamed in all of these contributions”. (expert comment)</p> <p>“[...] When it comes to procurement, we are bound by the Swedish Public Procurement Act and EU-directives”. (expert comment)</p>
<b>Any (self-) reported results?</b>	None as such: “[...] even though gender is mainstreamed in all our contributions, Sida doesn’t apply gender sensitive procurement in a systematic way. Therefore, we don’t have any aggregated results to share [...]. [...] the procurement that is done from Sida HQ is normally of a supportive nature, mainly consultancy services such as audits, M&E and thematic support.” (expert comment)

## United Kingdom

Table 15: Department for International Development (DfID)

<b>Uses GSP?</b>	Under consideration, piloted
<b>Details on GSP</b>	Trialled Affirmative Action procurement, through DFID office in one country office in sub-Saharan Africa (expert comment)
<b>Any (self-) reported results?</b>	None reported in the short timeframe available for exchanges between report author and experts

## 6. Non-governmental entities

### Bill & Melinda Gates Foundation

Table 16: Gates Foundation

<b>Uses GSP?</b>	No: At this point in time, the Foundation is not involved in GSP (expert comment)
<b>Details on GSP</b>	Not applicable
<b>Any (self-)reported results?</b>	Not applicable

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A corresponding blog post with recommendations is available:

Nyeck, S. N. (2017, March 14). *Why Does Gender Equality Matter to Public Procurement? An African Perspective*. <http://www.hrprocurementlab.org/blog/why-does-gender-equality-matter-to-public-procurement-an-african-perspective/>

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## Key websites

- Empower Women – Resources – Procurement: <https://www.empowerwomen.org/en/resources/documents?keywords=procurement>
- International Learning Lab on Public Procurement and Human Rights: <http://www.hrprocurementlab.org/>
- UN Secretary-General's High-Level Panel on Women's Economic Empowerment – Reports and Toolkits: <http://hlp-wee.unwomen.org/en/reports-toolkits>
- UN Women - Gender-responsive procurement: <http://www.unwomen.org/en/about-us/procurement/gender-responsive-procurement>
- UN Global Marketplace – Knowledge Centre – UN Women – Gender Responsive Procurement: [https://www.ungm.org/Shared/KnowledgeCenter/Pages/PT\\_GRP](https://www.ungm.org/Shared/KnowledgeCenter/Pages/PT_GRP)

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