



Gender-Responsive Procurement Task Force



Good Practices on Gender-Responsive Procurement

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Background & Objective¹

Public procurement spending represents a large portion of the market worldwide: the procured value amounts to trillion of US dollars. Alongside Governments, international development organizations are significant public sector spenders. In 2019, the United Nations system alone spent a collective USD 19,9 billion in procurement of goods and services across various geographical locations worldwide.

With recognition of the enormous buying power of the United Nations system, which offers an opportunity to contribute to the mission of the United Nations, in 2019 the High-Level Committee on Management (HLCM) established a Task Force in Gender-Responsive Procurement (GRP) within the inter-agency Sustainable Procurement Working Group. Ultimately, GRP contributes to the achievement of the United Nations Sustainable Development Goals (SDGs), in particular SDG 5: gender equality, SDG 8: decent work & economic growth, SDG 12 Responsible Consumption: target 12.7 on sustainable procurement practices with spillover effects to other SDGs.

The objective of the GRP Task Force is to facilitate inter-agency exchange and learning on gender-responsive procurement², as an integral part of sustainable procurement with the goal of increasing spend with women-owned businesses³ and/or gender responsive suppliers⁴, and building UN procurement practitioner's and supplier's capacities to become gender-responsive. To support this objective, the GRP Task Force developed a 7-step action plan and roadmap of associated joint activities.

As a part of the implementation of the GRP Task Force 7-step action plan, this document provides a summary of good practices on gender-responsive procurement among the members of the High-Level Committee on Management Procurement Network, which includes United Nations organizations and other development organizations, for example the World Bank Group, IMF, OSCE and others.

¹ This document provides a summary of good practices on gender-responsive procurement among the members of HLCM PN, which includes UN organizations and other development organizations, for example the World Bank Group, IMF, OSCE and others.

² Gender-responsive procurement is a sustainable selection of services, goods or civil works that takes into account the impact on gender equality and women's empowerment., UNGM: https://www.ungm.org/Shared/KnowledgeCenter/Pages/PT_GRP

³ Women-owned business - should at a minimum include at least 51 per cent independent ownership by one or more women (or woman sole proprietorship), unconditional control by one or more women over both long-term decision-making and the day-to-day management and administration of the business operations, and independence from non-women-owned businesses. UNGM: https://www.ungm.org/Shared/KnowledgeCenter/Pages/PT_GRP

⁴ Gender-responsive supplier is a legal entity that promotes gender equality and meets local and international labour and human rights standards, UN Women.

Methodology

Process

Implementing the first and second step of the inter-agency action plan – Data and Research (Understanding the challenge) - over Q1-Q2 of 2020, the HLCCM GRP Task Force issued a baseline survey to the members of the Procurement Network with the objective to collect the baseline data on gender-responsive procurement practices and frameworks. The survey results were received and analyzed, and a preliminary analysis was presented back to the group. Based on the initial discussion and feedback, additional follow-up questions were issued to several organizations that listed their existing gender considerations in their organizational procurement policies and/or processes. In addition, a second round of data collection was undertaken to ensure latest policy and process developments on GRP were taken into account. The objective of collecting this additional data was to support implementation of step #2 of the action plan – gathering of existing practices, policies and tools. Additional data received, from responders of the baseline survey and other members of the Procurement network, complemented initial survey results and informed this mapping of the good practices on GRP among members of the Procurement Network.

Collected data

Thirteen organizations filled the baseline survey.⁵ Additionally, the GRP Task Force issued follow-up questions and received responses from UN Secretariat, UNIDO, World Bank Group, ILO, WFP and UNOPS. Also, a fresh round of data collection was issued to all members of the Procurement Network in early 2021 with responses received from UNDP, ICAO, UN Secretariat and UNICEF. The type of data collected was primarily qualitative, with some quantitative data, for example, on indicators.

Analysis

Iterative desk review analysis of received data was conducted based on the baseline survey responses and good practices were organized according to thematic categories of the baseline survey on GRP: (i) policy and programme, (ii) expectations from suppliers, (iii) procurement cycle practices, (iv) data and reporting, (v) other practices.

⁵ CTBTO, ILO, OSCE, OPCW, UNDP, UNIDO, UNOPS, UN PD, UN Women, WFP, WHO, World Bank Group, WTO

Overview of GRP practices & analysis

In the last years, various UN agencies and other organizations strengthened their procurement infrastructure to become more sustainable and gender-responsive. Below summary indicates organizations that have made good progress on inclusion of GRP considerations into their procurement and supply chain operations. The degree and extent of development and implementation of GRP practices differ among the organizations.

Organization	GRP	Specifics
ILO	Yes	Commitment to non-discrimination and gender equality policy in all ILO procurement activities through sustainable procurement, also reflected in the Procurement Manual, general terms and conditions of contracts, etc. The GRP approach and related tools are implemented in specific ILO development cooperation programmes/projects, including through procurement.
OSCE	Yes	Works at project level to contribute to GRP including through procurement. Interested in including gender-responsive provisions into the organizational procurement policy.
UN Secretariat	Yes	Utilizes a third-party database of women-owned businesses and expects suppliers to comply with the UN Code of Conduct and UN Global Compact.
UNDP	Yes	Mainstreaming gender through sustainable procurement. Works at project level to contribute to GRP including through procurement.
UNIDO	Yes	Procurement Manual endorses GRP as a solution for gender equality. GRP aspects are included in general terms and conditions of contracts. Gender is mainstreamed in projects, including through procurement.
UNOPS	Yes	GRP is embedded in the Sustainable Procurement Framework which is part of its Procurement Manual and includes gender considerations for procurement processes. There is a supplier diversity programme in place - UNOPS Possibilities.
UN Women	Yes	GRP provisions are included in the procurement process, documents and tools. Organization sets targets for GRP and measures progress against defined indicators.
WFP	Yes	Gender in organizational procurement is mainstreamed through the Gender Transformation Programme.
The World Bank Group (WBG)	Yes	Organization has a corporate target on GRP spend and includes GRP provisions in processes and documents.

Analysis of responses

As presented above, most of baseline survey respondents apply GRP considerations in their procurement and supply chain operations. The following trends have been identified in the analysis of the baseline survey responses and additional information provided. These trends will inform subsequent development of the UN system-wide strategy on gender-responsive procurement.

1. Organizations adopt various models of GRP depending on the **type of procurement**, which can be applied separately or combined:
 - a. The most common model is **mainstreaming gender through procurement**, as applicable, which is adopted by most organizations. It is often embedded in the context of sustainable procurement, and can entail gender provisions in procurement manuals, contractual terms, solicitation documents and, in some cases, the supplier evaluation processes on a case-by-case basis.
 - b. Second model pertains to **adopting GRP provisions at field project level**. It is tied to specific donor requirements for time-bound projects, such as, for example, in ILO and UNOPS.
 - c. Third model of GRP includes policy encouragement and in some cases commitment to **increase spend with women-owned businesses in regular procurements**. This model, adopted, for example, by UNOPS, WBG and UN Women, in addition to tools of first and second forms includes tools for market research, company-wide targets, data collection and reporting tools, and supplier capacity building initiatives and staff capacity building initiatives. Other organizations, like the ILO, focus on gender-responsive/socially-responsive suppliers that respect the ILO international labour standards.
2. The scope of GRP covers minimal (i) **gender-related requirements**, (ii) **sourcing from special interest supplier groups, including women-owned businesses** and (iii) **providing incentives to gender-responsive or socially responsive suppliers** that promote gender equality regardless of company ownership. Organizations can adhere to all or some of these elements.
 - a. Most respondents include **mandatory requirements for suppliers to meet ILO international labour standards reflected in contractual Terms and Conditions**, for example conditions of work (equality of opportunity and treatment without discrimination, equal remuneration, hours of work, social benefits, etc.), prevention of sexual harassment and abuse at the workplace.
 - b. Complimentary to the first approach, some organizations, such as WBG, ILO, UNOPS, UN Women, UNDP, UNOPS **encourage or offer incentives to gender-responsive/socially-responsive suppliers** – those that implement policies promoting gender equality (e. g. anti-sexual harassment, anti-discrimination, parental leave, flexible working arrangements and others). This is often complemented by other gender criteria, such as gender-balance of the project team offered for the assignment, % of women

- in leadership role and encouragement to subcontract with diverse suppliers, including women-owned businesses.
- c. Third approach entails **reserving and measuring % of procurement spend for special interest group of suppliers**, including women-owned businesses, which is practiced, for instance, by WBG, UNOPS, UN Women. In UNDP a special focus is on construction spend category, where GRP considerations are applied.
3. Policy approaches vary from **mainstreaming gender through adherence to non-discrimination** to adopting **specific policies and provisions** to make procurement gender-responsive:
- a. Most organizations note that their **general procurement principles forbid discrimination and include principles of equal opportunities**, or of responsible purchasing promoted in the UN Supplier Code of Conduct and by the UN Global Compact. These provide an implicit permission for, or occasional use of GRP, where applicable.
 - b. In addition, some organizations, such as ILO, WFP, UNOPS mention having **internal policies on gender equality or gender mainstreaming that inform their procurement**, while not having specific policies for GRP. These give an implicit permission for, or occasional use of GRP, where applicable in a specific project context.
 - c. Several organizations, such as WBG, UNOPS, UN Women, are taking steps towards having **an explicit policy and related provisions for gender responsiveness as integral parts of procurement**, which are necessary to achieve the significant changes sought in GRP. Even though, no organization adopted a stand-alone comprehensive GRP policy, it is often embedded in sustainable procurement policies/frameworks alternatively, for example, in UNIDO a chapter on GRP is included in the Procurement Manual.
4. Nature of GRP can be **voluntary or mandatory**:
- a. Rationale for **voluntary approach to GRP**, for example, free selection of gender criteria, is based on importance of acknowledging the need for case-by-case determination of how applicable GRP is to the context and specific business opportunity. Such approach is adopted by majority of respondents who implement a certain degree of GRP.
 - b. Rationale for **mandatory application of GRP**, such as in UN Women, includes the need to address certain gaps, for example mandatory registration of companies' ownership in Enterprise Resource Planning systems to enable data collection and reporting, and mandatory inclusion of gender criteria in evaluation processes for procurements exceeding certain threshold. Also, mandatory inclusion of sustainability criterion with gender as integral part is practiced, for example by UNOPS. Eventually, mandatory application of GRP across the whole procurement cycle aims to fully integrate gender in the procurement operations and hence – achieve tangible results for women's economic empowerment through GRP.

5. Review of approaches to GRP showed **variety of market research and outreach activities** focused on women-owned businesses and gender-responsive suppliers.
 - a. Most respondents advertise tenders and utilize WOBs database on UNGM as the most common procurement portal among UN agencies.
 - b. Few organizations, including WBG and UN Secretariat, utilize additional third-party supplier rosters, for example WEConnect International, which offers certifications of WOBs as well as capacity building activities.
 - c. Other outreach activities include virtual webinars, offered by WBG and UNOPS, outreach as a COVID-19 response as in the case of UNIDO, outreach through programmatic activities practiced by UN Women, as well as inter-agency business seminars done at country level.

Summary of good practices on GRP

The summary is organized according to 5 thematic categories covered by the Baseline Survey:

1. General Policy and Programmes
2. Expectations from Suppliers
3. Procurement Cycle Practices
4. Data and reporting
5. Other good practices

1. General Policy and Programmes

- **Gender mainstreaming through sustainable procurement**

Most of the baseline survey respondents mainstream gender through procurement by including gender considerations, for example, in their procurement manuals and/or contractual terms, and/or solicitation documents. Often, this is a part of the sustainability commitment of the organization, for example in UNOPS, ILO, UNDP. Through sustainable procurement, organizations use their own buying power to give a signal to the market in favor of sustainability and base their choice of goods and services on⁶:

- economic considerations: best value for money, price, quality, availability, functionality.
- environmental considerations, i.e., green procurement: the impacts on the environment that the product and/or service has over its whole life cycle, from cradle to grave; and
- social considerations: effects of purchasing decisions on issues such as poverty eradication, gender equality, international equity in the distribution of resources, labor conditions, human rights.

Gender equality is included in the sustainable procurement indicators that are used to determine sustainable tenders of UN agencies on UNGM.⁷

- **GRP considerations in field projects or specific industry sectors**

GRP is applied in specific time-bound projects in certain geographical locations, which is often guided by donor requirements. For example:

- This can be done through selected field projects that contribute to gender equality. For example, in ILO it is done by defining minimum percentages of female participation in workforce for a set contract, as well as by requiring all contractors to implement gender equality provisions such as equality of opportunity and treatment without discrimination, equal pay for work of equal value, anti-harassment guarantees, etc.

⁶ Sustainable Procurement, UNGM https://www.ungm.org/Shared/KnowledgeCenter/Pages/PT_SUST

⁷ Sustainable Procurement Indicators, UNGM

<https://www.ungm.org/Shared/KnowledgeCenter/Pages/SustainableProcurementIndicatorProject>

- Another approach includes adoption of procurement gender considerations in field project as per the Project Management Manual, which is done by UNOPS. In addition, UNOPS adopted a Gender Action Plan for projects with gender components, which integrates gender-responsive procurement. UN Women promotes [Women's Empowerment Principles](#) that promote gender equality, including through procurement in private sector, at programme level and through regular procurements.
- GRP can be included as an element of organizational COVID-19 response. For instance, UNIDO includes proactive outreach to WOBs and gender provisions in solicitation and evaluation. UNIDO encouraged reorientation of funds that were unused due to COVID-19 crisis for capacity building activities for women-owned businesses, including on UNIDO's procurement opportunities and requirements. In addition, UNIDO is increasingly applying and promoting Women's Empowerment Principles and UN Global Compact in projects.
- In other cases, organizations might choose a specific sector to focus their efforts on gender-responsive procurement. For example, as per the construction policy of UNDP all newly constructed works must be planned, designed and constructed to be gender responsive, while encouraging suppliers to promote gender equality through sustainable criteria incentives (e.g., minimum percentage of employed women, availability of childcare facilities and/or policies that promote gender equality).
- Procurement Teams may be working with Project Teams, for example OSCE, and UNDP work to improve female participation in the development of small businesses, entrepreneurial initiatives or community-based projects, including through organizational procurement.

- **Reserved procurement**

Some organizations apply reserved procurement, which is a GRP tool designed to shift the procurement spend to a larger proportion of suppliers that represent special interests' groups and promote in this way gender equality⁸.

- For example, UNOPS encourages reserved procurement at policy level: "It shall also be permitted to designate a proportion of lots or subcontracts for businesses that meet the characteristics of other special interest groups".
- UN Secretariat is measuring the number of women-owned businesses that were invited to participate in tenders.
- In some cases, a quantitative target is set to support with implementation of GRP, such as at WBG, which aims to increase spend with women-owned businesses from 3% in FY 2017 to 7% by FY 2023. Similarly, UN Women created internal tools for registering women-owned businesses and measuring procurement spend to facilitate achievement of annual 8% reserved spend for women-owned businesses and 25% for individual women contractors.

⁸ As defined by the organization, typically these can include underrepresented groups of suppliers like SMEs, women and youth, ethnic minorities, etc.

2. Expectations from Suppliers

- **Gender-Responsive Supplier Code of Conduct**

The UN Supplier Code of Conduct is one of the tools for gender mainstreaming through procurement that forbids any discrimination based on gender and other parameters and promotes the principle of equal opportunities and treatment. Additional tools adopted by the organizations include, for example:

- Organizations may apply alternative or complimentary to the UN Code of Conduct, for example, WBG adopted its own organizational code of conduct with gender considerations: “Vendors will support opportunities for access and growth of entities owned and controlled by minorities, women, and disabled persons with an emphasis on measurable results and continuous improvement” UNDP and OSCE adopted supplier’s code of conduct with gender considerations, such as expectation to adhere to non-discrimination in employment and occupation based on gender, among other factors. UN Women adopted instructions to bidders that encourage qualified women-owned businesses and gender-responsive companies to submit bids.

- **Gender-related considerations in General Terms and Conditions**

Minimum gender-related expectations from suppliers are commonly reflected in organizations' general Terms and Conditions of contract.

- Most organizations require contractors to take measures to prevent sexual exploitation, harassment and abuse of anyone by its employees or any other persons engaged and controlled by the Contractor and to comply with international human rights laws that prevent for instance child labor and trafficking in human beings.
- Other gender-related requirements for contractors in general terms and conditions include the respect of international labour standards such as avoiding discriminatory practices in recruitment, remuneration, promotion and benefits, which is practiced, for example, by UNDP, ILO, UNIDO among others. In some organizations, these are applied to subcontractors as well, for example at ILO.
- Some organizations, for example WBG, are framing requirements to suppliers to implement and report on diversity and inclusion policies and practices with focus on women and other special interests’ groups. In addition, WBG encourages contractors to subcontract part of the services provided to the organization to diverse businesses, including WOBs, which is determined by the product/service category and existence of WOBs in the market.

- **Gender-responsive evaluation process**

Several organizations are including gender considerations in the evaluation process, reflected through sustainability or gender-specific evaluation criteria.

- Company ownership can be utilized as a tiebreaker, which is practiced by UN Women, whereby if two or more qualified suppliers provide identical offers, the

preference can be given to a women-owned company. In addition, vendors are encouraged to sign up for [Women's Empowerment Principles](#) (WEPs) when registering in organizational E-Procurement system.

- It is common to include sustainability criteria to procurement processes, where applicable, as determined by the organization. For example, UNDP, UNOPS and ILO encourage use of sustainability criteria. UNIDO and UNDP encourage award of additional points to gender-responsive companies in high-value procurements where weighted criteria are applied. Similarly, in some cases, WBG awards additional points to gender-responsive companies and UN Women introduced a mandatory gender criterion for high-value procurements, where weighed criteria is applied.
- In some cases, organizations may select procurement categories where qualified WOBs are present at the market, where inclusion of gender criteria is mandatory, for example in UNOPS. Additionally, in UNOPS a mandatory sustainability and gender criteria for LTAs (Long Term Agreements) applies. Gender criteria is chosen depending on the assignment and market of operations.
- Examples of gender criteria include, but are not limited to:
 - Companies' ownership information disaggregated by sex and supported by external certification
 - Supplier's commitment to gender equality in its' own operations, for example through becoming a signatory of WEPs/implementation of gender equality programmes/supplier diversity strategies.
 - Supplier's ability to mainstream gender during the execution of the contract, for example through gender-balanced project teams.
 - Supplier's ability and plans to reserve a minimum portion of contracted labor opportunities for women.
 - Suppliers' ability to demonstrate % of women in leadership positions.
 - Assessing gender-responsiveness of supplier's own supply chain, including sub-contractors.
 - Timely collection, validation, and reporting of supplier diversity program data.

3. Procurement Cycle Practices

Gender considerations are applied to such steps in the procurement cycle as for instance market research, advertisement and supplier outreach. Organizations adopt range of various options and initiatives in their procurement cycles.

- **Market research, advertisement and supplier outreach**
 - Organizational rosters and/or third-party supplier rosters of women-owned businesses for outreach and advertisement of businesses opportunities are used by all organizations. Listed rosters include UNGM, WeConnect, WBENC and others. In addition, the UN Secretariat is amending the contract with a third-party roster to include specific business seminars triggered towards the UN needs.
 - Organizations participate in external outreach and supplier-buyer match-making events. For instance, WBG is leveraging its membership in WeConnect International and communicate specific WBG business opportunities when made available through third-party channels and/or through virtual webinar series.
 - Organizations may encourage proactive outreach to women-owned businesses as a part of organizational COVID-19 response, which is the case of UNIDO as an example.
 - Organizations may encourage cross-functional collaboration between Procurement and Programme/Project Units to reach out to WOBs through programmatic work supporting women's economic empowerment, which is common, for instance, in UN Women.
 - Organizations may encourage consideration to invite women-owned businesses to tenders at the procurement policy level, as adopted, for example, by UN Secretariat.

- **Supplier certification**
 - WOB certification is encouraged by some organizations, but often is not mandatory for purposes of transparency and accountability should procurement be reserved for WOBs, as practiced by UNOPS. Similarly, in UN Women, third-party WOB certification is not mandatory, but a proof of women ownership is requested when registering in UN Women's eProcurement Portal. In addition, UN Women is working on a solution for external supplier certification to address and prevent issues of tokenism and fraud.
 - In other cases, third-party certification is required, for example UN Secretariat and WBG rely on WeConnect International that certifies WOBs against the following criteria: ownership, management, control and independence.

4. Data and reporting

To support measurement of the progress against defined targets for gender-responsive procurement, organizations adopt various tools for data collection, analysis and reporting.

- **Technical tools**

- Several organizations developed technical tools that collect sex-disaggregated data on procurement spend to track allocations to special interest groups of suppliers, including WOBs. For example, UNOPS developed a dashboard hosted at Google DataStudio, which is linked to the organizational Enterprise Resource Planning system. UN Women developed a GRP visualization dashboard tool to report on Key Performance Indicators and corporate GRP targets. WBG collects procurement data on women-owned businesses through SAP procurement reports.

- **Use of the data**

- Organizations that collect sex-disaggregated procurements spend data can monitor performance on GRP as well as identify good practices/case studies/ areas of improvement as well as extract data for sharing externally with partners/donors, as applicable.
- Some organizations, for example, WBG and UNOPS are reporting on GRP performance publicly on the annual basis, through publishing of information on the organizational websites. For example, UNOPS is reporting through third-party reporting mechanisms such as Sustainability Disclosure Database (GRI), which is presented to the Executive Board and shared publicly.

5. Other good practices

- **Supplier development and capacity building**

Recognizing the barriers on the supplier side from a gender lens, organizations implement various initiatives to support and build capacities of special interest's groups of suppliers, including women-owned businesses, to be competitive in UN procurement markets.

- Some organizations develop their own organization-wide supplier development programmes. For example, in UNOPS the programme "Possibilities" is targeting micro, small and medium-sized enterprises to explore and unlock their potential to do business with the organization, which complements other general vendor capacity initiatives such as the online Doing Business with UNOPS course. Elements of this programme include awareness campaigns, and technical material (Toolbox), supplier engagement (events/forums/business seminars/webinars) and a Portal for "pitching" innovative solutions, provision of technical support and tailored free online training tools. UNOPS is welcoming joint inter-agency thematic capacity building initiatives, e.g., webinars as well as collaboration in producing toolbox material for UNGM based on specific themes. In addition, UNOPS developed tools for supplier sustainability assessment/due diligence (DRiVE) which includes gender-related questions which are then used to determine areas of improvement needed to inform supplier capacity building activities.
- It is common for organizations to host vendor forums/business seminars targeting WOBs with the aim of providing information on the organization's procurement policy, for example as practiced by WBG. WBG is welcoming similar activities jointly with UN organizations.
- Another good practice includes provision of a debriefing to unsuccessful bidders upon written request, and provision of a mechanism for formal complaints/bid protest. For example, this is practiced by ILO, WBG, UN Women, UNDP, UNOPS and others. UN Women is occasionally providing a proactive debriefing to unsuccessful WOBs, including in cases where provided services do not meet the expected standards.
- Most UN agencies proactively participate in inter-agency business seminars organized at the country level by common procurement working groups.
- Lastly, some organizations, such as UN Secretariat, are tapping into a third-party training and capacity building for women-owned businesses, for example through WeConnect International.

- **Organizational staff capacity building on sustainable and gender-responsive procurement**

Recognizing the importance of building buyers' capacities on gender-responsive considerations in procurement and supply chains, organizations implement various internal capacity building initiatives.

- Arranging staff capacity building trainings on GRP is an important aspect of effective GRP implementation. For example, UN Women has an organization-wide procurement course accredited by the Chartered Institute of Procurement

and Supply (CIPS), which has an element of gender-responsive procurement and it is further working with partners to link aspects of circular procurement with gender to contribute to the sustainability of local markets. Additionally, UN Women is working with partners to develop a specialized course on GRP for UN and external procurement professionals. UNOPS through Sustainable Procurement Trainings, encourage procurement professionals to reach out to local Women-Owned Business Associations, to learn more about the local availability of WOBs, to advertise business opportunities, and to learn more about the challenges that such companies face.

- Joint cross-functional collaboration on GRP between procurement and project/programme teams for enhanced coordination and efficiency is also showing good potential for successful implementation of GRP, as experience of UN Women shows. Similarly, UNOPS organizes workshops on gender mainstreaming for procurement staff and project managers.
- Developing guidance, tools and knowledge products is another good practice, that supports internal capacity building. For example, WBG and UNOPS are developing a Supplier Diversity implementation guide for procurement staff.

- **Research and advocacy**

GRP is evolving as a concept as more research and evidence is being collected and analyzed by the organizations.

- Few organizations, for example, WBG, UN Women, UNOPS, UNDP and ILO, conduct research on gender-responsive procurement in partnership with various institutions to inform advocacy on GRP among peers, Governments, private sector and other organizations. Specifically, ILO and UN Women are conducting joint research on sourcing from women-owned and men-owned companies that promote gender equality by creating direct, indirect and induced decent employment opportunities for all.

Conclusion

One of the first practical steps towards enhancing the practice of gender-responsive procurement is to consider strategically how it can be integrated into existing procurement practices and systems as opposed to redesigning the whole process. This summary provides a rich overview of various models and good practices on gender-responsive procurement that already exist among the members of HLCM Procurement Network. These good practices can be explored, assessed and adapted to existing procurement processes, especially sustainable procurement practices, in alignment with their economic and social pillars. Adopting the good practices on gender-responsive procurement leads to SDG-sensitive socio-economic impact, while bringing benefits at the individual organization level, including diversification of supplier base, increased innovation and enhanced sustainability of tenders. This wide array of practices informs development and implementation of the United Nations system-wide strategy on Gender-Responsive Procurement, which is spearheaded by the HLCM Procurement Network Task Force on Gender-Responsive Procurement.