Access and Opportunity: Gender and Trade in East Africa

Faces of Women in Trade

TradeMark East Africa
March, 2015
ABOUT TRADEMARK EAST AFRICA

TradeMark East Africa (TMEA) is funded by a range of development agencies with the aim of growing prosperity in East Africa through trade. We believe that enhanced trade contributes to economic growth, a reduction in poverty and subsequently increased prosperity.

TMEA works closely with East African Community (EAC) institutions, national governments, the private sector and civil society organisations to increase trade by unlocking economic potential through:
- Increased physical access to markets
- Enhanced trade environment
- Improved business competitiveness.

TMEA headquarters is located in Nairobi, with branches in Arusha, Bujumbura, Dar es Salaam, Juba, Kampala and Kigali. To find out more please visit the TMEA website at www.trademarkea.com

Vision
A united East Africa with flourishing trade, strong investment and less poverty.

Mission
To promote rapid advances in East Africa’s integration, trade and global competitiveness for all East Africans.

Core Values

Partnership
We listen to our partners and staff and are flexible in our response to their needs.

Respect
We value our partners and staff and appreciate their diversity.

Integrity
We are transparent, honest and ethical in the way we work.

Professionalism
We work enthusiastically to deliver excellence in everything we do.

Innovation
We constantly strive for new solutions to achieve the best possible outcome.

Results-driven
We focus on high impact and cost effective results to improve the lives of East Africans.
CONTENTS

FOREWORD............................................................................................................. 4
INTRODUCTION........................................................................................................ 5
INCREASING PHYSICAL ACCESS TO MARKETS.................................................. 6
One Stop Border Post provides livelihood opportunities to women headed households.......................................................... 7
Kenya Ports Authority blazing the trail in giving equal employment opportunities to women...................................................... 8
PROFILE: Women in Maritime: Kenya Ports Authority’s First Female Marine Pilot - Elizabeth Marami............................................. 10
ENHANCING THE TRADE ENVIRONMENT............................................................. 11
Paperless Cargo Systems, AYSCUDA World, Uganda Revenue Authority.... 12
PROFILE: Women in Trade Logistics: Paperless Cargo Systems - Betty Muvuma, M&E Lead, CBSEP, URA............................................................... 13
IMPROVED BUSINESS COMPETITIVENESS......................................................... 15
Empowering Women to Meet Export Standards: SEATINI Uganda............. 16
Women in Cross Border Trade Matter!
EASSI Resource Centres at East African borders................................................. 18
PROFILE: GORETTI NAMAGEMBE – Member EASSI,
Information Secretary MUBWOTA, Woman Trader........................................... 20
PROFILE: SAFINA KAGGWA - Member EASSI,
Member MUBWOTA, Woman Cross Border Trader......................................... 21
Pro-Femmes to the Rescue of Women Cross-Border Traders....................... 22
You don’t know what you don’t know
–The power of business networking................................................................. 24
Women’s Chamber of Commerce serves the needs of women in trade.... 26
TMEA Gender-O-Meter...................................................................................... 27
Gender Mainstreaming Glossary........................................................................ 28
Gender Mainstreaming Checklist...................................................................... 30
Imagine the daily life of an average woman in East Africa. Usually a mother, she is the first to rise and last to sleep; waking, dressing and feeding her children before sending them off to school - that is if they go to school at all. Primary education might be free but the accompaniments: uniforms, books, pencils and other educational materials must be paid for by parents. Yet many women in Africa are single mothers with no support from the fathers of their children or from government in the way of social services. Those women must earn the money to support their families, often with their children at their sides, through small trade such as selling home-grown produce, home-made products and other items.

Women are resourceful and will do everything they can to improve life for themselves and their families. Yet in East Africa, they face significant impediments when they do business: they lack knowledge of business legislation and because of this are often harassed by officials asking for bribes and even sexual favours. They also lack access to credit and therefore cannot expand their businesses and they are often simply overloaded with too many responsibilities and the business of daily survival.

Research shows however, that women can be powerful drivers of economic growth and creators of great developmental impact. Research tells us that women reinvest up to 90 per cent of their income on the education, health and nutrition of their family and community. This proves the adage that if you educate a woman, you educate a family, a generation and a nation. You invest in the future.

TradeMark East Africa (TMEA) is committed to gender equality in trade and in life. We are passionate about growing prosperity through trade for women in all the work we do across East Africa. We continually work to address the hurdles both women and men face as they engage in regional trade and regional integration. For women, TMEA does this by investing in initiatives like the East African Women in Business Platform (EAWiBP) and in organisations such as the Eastern African Sub-regional Support Initiative for the Advancement of Women (EASSI), the Uganda Women Entrepreneurs Association Limited (UWEAL) and Pro-Femmes/Twese Hamwe, a Rwandan umbrella of non-governmental women’s organisations. By supporting various forms of training and providing project implementation support, TMEA increases access to information for women, strengthens women’s associations and supports women’s involvement in gender sensitive policy change for a better trading environment for women in the region.

This inaugural issue of Gender and Trade in East Africa reaffirms TMEA’s commitment to gender in regional trade and regional integration. In this first issue, we focus on the different faces of women in trade. We present some of the specific results of our work in the voices of the women themselves. Women like Hope Mpangare, CEO of the Speranza Group in Rwanda (page 24). Hope is a member of the TMEA funded Traidlinks programme, which supported the expansion of her business into the export of juice products. Elizabeth Marami of Kenya (page 10), is a woman on track to becoming the Kenya Ports Authority’s (KPA) first female marine pilot. TMEA provides funding and technical support to KPA to address inefficiencies and improve capacity at East Africa’s largest port, Mombasa. In Gender and Trade in East Africa, TMEA will always go beyond the traditional representation of women in trade as Women Informal Cross Border Traders, to show you the many ways in which gender and trade interact in East Africa, from big infrastructure projects to small and micro businesses.

Through our $540 million portfolio that spans across increasing physical access to markets, enhancing the trade environment and improving business competitiveness, TMEA is committed to gender equality and equitable human development. Closing gender gaps does not mean that one person’s gain is another’s loss; it is a road towards a future where everybody gains. Evidence shows that attaining growth in trade and incomes is possible if organisations make concerted efforts to include both women and men fully in the economy and eliminate barriers to their participation. The successful implementation of initiatives that address gender-based barriers in trade will eventually contribute to economic growth in Eastern Africa. It will also make life easier for every woman in the region who is striving to take advantage of today’s opportunities while raising the generation of tomorrow. Come and join us in supporting these important endeavors for women across East Africa.

— Frank Matsaert, CEO, TradeMark East Africa
INTRODUCTION

Women play a key role in East African trade and could contribute further towards boosting trade in the region by taking advantage of opportunities to use trade as a driver of growth, employment and poverty reduction.

However, non-tariff barriers and other challenges related to women’s unequal status in society impede trade activities undertaken by women, often leading to women traders and producers not having the means to enter the formal economy.

Because women experience trade barriers differently from men, gender-sensitive policies can assist female importers and exporters to reap the same benefits from regional integration as their male counterparts. Yet policy makers typically overlook women’s contribution to trade and the challenges they face.

TradeMark East Africa (TMEA) is committed to gender equality and ensuring equitable and sustainable human development and continues to develop gender thematic strategies, in line with the overall TMEA corporate strategy and Theory of Change. These will be used to address the causes of inequalities between women and men, and how to reduce them.

The narrative on gender and trade has long focused on Women Informal Cross Border Traders. TMEA plans to expand that conversation to embrace both men and women. Furthermore, given the gender-based challenges that continue to limit women’s participation in trade, this maiden issue deliberately looks at women in trade. We go beyond Women Informal Cross Border Traders (WICBTs) to showcase the variety of areas women in trade are involved in.

**Highlights of gender targeted support in TMEA programmes:**

By increasing access to physical markets TMEA is supporting women’s economic participation by investing in infrastructure development and improving the efficiency of transport and regulatory agencies. In this first issue of Access and Opportunity, we profile Officer Liz Marami, the young woman on track to be Kenya’s first female marine captain, and look at how construction of a One Stop Border Post in Taveta, Kenya, is providing livelihood opportunities to young female-headed households.

In enhancing the trade environment, women’s capacities are being enhanced as TMEA supports the development of EAC organs and institutions. Betty Muvuma is one example of a woman in Uganda whose career has advanced as a result of the introduction of paperless cargo systems. We also look at Burundi’s revenue collection agency, Office Burundais du Recettes (OBR), and their efforts to pursue gender balanced employment.

In increasing Business Competitiveness, TMEA is supporting not only Women in Cross Border Trade, but also the numerous women in manufacturing to meet export standards and participate effectively in global markets.

Women traders risk the wrath of the law to escape paying taxes on the food and small goods they carry from Uganda or Rwanda to sell to ready customers in border villages and further afield. It is much the same across the EAC as women traders run needless risks because of rumours and misinformation about punitive border taxes, expensive permits and baffling bureaucracy. With support from TMEA that situation is changing.

Some studies suggest that women cross-border traders are responsible for up to 60 per cent of all intra-East African trade. A key study on WICBTs revealed that only 49 per cent of 378 women interviewed at five border posts possessed some post-primary level education even though traders need literacy and numeracy skills to deal with trade procedures and legal requirements.

TMEA has recently partnered with the Eastern African Sub-regional Support Initiative for the Advancement of Women (EASSI) to increase access to information, incubate WICBT associations and lobby institutions for a better trading environment for women in the region.

TradeMark East Africa has itself launched a gender strategy in order to improve gender mainstreaming and ensure that women and men benefit equitably from our interventions. We are committed to sharing the strategy with our partners and stakeholders, just as we are committed to seeing women’s effective participation in East African trade growth.

— Makena Mwiti, Technical Advisor, Gender, TradeMark East Africa
INCREASING PHYSICAL ACCESS TO MARKETS

TMEA’s objective is to increase market access by reducing the cost of trade. This includes increasing the capacity and improving the efficiency of the transport system, as well as reducing transport regulatory costs.
One Stop Border Post provides livelihood opportunities to women headed households

Traders who ferry their products across the Taveta-Holili borders are anxious to witness the launch of One Stop Border Posts (OSBPs) operations. The OSBPs are under construction, funded by TradeMark East Africa (TMEA) and are expected to be operational by June 2015. Once operational, the OSBPs are expected to reduce the time it takes a truck to cross the borders, by at least 30 per cent.

For women in Taveta, the OSBP already provides benefits in the form of a steady pay cheque from what is considered by many to be non-traditional work for women: construction work. Construction at Taveta began in 2012. Even then, the site was characterised by a large presence of female workers. During site visits by the TMEA team, it was noted that significant numbers of women were to be found in the construction crews, working hard to move equipment and mix cement and other materials. One in four skilled labourers at the site is female, and as many as two-thirds of the unskilled labour force are women. Many of them are young, single mothers aged between 18 and 30. The male workforce tends to skew slightly older.

The Site Manager at Taveta OSBP, James Chuchu gives some insight into why so many of the construction workers are young women.

“The community around Taveta is characterised by high rates of poverty and alcoholism. Land productivity is low so farming is not an option. There are limited alternative economic opportunities for women, many of whom are young mothers with dependants to care for. So they come here, looking for work.”

Although most of the women are not able to lift loads as heavy as the men are, this does not deter Chuchu from hiring women. “After all, there is more to construction than just lifting heavy loads!” In responding to a question on whether or not the women experience sexual harassment on site – another fear typically associated with construction sites - Chuchu says no cases have been reported either to management or to the police. The Site Manager’s willingness to employ women in non-traditional roles has provided the women an unexpected source of income, thus reducing their household poverty and increasing their quality of life. This opportunity has also shattered some stereotypes about women’s work and conditions on construction sites. The Holili-Taveta border currently serves an average of 25 trucks a day. It is expected that there will be a significant increase in traffic volume at Taveta-Holili OSBPs once the Mwatate–Taveta–Arusha road is upgraded.

TradeMark East Africa is funding 15 OSBPs in East Africa, including the one at Taveta–Holili, at the Kenya–Tanzania border. Each post consists of a single office building for both border agencies, parking for trucks, a ramp for offloading goods and an inspection/verification warehouse. The OSBP is designed to reduce the amount of time to cross borders and lower transport costs for businesses. This will ultimately lead to increased wealth and reduced poverty in East Africa.
Kenya Ports Authority blazing the trail in giving equal employment opportunities to women

Despite the traditional male reputation of the maritime profession, Kenya Ports Authority (KPA) is one institution that is setting the standard for employing and empowering women. “I think KPA has always been gender sensitive because we have women operating the forklifts, we have women in the gantry cranes and we have women handling the mooring ropes. KPA has really outdone itself when it comes to gender sensitivity,” Officer Liz Marami says.

This representation of women goes all the way to the top. KPA also boasts a female Head of Conventional Cargo Operations and a female Financial Controller. Partner institution Kenya Maritime Authority’s (KMA) Director General, Nancy Karigithu is also a woman. Additionally, KMA hosts Women in Maritime in East and Southern Africa (WOMESA).

KPA’s support of gender mainstreaming goes beyond individual women. In order to identify, incorporate and integrate gender considerations, KPA has identified and designated Gender Champions among all its partners, including the Dockworker’s Union. These Gender Champions receive training and act as key gender focal points within their organisations. >>
KPA and TradeMark East Africa (TMEA) have partnered to increase capacity in container cargo and improve efficiency at the Port of Mombasa.

Over the years, the Port of Mombasa has recorded significant growth in traffic volumes. This high growth has put a strain on existing port infrastructure, necessitating costly investments to improve operations and service delivery. Despite the KPA efforts to expand capacity and improve efficiency in cargo handling, the port still faces capacity constraints and service delivery challenges. These include low labour productivity, poor cargo off take by rail and road, cargo clearance delays, lack of full automation, operational wastages and poor resource utilization. These are compounded by changing ship technology; poor urban planning around the port; a changing legal and policy environment; and corruption occurring along the Northern Corridor.

By providing funding and technical support, TMEA is helping KPA address inefficiencies and improve capacity at East Africa’s largest port. The project also supports the setting up of long-term port operation improvements:

- Legal and Regulatory Revision;
- Port-wide Productivity Improvement;
- Infrastructure and Facilities Improvement;
- Preliminary Analysis of the Mombasa Dry Port Initiative;
- Supporting KPA’s communications with all key stakeholders, decision-makers and communities; and
- Mitigation and Adaptation to Climate Impacts at the Port.
PROFILE

Women in Maritime; Kenya Ports Authority’s First Female Marine Pilot—Elizabeth Marami

Elizabeth Marami did not really know what she was getting into, when she applied to become a marine captain through the Kenya Ports Authority.

“It was not something that I was interested in as a kid, but I was always up for a challenge. When I got called in and I learnt what it was about I totally fell in love with the whole idea.”

Now Kenya’s first female marine pilot and a certified second officer, Elizabeth is the only woman out of 17 other trainee pilots at the port. At 26 years old, she is also among the younger people in her field.

Neither this, nor the eight hour days, or long months at sea, faze Elizabeth. She recalls spending one Christmas sailing to Saudi Arabia, in the middle of nowhere, with no cell phone network. “Such things make you really feel intimidated and for a split second you can question why you even chose to be here. But then you have to know your end game. If you do, you can persevere and keep on going. If you are a go-getter you can achieve anything you want to achieve.”

Still it requires something of an adjustment when Elizabeth first boards the ship and is the only woman in a crew of 50 - 100. “You have to fight for yourself to be perceived as equal.”

Thankfully, Elizabeth feels supported by her supervisors. “My superiors everywhere, even at the port have always been supportive of me. They said that once I embarked upon this career, to get this far it takes a lot. They respect the fact that I have actually gotten this far and thus they gain the morale to support me even further.”

Elizabeth spent five years at the prestigious Arab Academy for Maritime Transport and Technology in Alexandria, Egypt and earned a Bachelor of Science in Nautical Technology. She was only the second woman allowed on board the Academy training ship. The first, from Egypt, lost almost a year of school while challenging the Academy to give women the same practical training that male students received. Officer Marami found a challenge of her own when she was allowed to board the ship, only to find herself barred from doing jobs perceived as too difficult or “unsuitable” for women, including chipping rust from the deck.

“I really didn’t understand when there were restrictions that were put on me because I was a woman. I was with my fellow Kenyans and I wanted to do what the other trainees were doing. Eventually they did allow me to, and I’ve made it easier for those who have come after me.”

At the moment her goal is to get the experience and hours at sea needed to become a full captain. She is also passionate about encouraging more women to get involved in Maritime. “You can’t sleep on your dream. You have to start living it. I believe if I can do it any other woman can!”
TradeMark East Africa (TMEA) believes that trade policies and their implementation can contribute to enhancing the environment for trade within East Africa. In particular, the implementation of the East African Community regional trade agreements will contribute to increasing the region’s competitiveness by increasing the size of the market and making the region more open. The implementation of regional trade agreements is also expected to contribute to reducing trade costs if harmonised policies, legislation and procedures are used throughout East Africa.
**Paperless Cargo Systems, ASYCUDA World, Uganda Revenue Authority**

Uganda Revenue Authority’s (URA) Customs Business Systems Enhancement Project (CBSEP) is comprised of three components – ASYCUDA World, Electronic Cargo Tracking System (ECTS) and the Authorized Economic Operators (AEO). TradeMark East Africa (TMEA) funded ASYCUDA World, jointly funded ECTS in partnership with the World Bank and contributed towards the AEOs.

ASYCUDA World is a web-based application or computer system that supports paperless declaration processing through the use of scanned or electronic documents. It allows Customs Administration and traders to handle and submit their declaration transactions electronically - from declaration, capturing, processing and release till goods are exited from Customs all via the internet.

**BENEFITS**

- Installed State of the Art Customs IT System and Infrastructure. ASYCUDA World is web-based, user friendly and more effective than the previous system (ASYCUDA ++). URA can modify the system in response to changing needs. The system lowers clearance time and the related costs.

- Rolled out ASYCUDA World to 30 out of 32 customs stations across Uganda. The last station, Suam River is expected to be online by the end of June 2015.

- Accredited 22 business companies with Authorized Economic Operators (AEO) status. The AEOs receive preferential customs treatment including fast clearance of their goods through simplified procedures and reduced inspection. Costs associated with truck retention, physical inspection, license renewal and the clearance of goods have all been lowered, thus lowering the cost of doing business.

- Acquired and installed ECTS. Cargo is now more secure and cargo tracking has been simplified by the use of cost-effective electronic seals instead of paid physical escorts.

- Built capacity of URA Customs Department and stakeholders through skills training and capacity development in ASYCUDA WORLD, AEO and ECTS. This has increased efficiency within the Customs Department.

- Facilitated Uganda’s participation in the Single Customs Territory (SCT). Under the SCT, selected cargo may be cleared on the basis of pre-arrival information. The use of pre-arrival data/manifests under the SCT has enabled faster clearance of goods and lowered demurrage charges for operators.

**TRACKING SEX DISAGGREGATED DATA**

URA has trained a total of 570 AEOS on how to use ASYCUDA World. The number is comprised of 361 men (63 per cent) and 209 women (37 per cent). Tracking sex-disaggregated beneficiary data over time is one way of assessing the extent to which gender has been or is being mainstreamed into a project.
Betty Lizzie Muvuma is the Monitoring and Evaluation (M&E) lead for the Customs Business Systems Enhancement Project (CBSEP) at the Uganda Revenue Authority (URA). In her role, Betty is in charge of all the monitoring and evaluation (M&E) activities and ensures timely reporting to internal and external stakeholders. She is one of five women on a project team of 40 employees.

ASK FOR OPPORTUNITIES
With a Masters in Project Planning and Management, when Betty heard there was an open M&E position available on the project team, she requested the Project Manager to consider her for the position. In the face of naysayers who wondered how a woman would be able to move around the country as much as the position called for, Betty accepted the offer. She has proved her detractors wrong and ably demonstrates that she can juggle her domestic responsibilities alongside the professional requirements of her job.

“I just wanted to expand my horizons, so I asked for the move.” This was a bold decision on Betty’s part, especially in light of the fact that project leaders at URA tend to be male.

NOT A “TYPICAL” WOMAN
Interestingly, Betty does not consider herself to be a “typical” woman. She is outspoken and appears comfortable in any audience. She attributes this to having been born sandwiched between two brothers. As a child, she followed her younger and older brothers everywhere they went and did everything they did. Her older sisters on the other hand were encouraged to play traditional female roles. In sharp contrast to Betty, her older sisters are reserved and soft-spoken. The vast majority of women in Uganda were brought up the same way – to be seen and not heard. Not every woman is a Betty or had Betty’s opportunities to explore their potential to the extent that the young Betty did. Efforts to help women realize their potential in trade or elsewhere, must take into consideration the cultural context in which women are raised and make adjustments to compensate for them.

PROFILE
Women in Trade Logistics: Paperless Cargo Systems - Betty Muvuma, M&E Lead, CBSEP, URA
On the way to 50:50: Successes in gender representation in Office Burundais des Recettes (OBR)

TMEA has supported the establishment of the Office Burundais des Recettes (OBR) from inception, to legal definition, to implementation with a total of US$23 million since 2009. Burundi’s tax collection has increased by 86 per cent over the last four years, from Burundi Francs 301 billion (around US$190 million) in 2009 (the base year) to Burundi Francs 560 billion (around US$350 million) in 2013.

In addition to procuring equipment and providing financial and technical assistance, TMEA facilitated the recruitment of OBR’s senior management team and division heads. This was the first ever transparent recruitment exercise of this magnitude to take place in Burundi. OBR currently has 715 employees of which about 36 per cent are women. The majority of the women are in junior roles, a situation that does not reflect the constitutional requirement: 30 per cent of managerial positions in government institutions must be held by women.

OBR has achieved this level of female recruitment without an internal gender policy. “Two years ago, average female representation at OBR was 40 per cent. It fell to 36 per cent in 2014. Over the last two to three years women representation at the managerial level has also fallen,” says Désiré Barenzi, Director of Human Resources. He believes that developing a gender policy will go a long way in encouraging an even higher representation of women in OBR. A gender policy will be developed and implemented in the next two years.

ANTICIPATED GENDER POLICY BENEFITS
Barenzi attributes the organisation’s success in employing women to the fact that there are many competent women in Burundi. A gender policy will support OBR’s interest in having women well represented within its ranks. The policy will also ensure that the gains OBR makes in this regard are sustained.

Furthermore, a gender policy will give OBR management the tools required to address some of the challenges currently faced in employing women – the lower numbers of women in managerial positions, and the lower representation of women in jobs perceived as difficult or dangerous for them, for example border postings. Current working conditions at OBR make it challenging to retain women in these positions. Placements are at remote locations with poor amenities and the accompanying responsibilities call for long and late working hours. The policy would include the provision of decent working conditions. Burundi has a young population. It therefore follows that the majority of the staff in OBR are young and only just starting to raise families. An internal gender policy would ensure that productivity at OBR is not compromised as a result. The policy will also protect women’s professional advancement when they take time off work to perform their reproductive roles.

For two years Burundi has been named amongst the top ten reforming countries in the world in the World Bank Group’s Doing Business report. This positive attitude towards reform is reflected by OBR’s human resource manager’s commitment to ensuring that qualified women in Burundi have the same access as qualified men to the OBR jobs they wish to hold.
Improved business competitiveness is a key building block for increased trade competitiveness, improved trade, and poverty reduction. TMEA seeks to improve business competitiveness in East Africa through enhancing business regulations for trade, improving export capability and developing efficient trade logistics services.
Empowering Women to Meet Export Standards: SEATINI Uganda

“When it comes to addressing gender, sex disaggregated data is simply not enough, nor does gender equate to women.” These are the words of Jane Nalunga, CEO of SEATINI Uganda. SEATINI is the implementing partner in a TradeMark East Africa (TMEA) project empowering maize and sesame seed farmers to meet export standards.

UNDERSTAND GENDER ROLES
To address gender in empowering farmers to participate in export markets one must include both women and men. It is important to take women and men’s traditional roles into consideration. Consider the value chain dynamics of maize production; women dominate the lower end of the value chain while men handle upper end activities connected with income earning. Women do most of the farming and harvesting. Men do much of the shelling, price negotiating and sales. Women dry the grain by spreading it on the ground and store it, often in the same room as sleeping livestock. Ultimately, when members of the family fall sick owing to the above described poor post-harvest practices, women are more affected than men because they perform the role of caregiver and must give up other activities in order to tend to the sick. When discussing the virtues of machine threshed maize over hand threshed maize in an unregulated market, it is the men who will need to be convinced to change the methods used.

TAKE CULTURE INTO CONSIDERATION
SEATINI training sessions record an average of 60 per cent female attendance, which should translate into the voice of women being heard loud and clear in those gatherings. Culturally however in the parts of Northern Uganda where this project is being implemented, women are discouraged from speaking up at meetings. So SEATINI has found success in holding separate men’s and women’s breakout sessions during trainings. Representatives from each group are then given equal amounts of time to present to a mixed audience plenary. The intervention works with men and women separated as necessary, but together overall.

Trade-related interventions must be gender-balanced while acknowledging that gender divisions of labour go deeper than the market. As illustrated above, attempts to introduce change must find ways to influence gender dynamics in areas beyond the market place.

MEETING GLOBAL AND REGIONAL STANDARDS
Sesame is one of the upcoming oil seed crops for which demand is rising at the national, regional and global levels. The absence of a standard means farmers cannot obtain better prices for better quality. Improving the quality produced and meeting global and regional standards has the potential to increase the income earned by women sesame farmers.

Sesame seed in Northern Uganda on the other hand, is largely a subsistence crop. Given that no income is associated with subsistence crops, the sesame value chain in SEATINI’s target area is dominated by women. They plant the crop, grow and harvest it. Women use the sesame seed for home consumption unless they happen to have a surplus. Given the small surplus volumes, the returns are not viewed as attractive. Women thus manage sesame sales. SEATINI’s TMEA funded intervention will equip women sesame farmers to grow sesame that meets the soon to be established East African Community (EAC) sesame standard. SEATINI is working with the Uganda National Bureau of Standards to create the standard.

Theoretically, equipping women to grow high quality sesame seed should lead to higher incomes for the women. The sesame market is however, currently unregulated. At this point in time, there is no clear benefit to growing high quality sesame seed. In the event that the EAC sesame standard is established, women sesame farmers will still be disadvantaged. Traditionally, men control access to information, including pricing information. Men control the marketing of crops and once improved sesame seeds are associated with the earning of income, as has happened with other crops in the past, men will take over sesame marketing.

FOLLOW THE INTERVENTION TO ITS LOGICAL CONCLUSION
In hindsight, Jane Nalunga says that if she were to re-launch this project in the future, she would address what she calls “the missing link.” “If you wish to empower farming women, it is necessary to help them form groups and give them the skills and tools for collective bargaining.” These are the challenges that prevent women farmers from benefitting from export markets. These are the areas that SEATINI, in partnership with Uganda National Bureau of Standards (UNBS) and TMEA must address as they establish EAC export standards for sesame.

In a separate project, SEATINI is working with the Uganda Women’s Network (UWONET) to empower women small scale farmers to influence policy. Policymakers are resistant to offering subsidies and other incentives to local farmers. Women farmers with the right product quality, supportive networks, bargaining and advocacy skills will be equipped to compete favourably in the market place and effectively advocate for policy change. SEATINI’s efforts will enable women maize and sesame farmers in Northern Uganda effectively express their views to local and national policy makers. This will inform the design of practical, policy interventions for which the communities feel a sense of ownership.
LESSONS LEARNED:
When designing an intervention intended to benefit a traditionally disadvantaged group

a) Include the other “advantaged” members of society in project planning and implementation;

b) Follow your intervention through to its logical end. Evaluate the potential impact of the intervention on the livelihoods of beneficiaries and their communities; and

c) During the project design phase, identify partners who will ensure the intervention is “complete” (i.e. does not leave beneficiaries in a position of disadvantage) and has a positive impact.
WOMEN IN CROSS BORDER TRADE MATTER!

EASSI Resource Centres at East African borders

The Eastern African Sub-regional Support Initiative for the Advancement of Women (EASSI) is one of the organizations that receive support from TradeMark East Africa (TMEA). As part of an independent project in 2012, EASSI opened the EASSI Resource Centres (ERCs) to empower Women Informal Cross Border Traders (WICBTs) at three East African Community borders - Busia, Malaba and Mutukula.

SERVICES
The ERCs are open eight hours a day and offer meeting space, internet access, business skills training and training in handicrafts. The ERCs also offer information on crossing the border, advocacy support and relationship management between WICBTs and border service providers like clearing agents and government agencies like the Uganda Revenue Authority (URA) and Immigration Officers.

BENEFITS
Since the opening of the ERCs, WICBTs who use ERC services report increased incomes and business growth. Many also report less fear of border agencies (URA and Immigration). In Mutukula, EASSI helped WICBTs form the Mutukula Cross Border Women Traders Association (MWOBOTA). Today, the association has set its sights on forming a cooperative. Once formed, the cooperative will be known as the Mutukula Women Cross Border Traders Cooperative. One of the cooperative’s first goals will be to borrow funds for the construction of produce storage warehouses on the Uganda side of the Mutukula border.

Through an agreement between EASSI and URA Mutukula Office, the Mutukula ERC was licensed to provide clearing services to WICBTs. This shields them from the few unscrupulous clearing agents who sometimes charge exploitative fees.

While the ERC may charge WICBTs a token fee to clear their goods, URA Mutukula does not charge the WICBTs anything. Many of the WICBTs are not aware that this service exists at URA. Of those who are aware, many are reluctant to take advantage of the offer. It is commonly speculated that WICBT reluctance may be out of fear of declaring the full value of their imported goods.

At the request of the Mutukula ERC, URA began holding tax clinics for WICBTs with a view to allaying some of this mistrust. Today empowered WICBTs feel comfortable enough with URA to consult URA customs officers as the need arises.
Trader bargaining at produce market.
Goretti greatly appreciates the business management skills she learned at the ERC. Before 2012, she used to earn Uganda shillings 500 (US$0.18) for each sweater that she made for her then employer. Following her ERC training, she began saving until she saved enough to leave employment. Goretti then began her own sweater making business, specializing in school uniforms. Today, Goretti sells sweaters to informal traders from Tanzania. “I dream of starting a real sweater factory here, in Mutukula. I will make every kind of sweater you can think of. Even though I never went to school, I can do it!”

A serial entrepreneur, Goretti also runs a video library and occasionally imports goods from Tanzania. When asked about her views of the URA, Goretti is quick to commend the efforts of the URA Mutukula Customs Supervisor Juliet Beulah Chepoyeyin. “The friendly face I know there is the URA Supervisor. She really tries to make us feel at home. Some of the others undermine us because we don’t speak English.” Goretti explains further that when customs officers explain the taxes she will be charged on her imports, they use expressions that she and other illiterate traders find hard to understand.

Her appeal to URA: “Please use simple language and simple numbers to explain how much we owe. Please practice customer care.” In response to this common request, TMEA is supporting the translation of documents into local languages.

Goretti goes on to provide an example of the kind of situations that make her and other WICBTs wonder what basis is used to determine taxes.

The obvious question is – Why do the WICBTs bother to import Malti at all? Could it be that they do not know how to determine which items would be profitable? Or do they simply need to gain a better understanding of what items attract an import tariff as well as the basis for URA calculations?

As a member of the association that EASSI helped the WICBTs form (MWOBOTA), Goretti has attended 3 EAC information sessions on anti-smuggling, freedom of movement and the Single Customs Territory. When asked what she had learned at all those meetings, Goretti’s response was simple: “We are told there is free movement of people and goods but nothing is free. When will all this talk of free become a reality? We want to experience it.”
PROFILE
Safina Kaggwa - Member EASSI. Member, Mutukula Border Women Traders Association (MUBWOTA), Woman Cross Border Trader

Before the opening of the Mutukula ERC, Safina had never even thought of trading across the border. It seemed like such a difficult thing to do! Today, three years later, the Mutukula customs officers know Safina by name as do the transporters who eagerly try and catch her attention as we stroll down the Mutukula streets. Safina credits her EASSI training for moving her from zero to the import of at least two 10 tonne wheat flour consignments a month.

Like other WICBTs, in spite of her success, Safina complains that she does not understand how URA computes taxes. Unlike other WICBTs however, Safina feels comfortable walking into the Mutukula customs office to obtain an explanation and even negotiate lower taxes on the items she imports. At the time of conducting this interview, she was heading to URA to find out why the taxes she normally pays on ten tonnes of wheat flour imported from Tanzania had recently gone up from Uganda shillings 3 million (US$ 1,053) to Uganda shillings 10 million (US$ 3,509). Safina credits the Mutukula ERC for giving her the confidence to do this.

LESSONS LEARNED:
Information is power
1. Use targeted efforts to make women aware of the realm of possibilities available to them.
2. Sensitize women traders on the responsibilities of each of the trade facilitation and government agencies.
3. Let women traders know that they can walk into a URA office and get answers to their tax-related questions.
Pro-Femmes to the Rescue of Women Cross-Border Traders

Women are central to Rwanda’s 2020 Vision strategy. One key aspect of the TradeMark East Africa (TMEA) funded project with ProFemmes/Twese Hamwe (PFTH), a Rwandan umbrella non-governmental organization promoting the values of gender, peace and development, is the focus on women involved in cross-border trade across the EAC and the DRC borders.

Since 2012, PFTH has conducted evidence-based advocacy and defended the rights of the women informal cross-border traders they represent through the 4 following components: Research, Advocacy, Capacity Building and Awareness Raising. The components are interwoven and not distinct stand-alone activities. This programme is carried out to ensure that women involved in cross border trade know their rights and responsibilities, profit more from their activities across the borders and increase their revenues and well-being through trade.

Yes, the goal is to empower women who trade their goods across Rwanda’s different borders. But how to catch this elusive trader whose very goal is to stay hidden for fear of punishment?

A GAME OF CAT AND MOUSE AT THE BORDER

Women Informal Cross Border Traders (WICBTs) trade to survive; but always live in fear that the authorities will apprehend them with goods for sale. The traders run and hide, quickly wrap their tomatoes and mobile phones inside their kitenge cloths or throw their goods into the bush. Sometimes they are arrested, other times they get

RIGHTS OF CROSS-BORDER TRADERS

- Right to free movement of persons using a national ID. Passport not required.
- Free movement of goods means that there is no duty on goods produced within the EAC. Cross-border traders thus do not have to hide their goods.
- Products that create a cash-flow of less than RwF 1.2 million (US$1800) are not subject to tax. This means that most informal cross-border traders likely fall below the taxable rate.

EAC Customs Union and Common Market legal framework
away with their goods intact. At other times they lose everything including their survival income for that day, if not for that week.

WICBTs are vulnerable to various types of abuse. When they experienced violence, because they believed their trading activities were perceived as illegal, they felt they had nowhere to turn to for protection. If their goods were stolen, they suffered in silence. They were unaware that despite the perceived illegality of their activities, they still had rights under existing laws and especially under the EAC Customs Union and Common Market legal framework. WICBTs were also afraid of transitioning from informal to formal trade because the accompanying taxes would lower their revenues to the point where they could no longer operate their businesses.

Working with taxi drivers, immigration officials, the police, local authorities and those conversant with border activities, ProFemmes started identifying the WICBTs. Once identified, the traders were invited to start participating in the different ProFemmes activities.

NEW OPPORTUNITIES FOR WOMEN INFORMAL CROSS-BORDER TRADERS

Through PFTH project, 414 people (355 women and 58 men) trading across Rwanda’s borders have been trained and formed into 9 cooperatives.

This means that their activities are now formal and declared.

One key benefit of being part of a cooperative of informal cross-border traders is easier access to finance. Micro finance institutions – and by extension, banks - are better able to lend money to cooperatives than to individual traders. Today, some cooperatives have paid back their loans. Second loans sometimes amount to almost twice the size of the cooperative’s first loan.

“The project supported us to move from informal to formal trade through the border post; this eliminated illegal trade, gender-based violence including harassment at the border and improved the security for us and for our products. The formal trade improved our profits and household livelihoods” a beneficiary from Jyaheza cooperative, Akanyaru Haute at the border between Rwanda and Burundi.

Some of the problems experienced by these women were a lack of information on the available markets for commodities, lack of appropriate skills to better execute their business, and the lack of finance to carry out their business. The programme addressed these issues by providing direct training in different areas of business such as business cycle management skills; book keeping and cooperatives management.

“WICBTs were continually constrained by lack of capacity in terms of awareness and skills to take advantage of trade facilitation opportunities and business facilities. WICBTs also faced poor access to cross-border markets which is attributed to informal fees paid at the crossing point. All these and more are non-tariff barriers that WICBTs faced prior to gaining access to non-domestic markets. Now we are confident that the project has addressed these challenges. New initiatives of this kind are also underway,” explains Emma Marie Bugingo, the National Executive Secretary of PFTH.

As part of their training, cross-border traders have participated in study tours to other EAC countries.

During visits to the Malaba and Busia border posts between Kenya and Uganda, members of PFTH learned how the simplified trade regimes and trade information desks operate.

Exposure to the information desk system allows traders to better understand what requirements they will need to meet once Rwanda adopts the same systems. Traders also gain knowledge that equips them to engage with officials and advocate for better services.

Key Results of ProFemme Cross-Border Programme For Women Traders

<table>
<thead>
<tr>
<th>Percentage of cross-border traders stated their nutrition has improved</th>
<th>28%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gained access to health insurance through increased income</td>
<td>25%</td>
</tr>
<tr>
<td>Claimed increased capacity to pay school fees and more</td>
<td>23%</td>
</tr>
</tbody>
</table>

LESSONS LEARNED

1. You may not always know what any given project will entail before it begins. Conduct some kind of baseline survey before you actually launch the project. This will allow you to adjust performance indicators to reflect the project environment as opposed to indicators created on the basis of theory. The Monitoring and Evaluation Plan should be developed on the basis of reality not hypotheses.

2. Different levels of education among the WICBTs call for different approaches to training and information dissemination. Customize your intervention to suit the prevailing environment.

3. The more engaged the relevant stakeholders, the more successful the venture will be.
You don’t know what you don’t know – The power of business networking

Women typically do not attend business networking events. The demands of their multiple roles often prevent them from participating in evening networking activities. Networking activities are however valuable. Women in business should be encouraged to attend them. Additionally, they should be held in windows of time during which women can attend.

“You export was not on my mind, at all. I was happily running my domestic business,” says Hope Mpangare, proprietor and CEO of the Speranza Group, Kigali, Rwanda. The connection made between TraidLinks and Speranza Rwanda and Speranza’s subsequent decision to export are an example of the value of networking. Although a seasoned entrepreneur who had liquidated her first successful business in order to invest in Speranza, Hope’s business sights were focused purely on domestic horizons.

Bernard O’Connell, Project Implementation Manager TraidLinks Rwanda bumped into Hope at an October 2014 networking event hosted by Rwanda Association of Manufacturers. Impressed by the quality of the Speranza products he saw on display, Bernard asked Speranza if she had ever considered exporting. She had not. In a period of just five months since they joined the TraidLinks program, Speranza is ready to ship their first export consignment. According to Bernard it usually takes TraidLinks over a year to get a company ready to export.

Hope first ventured into business in 2006 when she opened a successful pharmacy. Although she was pleased with the pharmacy’s performance, every time she went shopping she found herself wondering why the retail shelves in Rwanda were flooded with beverages from other countries. “Surely, a private investor in Rwanda should be able to produce beverages within the country!” Finally, in 2012, Hope decided that the private investor in Rwanda would be her. She liquidated her pharmacy and used her profits as well as personal savings to open the Kigali factory in Rwanda. Not one to take short cuts; Hope staffed her new company with professionals. They are one of the secrets to her success. The professionals are responsible for creating the highly demanded proprietary chemical formulations that Speranza uses in liquor manufacture.

SOLE PRODUCER: Speranza Rwanda is the only indigenous producer of high quality beverages in Rwanda. The product line includes waragi, Super GIN, sherry and a variety of juices. Speranza supplies inputs for other GIN manufacturers and also manufactures drinks for consumption by end users.

Love what you have and what you do

HOPE’S ADVICE TO BUDDING ENTREPRENEURS

TRAIDLINKS SUPPORT
Traidlinks currently supports 25 companies in Rwanda. Of the 25, two are women-owned and two are run by women managing directors. Traidlinks offers each export-ready participating company a tailored export preparation package. In return for a participation fee of US$600, Speranza received the following services:

- Market research studies in the neighboring countries of Burundi and the Democratic
Republic of Congo. This included one to one meetings between the Speranza Operations Manager and retailers in Burundi.

- Support in the development of a marketing campaign to be launched in Burundi in March 2015. The comprehensive mass media campaign is co-funded by the Rwanda Development Board and will include the use of billboards, radio and newspaper advertisements.

In addition to exporting their first consignment to Burundi during the last week of February 2015, Speranza plans to launch a bottled water line in the very near future. The expected export earnings for Speranza’s first year of exports is US$100,000.

OUTSTANDING CHARACTERISTICS
Bernard describes Hope as “unusual.” “She has strong management skills and is backed by a strong operations manager. “Unlike many of the entrepreneurs I have met, Hope is also decisive. When a decision needs to be made, she makes it very quickly.”

The characteristics that make the women in the TraidLinks export programme succeed are:
- Quick decision making.
- Heavy involvement in the business and day to day operations.

Other companies in the Traidlinks portfolio are slow to move because they are hierarchical. Additionally, the proprietors are away and thus only marginally engaged with the business processes.

BERNARD’S ADVICE TO BUSINESS OWNERS
1) Focus on the business. Ignore other distractions like the numerous day-long seminars that may not necessarily add any value to your operation.

2) Pay attention to both the marketing and production functions. Evaluate and quantify your business. 40 – 60 per cent of companies focus on production orientation and ignore marketing orientation. Speranza is marketing oriented.

CHALLENGES FACED AS A WOMAN IN TRADE
“You know here in Rwanda, even though we have made gains politically, people still do not view women as capable of doing business. I find that I am not taken seriously.” You can see the pain on her face as Hope relives her experience at the hands of the all-male regulatory board that she attempted to convince to grant Speranza additional time within which to comply with a packaging change requirement. Out of frustration because she was not making any headway with the regulatory board, Hope conducted an experiment. She asked her male operations manager to represent her at the next regulatory board meeting. As expected, he received a completely different reception than she did. Hopes request was partially approved and is now under review.

Stereotypes about women – what they are “supposed” to do and what they are “able to do” prevent many women the world over, from reaching their full economic potential. In spite of her success, Hope still does not find it easy to gain the listening ear of often male dominated business and government audiences. How much more difficult is it then, for women who have not attained Hope’s level of success? TMEA funded programmes like the Traidlinks intervention provide women in trade with a much needed boost to their confidence by building their skills.
A Women’s Chamber of Commerce

SERVES THE NEEDS OF WOMEN IN TRADE

Women experience barriers to trade differently from men. Financial and gender inequalities, uncertain land rights, low literacy and education, multiple responsibilities and lack of time for personal development all affect East African women’s ability to take advantage of trade opportunities.

According to a survey by the women’s development advocacy group, New Faces New Voices, while 48 per cent of small scale business owners in Sub-Saharan Africa are women, only 7 per cent of them can access financial credit.

One way in which women in trade may overcome the above obstacles is by having a common voice. The Tanzania Women Chamber of Commerce (TWCC) is an umbrella organization uniting sectoral business women associations, companies, and individuals who have agreed to form a united front to advocate, lobby and network for the well-being of their businesses and the prosperity of women entrepreneurs. Since its inception in 2006, its membership has grown to 9 associations and over 2,000 individual women.

TWCC members represent a number of sectors including mining, agribusiness, service provision and fish farming. The women also come from a variety of educational backgrounds and levels. This is a challenge for organisations like TWCC which empower members by holding international exhibitions, conducting trainings, and serving as a common voice for advocacy. Organisations that work with this multi-faceted constituency must find a way of being relevant to all. Interestingly, what is a challenge may also be an opportunity. Members of the organisation mentor one another and regularly share experiences in order to help each other’s businesses grow.

In 2014 with support from TradeMark East Africa (TMEA), a group from TWCC attended the first World Export Development Forum (WEDF) held in Africa, specifically in Kigali, Rwanda. The WEDF was dedicated to the development of small-medium enterprises (SMEs) – the backbone of the global economy especially in developing countries, where they contribute two-thirds of employment. Participants at the forum benefitted from conference networking opportunities where a reported US$5.5 million worth of business deals were made.

Women often feel intimidated about attending public training events. “Let the men go!” they say. Many women say they feel much more comfortable attending trainings that are designated as women’s trainings. TMEA funding allowed TWCC to hold such a training workshop for its members who are engaged in cross border trade. Participants were surprised to learn that goods originating within East Africa attract zero import duties within the East African Community.

Executive Officer Suzan Mtui says she would like to see TWCC increase its impact. “Support more women to attend learning opportunities. The benefits will reach more than just that one woman.” Indeed, a study by Dr. Bjorn Lomborg of the Copenhagen School of Business found that each US$1 spent on improving women’s access to economic opportunities does US$7 of good.■
THE TMEA GENDER-O-METER

TradeMark East Africa (TMEA) prides itself on being a learning organization. When a performance gap is identified, steps are immediately taken to address it. In relevant areas where TMEA may not have the competence it needs, it continuously seeks to gradually move from areas of “unconscious incompetence” to “unconscious competence.” In recognition of the fact that women’s rights are human rights, and purely because it makes sense to include every citizen in the process of regional integration, TMEA is taking a fresh look at gender mainstreaming. In this area, TMEA may be said to be at Stage 2 (conscious incompetence) working towards Stage 3 (conscious competence) in the table below.

### TMEA PROGRESS IN GENDER MAINSTREAMING

<table>
<thead>
<tr>
<th>Stage 2: Conscious incompetence</th>
<th>Stage 3: Conscious competence</th>
</tr>
</thead>
<tbody>
<tr>
<td>We know we should do something about gender</td>
<td>We focus our efforts on mainstreaming gender and provide the necessary tools etc. and demonstrate improvement</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stage 1: Unconscious incompetence</th>
<th>Stage 4: Unconscious competence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do not think about gender in trade</td>
<td>We no longer need to mainstream gender because it is embedded in TMEA’s DNA</td>
</tr>
</tbody>
</table>

Recognizing the importance of ensuring that both men and women benefit from its programmes, some gender work was done at TMEA in 2010 to 2012. This resulted in the November 2012 launch of the TMEA Gender Policy. Subsequently, Corporate Services, Country Programmes and the Senior Leadership Team each developed a gender action plan. Gender focal points were also appointed in each country. With no one dedicated to following up on the implementation of the gender policy however, the gender action plans ended up progressing at different speeds.

Aware of the need to address the gap, TMEA recruited a Gender Advisor in September 2014. Under the Gender Advisor’s guidance, TMEA recently undertook a gender audit with a view to updating and re-launching its gender mainstreaming strategy. Ultimately, the lifting, limiting or eliminating of gender-based constraints will simply become the way TMEA operates.

Over the next several months, TMEA will develop its understanding of gender in line with its mandate to promote regional integration and regional trade. The soon to be finalized gender strategy will guide interlinked gender mainstreaming efforts to be implemented at the institutional, program and staff levels. Initiatives will range from disseminating the updated gender policy and aligning other internal policies with its provisions, to ensuring a clear institutional structure for gender mainstreaming and the building of staff capacity for gender work. TMEA will also create the necessary accountability guidelines and indeed, is currently engaged in the development of a gender results framework.

TMEA believes that gender mainstreaming is not only about social justice. It is also a practical tool to help ensure that all activities and programmes are researched, designed, and implemented in the most effective and efficient fashion. Gender mainstreaming makes a gender dimension explicit. Gender equality is no longer viewed as a “separate question,” but becomes a concern for all policies and programmes. Furthermore, a gender mainstreaming approach does not look at women in isolation, but looks at women and men - both as actors in the development process, and as its beneficiaries. Gender mainstreaming ensures that gender analysis is undertaken in all steps of programme and project design. Men and women participate equally and enjoy the equitable flow of benefits. The TMEA gender strategy is scheduled for launch in April 2015.

---

**Human rights are women’s rights and women’s rights are human rights**

— HILLARY RODHAM CLINTON

---

**TMEA GENDER MAINSTREAMING MILESTONES**

- Jul 2011: Conducted TMEA Gender Scoping Study to provide high quality gender and social development analysis for project planning, results and knowledge generation
- Nov 2012: Launched TMEA Gender Policy
- Sept 2014: Hired Gender Advisor
- Mar 2015: Complete TMEA-wide Gender Audit
- Mar 2015: Launch annual TMEA Gender and Trade Day
- Apr 2015: Launch Gender Strategy and Plan
GENDER MAINSTREAMING GLOSSARY

Gender:
An analytical concept that focuses on socially constructed roles, rights, power, needs, and responsibilities of women in relation to those for men.

Gender Blind:
Refers to policies and programmes which do not distinguish targets, participants or beneficiaries.

Gender Equity:
Refers to creating fair opportunity and access to productive resources and social services for both men and women.

Gender Equality:
Absence of discrimination between men and women in terms of resource allocation, power, opportunity, benefits or access to service, it means giving an equal visibility, empowerment and participation to both men and women in all spheres of public and private life.

Gender Issues:
Refers to concerns that arise when there is a felt sense of injustice arising as a result of gender roles and responsibilities.

Gender Mainstreaming:
A strategy for making the concerns and experiences of both women and men an integral part of the design, implementation monitoring and evaluation of policies, programmes and projects. It involves the reorganization, improvement, development and evaluation of policy processes so that a gender equality perspective is incorporated at all levels and at all stages of policy making.

Gender Neutral:
Suitable for, applicable to, or common to both male and female genders, denoting a word or expression that cannot be taken to refer to one gender only: “gender-neutral terms like flight attendant, firefighter, and police officer.”

Gender Planning:
Consists of developing and implementing specific measures and organizational arrangements for the promotion of gender equality; identifying how to incorporate gender concerns into activities and ensuring that adequate resources are earmarked.

Gender Sensitive:
To recognize gender issues and to recognize women’s different perceptions and interests arising from their different social position and gender roles.

Sex disaggregated data:
Presentation of statistics or data by male/female classification.

EAC Strategic Plan on Gender, Youth, Children, Persons with Disabilities, Social Protection and Community Development (2012-2016)
GENDER MAINSTREAMING CHECKLIST

• **Background and Justification:** Is the gender dimension highlighted in background information to the intervention? Does the justification include convincing arguments for gender mainstreaming and gender equality?

• **Goals:** Does the goal of the proposed intervention reflect the needs of both men and women? Does the goal seek to correct gender imbalances through addressing practical needs of men and women? Does the goal seek to transform the institutions (social and other) that perpetuate gender inequality?

• **Target Beneficiaries:** Except where interventions specifically target men or women as a corrective measure to enhance gender equality, is there gender balance within the target beneficiary group?

• **Objectives:** Do the intervention objectives address needs of both women and men?

• **Activities:** Do planned activities involve both and women? Are any additional activities needed to ensure that a gender perspective is made explicit (e.g. training in gender issues, additional research, etc.)?

• **Indicators:** Have indicators been developed to measure progress towards the fulfilment of each objective? Do these indicators measure the gender aspects of each objective? Are indicators gender disaggregated? Are targets set to guarantee a sufficient level of gender balance in activities (e.g. quotas for male and female participation)?

• **Implementation:** Who will implement the planned intervention? Have these partners received gender mainstreaming training, so that a gender perspective can be sustained throughout implementation? Will both women and men participate in implementation?

• **Monitoring and Evaluation:** Does the monitoring and evaluation strategy include a gender perspective? Will it examine both substantive (content) and administrative (process) aspects of the intervention?

• **Risks:** Has the greater context of gender roles and relations within society been considered as a potential risk (i.e. stereotypes or structural barriers that may prevent full participation of one or the other gender)? Has the potential negative impact of the intervention been considered (e.g. potential increased burden on women or social isolation of men?)

• **Budget:** Have financial inputs been “gender-proofed” to ensure that both men and women will benefit from the planned intervention? Has the need to provide gender sensitivity training or to engage short-term gender experts been factored in to the budget?

• **Communication Strategy:** Has a communication strategy been developed for informing various stakeholders about the existence, progress and results of the project from a gender perspective?

Adapted from UNDP Bratislava Gender Mainstreaming Handbook

---

**PROCEDURE FOR SUSTAINABLE GENDER MAINSTREAMING – ‘THE LADDER’**

1. Fundamental Understanding
2. Examine the conditions
3. Plan and organise
4. Examine the activities
5. Survey and analyse
6. Formulate the measures
7. Implement the outcome
8. Evaluate the outcome

FROM THE “GENDER MAINSTREAMING MANUAL – A BOOK OF PRACTICAL METHODS”