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EAST AFRICA TRADE AND INVESTMENT HUB GENDER STRATEGY

MARCH 31, 2015

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EAST AFRICA TRADE AND INVESTMENT HUB GENDER STRATEGY

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CONTENTS

- ACRONYMS..... V**
- EXECUTIVE SUMMARY7**
- INTRODUCTION12**
- GENDER ASSESSMENT14**
- METHODOLOGY15**
- FINDINGS17**
- GENDER STRATEGY20**
- GUIDING PRINCIPLES21**
- PRIORITY RECOMMENDATIONS21**
 - EATIH Program Design.....22
 - M&E.....24
 - Communications & Knowledge Management25
 - Cross Cutting27
- COMPONENT 1: INVESTMENT AND TECHNOLOGY ACQUISITION BETWEEN EASTERN AND SUB-SAHARAN AFRICA AND GLOBAL MARKETS, PARTICULARLY THE U.S., INCREASED32**
 - Gender Context.....32
 - Workplan Objectives33
 - Gender Inclusive/ Female-focused Workplan Activities33
- COMPONENT 2: COMPETITIVENESS OF SELECTED REGIONAL AGRICULTURAL VALUE CHAINS INCREASED36**
 - Gender Context.....36
 - Workplan Objectives36
 - Gender Inclusive/ Female-focused Workplan Activities37
- COMPONENT 3: EXPORTS AND TRADE PROMOTION, PARTICULARLY WITH THE U.S. UNDER AGOA, INCREASED41**
 - Gender Context.....41
 - Workplan Objectives41
 - Gender Inclusive/ Female-focused Workplan Activities41
- COMPONENT 4: POLICY ENVIRONMENT FOR EAC INTEGRATION, TRADE AND INVESTMENT IMPROVED AND IMPLEMENTED44**
 - Gender Context.....44
 - Workplan Objectives45
 - Gender Inclusive/ Female-focused Workplan Activities46
- GENDER ROLES AND RESPONSIBILITIES49**
- ANNEX A: STAKEHOLDER ENGAGEMENT LIST.....52**

ANNEX B: FOCUS GROUP GUIDE	53
ANNEX C: BIBLIOGRAPHY	55

ACRONYMS

ACTIF	African Cotton and Textile Industries Federation
AFCA	African Fine Coffee Association
AWAN	African Women in Agribusiness Network - East Africa
AWEP	African Women's Entrepreneurship Program
AGOA	African Growth and Opportunity Act
CMS	Common Market Scorecard
EABC	East Africa Business Council
EAC+	East African Community plus Mauritius, Madagascar, Seychelles and Ethiopia
EATIH	East Africa Trade and Investment Hub
EMU	EATIH Economic Monitoring Unit
FEWA	Federation Of Women Entrepreneurs Associations
FNSP	EAC Food and Nutrition Security Policy
GM	Gender Manager
GWG	EATIH Gender Working Group
KEPC	Kenya Export Promotion Council
KFC	Kenya Flower Council
KAWBO	Kenyan Association of Women Business Owners
NFNV	New Face New Voices
NTB	Non-Tariff Barriers
OWIT	Organization for Women in International Trade
PEPE	Private Enterprise Programme Ethiopia
RFBS	Regional Food Balance Sheet
SCO	Simplified Certificate of Origin
STS	Structured Trading System
THD	Trade Help Desk
TMEA	TradeMark East Africa
TWCC	Tanzania Women Chamber of Commerce
WEDP	Women's Entrepreneur Development Program
WiBP	East African Business Council's Women in Business Platform
WRS	Warehouse Receipt System

EXECUTIVE SUMMARY

The USAID East Africa Trade and Investment Hub (EATIH) is the flagship project under the presidential Trade Africa initiative. The overarching focus of the EATIH is to deepen regional integration; increase the competitiveness of select regional agriculture value chains; promote two-way trade with the U.S. under the African Growth and Opportunity Act (AGOA); and facilitate investment and technology that drives trade growth intra-regionally and to global markets, particularly the U.S. EATIH is a five year initiative that will contribute to increased regional economic growth, resilience, and EAC integration.

For the region to fully achieve its integration and growth targets, it must successfully mobilize both men and women to support responsive trade policy design and implementation, and to support high growth trade and export sectors that are competitive in global markets and attract investment. As an initiative that reaches up to the policy level and across a range of key trade and export sectors, EATIH has potential to substantively impact the growth of women in trade and export. EATIH conducted an initial gender assessment as part of its efforts to ensure gender inclusive programming and address gender constraints. This assessment identified priority constraints to and opportunities for women’s participation in regional trade and export, including as leaders, employees, traders, entrepreneurs, and advocates in a wide range of organizations that influence trade policy and regional economic integration, including trade associations and other regional bodies, NGOs, and private companies. From this assessment, EATIH developed a strategy to integrate gender into the program design cycle and to operationalize gender-inclusive or female focused activities in the Year 1 workplan and in future workplanning processes. The strategy was designed to identify ways to address women’s constraints across target sectors at all levels, from the sector level through the association/organization level and, to a lesser degree, into the firm level. This gender strategy will inform the activities but will also be reviewed as necessary during the course of the program to ensure relevance.

Gender Context

Men and women are present in the region’s trade and export sectors, but their level of engagement in different sectors varies as do their roles within value chains. Men dominate most high-growth sectors and key roles in market networks. Women are missing from the higher end of value chains—where they have a dominant presence it is often as unskilled or semi-skilled workers, not in management or ownership positions. Where women-led firms are present, they are usually smaller than male-led businesses and often have difficulty growing beyond the SME level. For example, in Kenya 50% of all SMEs are women-owned, but are often smaller than male-owned firms, less likely to grow, have less capital investment, and more likely to be home-based.¹ This limits their ability to expand into regional and international markets and contribute to positioning the region as a hub for sourcing and investment. Lower access to resources in comparison to their male peers impacts women at all levels and sectors. Women experience constraints around access to information, finance, and inputs. These are compounded

¹ Government of Kenya 1999 cited in Ellis, A, et al., (2007), ‘Gender and Economic Growth in Kenya: Unleashing the Power of Women,’ The World Bank, Washington D.C.

with lower capacity and disproportionate time poverty² associated with the social expectation that women carry the majority of home care responsibilities. Despite these constraints women cross-border traders, including in the informal economy, play a key role in the agriculture sector. They experience gender-intensified consequences of inefficient trade systems and low access to information, which increase their vulnerability to extortion, loss of goods and violence.

These constraints call for identifying creative approaches to improve the role and contribution of women to increasing productivity and supporting competitiveness. Unlocking the full potential of women as participants in economic activities in trade and export sectors can have enormous social and economic benefits, from the regional level to the household level. Studies indicate that income generated by women is spent differently at the household level than income generated by men.³ Women are more likely to focus spending on healthcare, food and children's education, as demonstrated in a study in Malawi and Uganda where women on average spent 23 percent of income on food and 14 percent on assets, versus men who spent 8 percent of income on food and 25 percent on assets.⁴

Key Findings

The EATIH Gender Assessment included desk research, internal consultations, key informant interviews and focus groups. Key findings from this process included:

- Women owned/led businesses have difficulty growing their businesses to enter into or succeed in export markets. This mainly due to lack of access to accurate information, lack of access to finance, lack of capacity and cultural dynamics.
- The women private sector voice is not adequately captured in policy dialogue or by implementing institutions.
- The national level landscape of gender-focused supporting institutions lacks high-level regional coordination.

Recommendations

The EATIH Gender Strategy includes recommendations for EATIH's internal management and program design cycle, and cross cutting recommendations related to the project's technical scope of work.

For EATIH program design, communications and M&E processes, priority recommendations are to:

- **Integrate Gender into EATIH program design cycle**, including maintaining a formal Gender Working Group, modifying action memos to include a statement on female-focused programming or gender inclusion, developing an internal gender audit system, and using targeted procurement to engage women. In addition, all new hires will be briefed about EATIH's gender approach as part of the onboarding process.

² Time poverty refers to the reduced amount of time women have (versus men) for leisure time or time to engage in income earning activities, due to the increased time demands associated with household duties and family care.

³ Meinzen-Dick, R., N. Johnson, A. Quisumbing, J. Njuki, J. Behrman, D. Rubin, A. Peterman, and E. Waitanji. Gender, Assets, and Agricultural Development Programs: A Conceptual Framework. CAPRI Working Paper No. 99. International Food Policy Research Institute: Washington, DC. <http://dx.doi.org/10.2499/CAPRIWP99>.

⁴ Njuki, J., S. Kaaria, P. Sanginga, A. Chamunorwa, and W. Chiuri. 2011. Linking smallholder farmers to markets, gender and intra-household dynamics: Does the choice of commodity matter? *European Journal of Development Research* 23: 426–443.

- **Include gender perspective in internal studies and external impact evaluations.**
- **Develop a communication database of women-focused organizations/women-led firms for targeted outreach**, including for communications and procurement activities. Deliver communication through a variety of methods to ensure that they reach women with varied levels of education and in urban and rural areas.
- **Establish a learning and resource portal for women in trade and export** that includes information on EAC trade policy developments and requirements, AGOA outreach materials, women-targeted financial institutions or products, regional/national women-focused organizations, platforms, associations, and initiatives, EATIH news, and other relevant resources.

For EATIH's technical approach, cross cutting recommendations are to:

- **Prioritize sectors with potential for female job creation**, such as apparel, horticulture, and coffee.
- **Encourage entry or expansion of women in EATIH sectors**, through engaging regional or national level women-focused organizations/platforms and women-led firms to promote the participation of women in key trade and export sectors and to position women owned/led businesses as key influencers of competitiveness and magnets for investment. This will include supporting organizations and firms in advocating change and providing leadership support where appropriate. This will also require identifying sector gaps and opportunities for engaging women as employees and business-owners, and identifying key sector associations where women are not present and developing women's platforms as an entry point to inclusion.
- **Support industry/sector standards that are socially responsible** to build female-friendly job opportunities while creating a positive brand for the region.
- **Disseminate national level models with gender impact at the regional level** to spread successful approaches to build gender-responsive organizations and associations.
- **Adapt trainings to maximize women's inclusion and produce practical benefit** by targeting appropriate women-focused organizations and platforms as partners, designing timing and location to facilitate participation, and tailoring content and delivery to be directly relevant.
 - For women business owners, for example, early morning is a key time for engagement. They need to be present during business hours, as they often have to fill many roles and may not have enough staff enough to delegate. After work hours they often must be at home as the primary holder of family care obligations.
 - There is high demand for direct business to business learning opportunities and practical trainings. These include opportunities for women to visit other regional businesses, convening in venues where they can present products, do mock pitches, and go through a guided process of filing paperwork under an actual export scenario, and providing a time at the end or beginning of selected trainings where spouses/male family members can attend to better understand the activities the women are participating in and their importance.
 - Where education is a barrier to women, we will provide tailored courses and/or preparatory courses so they can better participate in trainings that EATIH is providing. For instance, where there is a gender differential in financial literacy, we will provide financial literacy courses prior to providing advanced business planning courses.
- **Promote a coordinated voice for women in the private sector to produce greater impact**, including in promoting gender considerations in EAC trade policy design and implementation.

This would include engaging with relevant women-focused organizations that have an advocacy mandate.

EATIH Guiding Principles for Gender Inclusion

To promote women’s participation in the trade and export sectors, to unlock their potential to contribute to building regional competitiveness, and to support sustainable integration in the EAC, EATIH will:

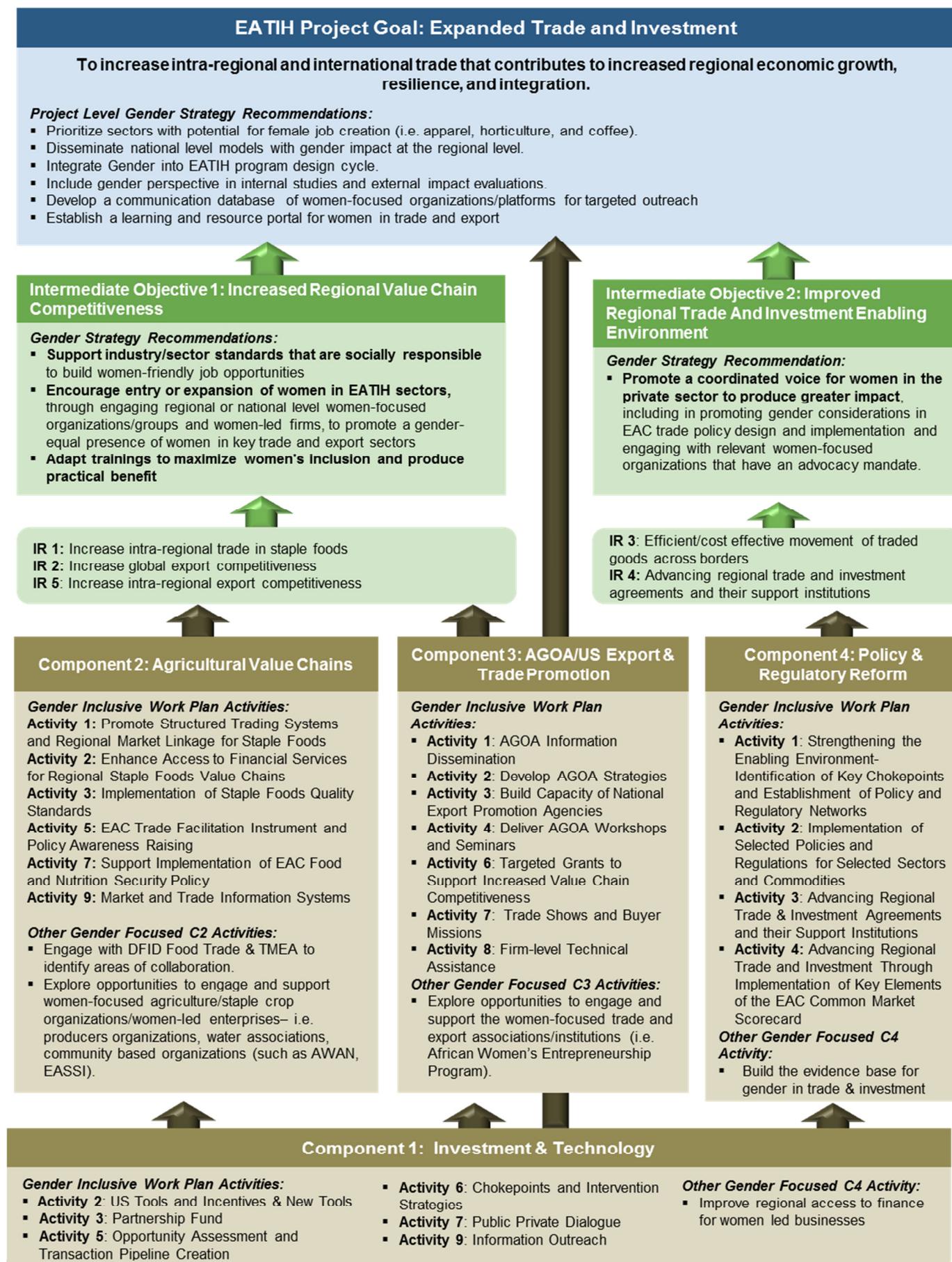
- 1) Promote inclusive growth in EATIH target sectors to expand the presence of women-led businesses and women-focused organizations and foster formal wage earning opportunities.
- 2) Address key constraints restricting women-led businesses’ entry into and success in cross-border trade and export markets through engaging regional and national supporting organizations and institutions and providing firm-level support.
- 3) Support gender-sensitive trade policy design and implementation.
- 4) Establish and implement internal processes that integrate gender considerations into EATIH’s design, implementation and learning cycles.

FIGURE 1: GENDER STRATEGY AND WORKPLAN ALIGNMENT

This graphic is designed to demonstrate how the EATIH Gender Strategy aligns with the Year 1 workplan, IRs, Objective and Project Goal.

- **Numbered Activities** included in this graphic are from the EATIH Year 1 Workplan. They have been targeted because they hold an inherent opportunity for EATIH to implement inclusive programming.
 - The Component Activity numbering is not consecutive. It instead reflects the Activity numbering found in the EATIH Year 1 Work Plan, to allow for easy cross-referencing.
 - For further detail on the Workplan Activities, please see the Component sections of this document titled “Gender Inclusive/ Female-focused Workplan Activities.”
- **Other Gender Focused Activities** are component-specific initiatives that are outside of the current workplan but hold potential for addressing component-specific constraints for women’s equal and successful participation in trade and export.
 - For further detail on the Other Activities, please see the end of the Component sections of this document titled “Gender Inclusive/ Female-focused Workplan Activities.”
- **Gender Strategy Recommendations:** The priority recommendations from the gender strategy are grouped with the Intermediate Objective or Project Goal they support.

FIGURE 1: GENDER STRATEGY AND WORKPLAN ALIGNMENT



INTRODUCTION

BACKGROUND

The East African Community (EAC) was created to promote cooperation between member states in order to drive regional economic competitiveness, value added production, trade and investments. The Treaty for the establishment of the EAC highlights gender mainstreaming as a fundamental component of a successful integration process and acknowledges the key role women play in economic development.⁵ While EAC partner states have ratified international instruments and adopted national instruments supporting gender equality and female participation in the economy, inequalities persist.

This is demonstrated by the latest World Economic Forum Gender Gap Index (GGI)⁶, which measures countries' gender-based gaps in access to resources and opportunities. The 2014 GGI shows that EAC member states have much ground to cover. While there is variance among the states, all demonstrate gaps across a range of areas including in political participation and decision making and economic participation. Rwanda is the strongest performer from the region, ranking among the top 10 countries Sub-Saharan Africa and the highest in the EAC. Rwanda is followed in the EAC by Burundi, which performs highest on the Economic Participation sub-index. Kenya and Tanzania have moved up from their 2013 ranking but Uganda has significantly dropped, with a steep decline in Economic Participation.

Women are present in the region's trade and export space but there is still a gendered structure to the economy. Men dominate most high-growth sectors and women are missing from the higher end of value chains. Where women are present in high numbers it is often as laborers or unskilled workers and not in management or ownership positions. Where women-led firms are present, they often have difficulty growing beyond the SME level, hindering their ability to succeed in export markets and act as catalysts for drawing investment to the region. Lower access to resources in comparison to their male peers impacts women at all levels and sectors. Constraints around access to information, finances, and inputs are compounded with lower capacity and higher time demands associated with social expectations that women carry the majority of home care responsibilities.

The USAID East African Trade and Investment Hub (EATIH) was designed to increase intra-regional and international trade that contributes to increased regional economic growth, resilience, and EAC integration. As an initiative that reaches up to the policy level and across a range of key trade and export sectors, EATIH has potential to substantively impact the growth of women in trade and export, in alignment with the USAID Gender Equality and Female Empowerment Policy outcomes:

- Reduce gender disparities in access to, control over and benefit from resources, wealth, opportunities and services –economic, social, political, and cultural;
- Reduce gender-based violence (GBV) and mitigate its harmful effects on individuals and communities; and

⁵ Articles 5, 3(e); 6(d); 121, 122.

⁶ <http://reports.weforum.org/global-gender-gap-report-2014/part-1/>

- Increase capability of women and girls to realize their rights, determine their life outcomes, and influence decision-making in households, communities, and societies

The project can catalyse women’s untapped potential to contribute to regional competitiveness, including increasing women’s access to formal agricultural trade, promoting investment in sectors that provide women with employment opportunities, and helping women-led businesses break into and succeed in regional and international markets. Promoting women’s equal engagement in key trade and export sectors can have significant impact—studies show women farmers in Kenya were able to increase yields by 22 percent when given equal access to education and inputs.⁷

Definitions per the USAID Gender Equality and Female Empowerment Policy

Gender equality concerns women and men, and it involves working with men and boys, women and girls to bring about changes in attitudes, behaviors, roles and responsibilities at home, in the workplace, and in the community. Genuine equality means more than parity in numbers or laws on the books; it means expanding freedoms and improving overall quality of life so that equality is achieved without sacrificing gains for males or females.

Gender integration involves identifying, and then addressing, gender inequalities during strategy and project design, implementation, and monitoring and evaluation. Since the roles and power relations between men and women affect how an activity is implemented, it is essential that project managers address these issues on an ongoing basis.

EATIH Terminology

As noted by the USAID definition above, gender equality concerns men and women. As women in trade and export experience gender-intensified constraints in comparison to their male peers, the assessment and strategy focus on women.

For purposes of this document, **gender-inclusive programming** is programming that is designed to promote gender equal engagement and benefit. **Female-focused programming** is programming specifically designed to engage females. Per USAID’s Gender Policy, “female” is used (versus women) to capture youth, which is defined as 15-35 years in the EAC.

PROJECT OBJECTIVES

EATIH is the flagship project under the presidential Trade Africa initiative. The overarching focus of the EATIH is to deepen regional integration; increase the competitiveness of select regional agriculture value chains; promote two-way trade with the U.S. under the African Growth and Opportunity Act (AGOA); and facilitate investment and technology that drives trade growth intra-regionally and to global markets, particularly the U.S.

Goals

- Integrated market with full implementation of the EAC Common Market and Customs Union;
- Increased regional competitiveness driving growth in trade, investment and agriculture; and
- Increased two-way trade and investment between the U.S. and East and Sub-Saharan African.

⁷ IFPRI (2005), ‘Women: Still the Key to Food and Nutrition Security,’ Issue Brief 33, <http://www.ifpri.org/sites/default/files/publications/ib33.pdf>.

Impact

- Double the value of intra-regional trade in the EAC
- Increase non-oil exports to the U.S. under the AGOA by 40 percent
- Increase the EAC's intra-regional trade in staple foods by 40 percent
- Foster 10,000 new jobs through firms assisted by EATIH and its partners
- Facilitate \$100 million of new investments in target sectors in the EAC

In response to the issues outlined in the Background section above and in pursuit of the project objective, goals and impacts, EATIH is mandated to have inclusive programming and support the expansion of women in trade and export. Striving for gender inclusive programming will help the project achieve its goals while promoting sustainable integration of the full complement of the region's potential workforce. This will promote the EAC's long-term resiliency and help it reach its economic potential.

DOCUMENT STRUCTURE AND INTENT

The document contains two interconnected sections, guided by main headings. The first section of the document contains EATIH's Gender Assessment, including data on the team's methodology and findings. Building on the data from the Gender Assessment, the second section of this document contains EATIH's Gender Strategy, including additional information culled from desk research, internal working group consultation and stakeholder engagement.

When read together, the two sections represent EATIH's approach to, and concrete action plan for, operationalizing gender inclusion. The Gender Assessment and Strategy team's overall approach to integrating gender inclusion into the EATIH program was rooted in the commitment to crafting a thoughtful, data-driven approach that is practical, action-oriented and implementable. Drawing validation from key USAID, Feed the Future and EATIH documents, important literature on women and trade and investment and first hand, in-depth interviews with key stakeholders, both the Assessment and Strategy are rooted in research and analysis. However, the information culled from this research and analysis is used to represent practical entry points and actionable opportunities for EATIH to "do gender inclusion", not serve as an academic representation of gender potential.

GENDER ASSESSMENT

EATIH conducted a Gender Assessment to identify the landscape of issues restricting women's participation in the EACs key trade and export sectors, both as employees and as women owned/led firms. As noted under contract section H.47 "Gender Consideration," EATIH must integrate gender considerations into its technical approach and identify specific activities as relevant to ensure that women are engaged as participants, beneficiaries, and decision-makers.

The assessment was intended to build and understanding of where women are present, what roles they play, and what obstacles prevent them from having the same voice, engagement, benefit and impact as men in EATIH's programmatic areas. Conducted over a 20-day period, the assessment results were used to craft both analytical findings and strategic opportunities with a tight focus on the project's scope of

work to ensure that the process would contribute to recommendations aligned with the project targets. The assessment identified a range of constraints. Key among them were restricted access to assets, finance, information, networks, markets and advocacy platforms to promote gender-sensitive trade policy design and implementation.

From this assessment EATIH developed a Gender Strategy to capture approaches to address gender issues and promote equity in project implementation and internal management. The Gender Strategy follows the Gender Assessment section in this document.

METHODOLOGY

Data collection methods for the EATIH gender assessment included document review, literature review, internal consultations with an EATIH internal Gender Working Group, Key Informant Interviews (KIIs), and focus groups.⁸ This five-tiered approach allowed the team to use triangulation to establish the validity of findings by analyzing the responses to assessment questions from multiple perspectives. This ensured that the findings were true and accurately reflected the situation.

DOCUMENT REVIEW

The Assessment & Strategy Team reviewed a number of key documents to understand the priorities and landscape of USAID's approach to trade and investment in East Africa, as well as core EATIH programmatic documents to ensure recommendations were compliant and relevant. These documents included:

- DAI's East Africa Trade & Investment Hub proposal
- East Africa Trade and Investment Hub contract
- East Africa Trade and Investment Hub Year 1 Workplan
- USAID Gender Equality and Female Empowerment Policy
- East Africa Feed the Future Strategy 2011-2015
- EAC Strategic Plan for Gender, Youth, Children, Persons with Disability, Social Protection and Community Development (2012-2016)

LITERATURE REVIEW

The Assessment & Strategy Team undertook a comprehensive literature review to supplement the foundational knowledge garnered by the document review process. The literature review included the analysis of documents and articles from a variety of sources that produce technical information about gender in trade and export in East Africa. These sources include USAID assessments, other international organizations' studies, and relevant academic papers. The Assessment & Strategy Team used the literature review to ensure that EATIH's approach to gender inclusion represents the current trends and up-to-date research as well as to validate findings and feedback gleaned from KIIs, focus groups and the internal working group. Annex C contains a complete literature review bibliography; however, the following pieces of research represent a selection of guiding documents for this assessment and subsequent strategy:

⁸ Documents are directly tied specifically to the EATIH project and/or are instruments the Gender Strategy must align with. Literature is not directly tied to the project, but contains academic or thematic information that is relevant technically.

- USAID Kenya Gender Assessment/ USAID activity gender assessments in East Africa
- USAID Policy Brief: Women in Cross-Border Agricultural Trade
- EAC/East African Business Council Women in Business Platform: “Catalysing the Participation of Women-Owned Businesses in Intra-EAC Trade through Evidence-based Policies and Programmes”
- USAID Bureau for Africa Office of Sustainable Development Regional Development Cooperation Strategy
- USAID Feed the Future: Measuring Progress toward Empowerment—Women’s Empowerment in Agriculture Index: Baseline Report
- The World Bank: Women and Trade in Africa-Realizing the Potential
- The World Bank: Gender Dimensions of Trade Facilitation and Logistics

STAKEHOLDER ENGAGEMENT

Key Informant Interviews (KIIs) and Focus Groups

The Assessment & Strategy Team collected information from a range of stakeholders including influencers and subject matter experts with firsthand knowledge of the operating environment. The initial stakeholder list was developed through internal EATIH consultation and desk research. Stakeholder engagement was realized through key informant interviews (KIIs) and focus groups.

- The key informant interviews were undertaken in an open-ended format to capture a variety of qualitative information to develop perspective of the landscape/issues. Although they were open ended they pivoted around two large goals: 1) to identify potential partners and 2) to understand the major constraints and opportunities to growing women’s participation in trade and export. Constraint identification followed a GenderCLIR approach tailored to EATIH’s programming, covering Women in the Private Sector and examining implementing and supporting institutions in Women and the Enabling Environment.
- KIIs were conducted with 24 individuals, including remote and in-person meetings.
- The focus groups were semi-structured guided discussions intended to drill down into targeted issues facing women in trade and export. Please see Annex B for the Focus Group Discussion Guide)
- Two focus groups were held with 10 participants. One focus group was centered on at trade and export-oriented women business owners. The second focus group was centered on access to finance issues.
- Please see Annex A for a comprehensive list of KII and Focus Groups stakeholders.

The Assessment & Strategy Team used this layered approach to emerge with the most robust and relevant information possible to inform recommendations.

EATIH Gender Working Group

The Assessment & Strategy Team convened an internal working group composed of the COP and members of the technical, operations, grants, M&E and communications teams. The Assessment & Strategy Team held an initial kick off meeting to establish the terms of the assessment and subsequent strategy and to mainstream knowledge about EATIH gender obligations per the contract.

The working group also served to incubate and capture the team’s perspective on how EATIH should approach gender, both contract wide and component specific. Following the initial kick off meeting, the Assessment & Strategy Team regularly consulted with the focal points from the working group, to further

validate findings, develop technically sound recommendations, and generate internal buy-in for the strategy’s direction as it developed. Per Gender Strategy recommendation, this working group will continue to operate.

FINDINGS

This section presents findings separated into two categories: Women in the Private Sector and Women and the Enabling Environment.

- Women in the Private Sector captures findings related to women’s presence in sectors, as employees or women-led firms, including obstacles to engaging in trade and export.
- Women and the Enabling Environment: This section captures findings related to women’s inclusion in policy design and implementation. It looks at both implementing institutions which are responsible for enforcing the legal framework, and supporting institution, such as professional associations or chambers of commerce, which are key contributors to promoting a gender-inclusive business enabling environment.

While there are national-level variances, findings consistently indicated that both as employees and in women-led firms, women are significantly present only in select sectors. As employees, they are present predominantly in unskilled or semi-skilled positions. In women-led businesses they are present predominantly in M/SMEs.

Women in the Private Sector
Key Finding: Women owned/led businesses (WOBs) have difficulty growing their businesses to enter into or succeed in export markets. This is mainly due to lack of access to accurate information, lack of access to finance, lack of capacity and cultural dynamics. Detailed findings include:
Lack of access to accurate information:
Lack of international market information and the export standards required by those markets. WBOs lack of export market knowledge can result in inappropriate pricing--both overpricing, resulting in loss of sales, and under-pricing, resulting in loss of profit.
Lack of regional EAC market information and the requirements in those markets. EAC is not successful at dissemination of information to private sector. EAC partner state organizations do not provide standard training materials on policies/regulations and how business should respond/how they benefit. This leaves the curriculum development and delivery burden on associations/organizations. This also leads to varied levels of training quality and information accuracy.
As regional cross-border traders, women experience a lack of knowledge of existing EAC common market protocols that allow duty-free movement of goods. This contributes to a host of issues, including: a. Delays and possible exploitation by border officials. b. Overnight stays that make them vulnerable to harassment and violence. c. Lack of appropriate storage facilities for their goods results in losses for their investment. The financial impact is exacerbated by their typically small margins. Lack of information on regional and international business opportunities, particularly under AGOA.
Women business owners access and use information differently than men. Due to home/family care demands, women do not have as many opportunities to network or have as much time to seek information.

<p>Informal women traders experience an intensified lack of access to information and networks, which minimizes opportunity. If members of an association are informed of an exhibition, the information will stop at them.</p>
<p>Lack of access to finance:</p>
<p>Despite improvements on legal provisions allowing women to be title holders for assets, men still commonly do so in practice. Access to assets remains low. Consequently, financial institutions may still demand spouse's details or approval to extend credit or finance to women applicants.</p>
<p>Financiers do not perceive women as priority clients, largely because: 1) They don't represent a large percentage of their high value client base, and: 2) When women do seek high level financing, their projects are not seen to be viable/investment ready. When associations have tried to link investors to women owned/led businesses, the feedback was that the businesses were not viable investment opportunities. They need support on developing bankable projects.</p>
<p>Women business owners do not understand the spectrum of financing options available, their costs/benefits, and how to navigate the application process.</p>
<p>Banks in EAC are risk averse. There is a high cost of credit, such as 20% interest rates, and long term credit is difficult to access.</p>
<p>Although there are successful microfinance schemes particularly targeted towards women entrepreneurs, there are few banks with financial services targeted for women above the microfinance level.</p>
<p>Lack of capacity:</p>
<p>Women can lack awareness of export standards, and where awareness exists they can lack the resources to meet the standards.</p>
<p>Low levels of technical and business management skills, (management, marketing, market research, business plan development, accessing credit)</p>
<p>Financial literacy- Women can lack an understanding of the financial viability of their businesses--they do not realize they are experiencing losses. If they sell all of their produce, for example, they consider it a success without considering the cost of inputs.</p>
<p>Women business owners lack adequate ICT skills, resulting in a lost opportunity to capitalize on web-based sales and market research.</p>
<p>WBOs need guidance through the contract phase for the first few contracts. Usually support is there for obtaining the contracts, but ends at that point in the process. If there is a breakdown in the contracting phase, all of the previous investment is lost.</p>
<p>Cultural dynamics:</p>
<p>Women suffer from time poverty due to cultural expectations that they hold primary responsibility for home and family care. Termed as "the burden of unpaid work," this can result in a lack of time for networking, information gathering, restricts travel for market research/exhibition/fair participation.</p>
<p>Although it still has impact in urban centers, time poverty is magnified for women in sectors based in rural settings, such as agriculture.</p>
<p>Male exporters are more likely participate in international market research, and to do repeat visits. Women are more likely to stay in national-level markets, maybe regional. This is partially due to competing home demands,</p>

and to funding. Even if her business is generating income, it should be put into the household, not her business. This is compounded with social implications for frequent/distant travel.
Have to get permission from husband (or possibly extended family) to attend trainings, commit funds to travel for trade fairs, etc., even if the funding was raised by her.
Women's income is seen as supplementary.
Other constraints to succeeding in trade and export
Women enterprises lack funds to participate in trade fairs and shows which could provide them with contacts and orders for exports.
Inability to afford key certifications.
Women business owners have opportunities to network at the national level, but not at the regional or international levels.
WBOs value direct linkages to investors or buyers over capacity building. But, they also acknowledge that there is still a need for capacity building to execute successful transactions. Still high demand for exhibition/trade fair participation, because this leads to direct deals and more concrete experience in client engagement/market demands. Women also want more business to business (B2B) engagements across borders.
For young women, entrepreneurship is often the last resort when one is unable to find employment-not necessarily the result of a true desire to start a business. This impacts interest in growth and reaching export capacity. WBOs who are association members tend to be older, starting their business after decades in a career. They age out before they can grow.
Women are reluctant to take risks with their business, in comparison to men. "Time poverty" and cultural roles are connected to this dynamic. Having a business that serves the immediate community means one can stay close to home, which is appealing when one's priority is a successful family, not business. Women's reputation/value is home based, while men's are business based. Therefore men are socially positioned be more aggressive in business development.
Women in agriculture have difficulty accessing bulk inputs and training in how to use them. This is partially due to mobility issues, where men typically have greater access to vehicles whereas women travel by foot or rely on public transportation systems.
Small informal women traders tend to trade alone, out of fear that they will be taken advantage of by formal value chain members. Studies indicate that this is a risk, where formal women, as middlemen, will buy low and either delay payment and/or provide lower compensation than agreed.
Small informal women traders lack access to reliable aggregation opportunities and don't always understand the benefits of using them.
Most women traders are dealing in perishable goods, which have regulations that are hard to meet as lone traders, versus as associations.

Women and the Enabling Environment:
Key Finding: The national level landscape of supporting institutions is cluttered with varying capacity and a lack of high-level regional coordination. Women's private sector voice is not adequately captured

in EC trade policy dialogue or by implementing institutions.
Associations/organizations find that the same women participate in trainings and exhibitions--there is a need to get new WBOs involved. But newer women are reluctant to participate because of the cost, travel requirements, lack of understanding about procedures, quality standards, and inability to meet volume. There is high demand for participating as supported viewers in trade shows and exhibitions. For example, the Tanzania Women's Chamber of Commerce did this for women in agriculture, hosting a group of participants at one of their UN supported platforms at key border crossings. They had a very positive response from participants and experienced a boost in membership.
Many associations have a mentoring component and note demand for this service, but few are formalized.
Older women are more likely to access associations than younger women. For example, in the Tanzania Women Chamber of Commerce the majority of participants in trainings are 40-60, and are repeats.
Both national chapters of regional organizations and national level women's associations are prevalent with varying capacity levels and overlap of mandate. Despite prevalence of associations, women feel they have few forums to formally network with women, and with men.
Women in trade and export lack the skills and platform to negotiate for their space at regional policy levels. While there are many national-level organizations that represent women business owners and provide policy advocacy services, there are few that operate at a regional level. The East African Business Council's Women in Business Platform (EABC WiBP) is one organization that is positioned to provide this role, but is on hold pending funding. While national level interests should be represented, if there is no coordination EAC gender trade policy engagement can devolve into competing national level voices that accomplish little, versus a unified voice capable of articulating priority issues.
There is a regional lack of sex-disaggregated data on entrepreneurship, trade, and investment making it difficult for the EAC to develop evidence-based gender-sensitive laws and policies.

GENDER STRATEGY

The purpose of the EATIH Gender Strategy is to capture action-oriented responses to the issues identified by the assessment while simultaneously operationalizing the workplan to be gender inclusive. This is done in alignment with key documents outlined in the Methodology section, including the EATIH contract and workplan, USAID Gender Equality and Female Empowerment Policy, EAC Strategic Plan for Gender, and the East Africa Feed the Future Strategy 2011-2015.

The strategy is intended to be a guiding document for EATIH. It should identify key gender issues related to EATIH's programmatic areas of operation. Through the guiding principles it should capture EATIH's strategic approach to promoting gender equity and addressing gender constraints. This approach operates at the sector level to grow key trade and export sectors that hold potential for women's participation. It operates at the institution level by identifying opportunities to engage and support women-focused organizations, such as women business owner associations, women's agricultural groups, non-profits, entrepreneurship programs. Potential relevant partners include the finance-focused New Faces New

Voices, African Women in Agribusiness Network, African Women's Entrepreneurship Program, Federation of Women Entrepreneurs Association, and national level women's chamber of commerce and associations (such as Kenyan Association of Women Business Owners). In addition, Women's Legal Associations will be included as well as other advocacy associations, as appropriate. The project will also identify platforms and initiatives embedded within key partners, such as the East Africa Women in Business Platform and the gender programs within national export promotion agencies. In a few selective circumstances it will also work at the firm level, such as in the trade fair initiative under Component 3.

The guiding principles and recommendations will serve as a tool for the project team to inform their future approach to gender inclusive and female-focused programming as the project learns and evolves and as new opportunities emerge. It also presents practical and actionable recommendations for EATIH, including in internal program design, M&E and learning, Communications, and at the Component level. This is done in alignment with key documents outlined in the Methodology section, including the EATIH contract and workplan, USAID Gender Equality and Female Empowerment Policy, EAC Strategic Plan for Gender, and the East Africa Feed the Future Strategy 2011-2015.

GUIDING PRINCIPLES

To promote women's participation in trade and export sectors, to unlock their potential to contribute to building regional competitiveness, and to support sustainable integration in the EAC, EATIH will:

- 1) Promote inclusive growth in EATIH target sectors to expand the presence of women-led businesses and women-focused organizations, and foster formal wage earning opportunities.
- 2) Address key constraints restricting women-led businesses' entry into and success in cross-border trade and export markets through engaging regional and national supporting organizations and institutions and providing firm-level support.
- 3) Support gender-sensitive trade policy design and implementation.
- 4) Follow internal processes that integrate gender considerations into EATIH's design, implementation and learning cycle.

PRIORITY RECOMMENDATIONS

This section contains higher-level recommendations that impact EATIH program design and cut across technical components. As higher level recommendations, they support the project Objectives and Goal. Activity-level Gender inclusive/female focused work at the Work Plan Activity level is detailed under each Component's section in "Gender Inclusive/Female-focused Workplan Activities."

EATIH Project Goal: Expanded Trade and Investment

To increase intra-regional and international trade that contributes to increased regional economic growth, resilience, and integration.

These program design recommendations support the EATIH Project Goal by designing programming that is responsive to men and women's needs and promotes equal access to resources. This maximizes both groups' potential for successful participation in trade and export.

EATIH Program Design Gender Strategy Recommendations:

- Integrate Gender into EATIH program design cycle.
- Include gender perspective in internal studies and external impact evaluations.
- Develop a communication database of women-focused organizations/platforms for targeted outreach
- Establish a learning and resource portal for women in trade and export

EATIH PROGRAM DESIGN

Integrate Gender into EATIH Program Design Cycle

- EATIH will maintain a formal Gender Working Group (GWG). EATIH's GWG will continue to meet on a functional basis, such as to prepare for the annual workplanning process and to support the Gender Audit tool, including developing the methodology, piloting, and validating results. The current composition includes a mixture of operations and technical staff, including 5 men and 5 women.
 - It is recommended that guest members from the greater EATIH team (operations and technical) be invited regularly to maintain exposure across project staff and to invite new ideas and approaches. This is especially key for new hires. The Gender Specialist will also be engaging individual team members as needed, and providing updates at the weekly technical meeting.
 - It is also recommended that the GWG have revolving leadership to ensure that all EATIH members will take an active role, not only the Gender Specialist.
 - The Gender Working Group will hold quarterly external meetings with relevant women-focused organizations/platforms to brief relevant stakeholders on the project's activities to receive feedback, identify new opportunities and remain current on key organization's initiatives. In addition, EATIH should consider initiatives to strengthen leadership within the women-focused organizations the project works with. Leaders in EATIH's partner associations will become a part of an advisory group that EATIH and EATIH's Gender Working Group will be able to draw upon to insure that gender is integrated seamlessly throughout the project in a strategic manner.

- All leadership staff will be held responsible in performance reviews for how effectively gender is addressed in the project (using the gender strategy recommendations as a guide). EATIH should consider a three tiered approach for examining gender inclusion and progress from an internal management perspective:
 1. Including gender metrics for teams, such as technical staff performance evaluations tailored to the commitments made under components and operations staff performance metrics that reflect gender commitments made for hiring and procurement practices.
 2. DAI Home Office holding the COP accountable for meeting program and operations gender commitments
 3. Including within the gender audit methodology a management/organizational design section to capture any gender focused policies, procedures or systems that can be implemented at the project and organizational level.

- Akin to the current approach with Grants, EATIH will revise the overall Action Memo template to include a section titled "Statement on Female-focused Programming or Gender Inclusion". This section will be an iterative process core all individuals to state how a given activity is either female-focused or has considered gender inclusion, and gender impact, during the conceptualization and design process. This process of gender consideration at the Action Memo

stage of design has the potential to inspire program designers to include, expand or even easily amend their activity scope and approach to foster female-focus or gender inclusion where it may otherwise be overlooked. EATIH understands that not every activity will be female-focused or will have gender inclusion or impact, but feels that responsible program design demands that gender impact be considered.

- Recognizing the importance of gender sensitivity throughout the procurement cycle, EATIH will formally review a variety of female-focused and gender-specific techniques to its procurement processes, while remaining compliant to overall DAI and USAID regulations. The EATIH Field Operations Manual should be revised to include text reflecting this recommendation. Such techniques may include:
 1. Lower cost sharing for women owned/led businesses or those that employ majority women.
 2. Extra points for women owned/led businesses or those that employ majority women.
 3. Highlighting that a procurement is encouraging women-owned business to apply by including a note in the solicitation text that prominently states women-owned/led or women-majority employed business are encouraged to apply.
 4. Targeted outreach to relevant women associations/organizations/platforms. This will be done through the database detailed in the Communications section below.
 5. As younger women are underrepresented in EATIH sectors, the project should also consider approaching procurement points 1 and 2 above from a youth perspective to engage women owned/led businesses from the demographic under 35 years old.

- In order to effectively mainstream EATIH's approach to gender inclusion at the component level, the project's organization structure will be designed to provide knowledge management responsibilities that span program design, communications, monitoring and learning.
 1. As part of EATIH's knowledge management and learning approach, female-focused programming and gender inclusion should be integrated into highest level of strategic planning process. To achieve this, a simple customized Gender Audit methodology for EATIH will be developed. If the Knowledge Management Director is not able to lead this initiative, EATIH may need to hire a consultant. The EATIH Gender Audit will be conducted annually, in support of the larger work planning process, and will seek to examine and provide substantive feedback on EATIH's progress against its gender objectives and commitments at the component levels. To ensure that the project sets informed targets, the Strategy recommends that the project approach indicator setting as part of the Gender Audit tool design, and around annual work planning when the project has developed an understanding of what is appropriate in relation to EATIH's specific initiatives. The main goal of the Gender Audit will be to provide timely, annual, usable feedback and learning that can be implemented during the lifecycle of the contract to course correct, expand or develop new areas for female-focused programming and gender inclusion.

M&E

Include gender perspective in internal studies and external impact evaluations

- In the EATIH PMP, the Conduct Evaluation and Special Studies section proposes a series of small studies to understand impact and outcome of project activities to feed back into learning and program design. EATIH should include an analysis of how the project is specifically benefiting both men and women, so that interventions can be tailored to maximize inclusiveness.
- The EATIH contract, per USAID policy, calls for third party midterm and end of project evaluations. This offers an opportunity to include a gender specific analysis of impact. It is recommended that USAID include a gender component in the report structure. This will provide external feedback on EATIH's progress against its stated female-focused and gender inclusion commitments. Possible approaches for including gender perspective in studies and evaluations include:
 - During evaluation designs or when conducting studies, include gender considerations or pay attention to gender concerns in the SOW of the evaluation criteria including in the design, team composition, tools and methods, analysis, findings and recommendations that may help generate information on gender equality and female empowerment.
 - During the data analysis process, pay special attention to the question whether an intervention had a negative effect on particular stakeholders.
 - During implementation, provide specific training on capturing gender (in)equality results by collecting and analyzing sex-dis aggregated data
 - Ensure consultations involve male and female stakeholders – entrepreneurs, producers, traders, exporters and workers.
- All M&E forms currently ensure sex disaggregation is captured in all EATIH supported activities, including participation in workshops, seminars, trainings, consultative forums and trade shows. Building on this existing approach, all trip and site visit forms should include a section to capture intended and unintended gender impact.
- The EATIH PMP currently contains the USAID F indicator GNDR-2

COMMUNICATIONS & KNOWLEDGE MANAGEMENT

Develop a communication database for targeted outreach

To address standing access to information issues, EATIH cannot only operate through standard communication networks. The Knowledge Manager will support development of an outreach database of national and regional women organizations, associations, business owners and other relevant entities that can be targeted for communications regarding EATIH procurements, activities, events, and trainings. This outreach group would receive all standard EATIH communications, but would also receive information beyond this that is specifically relevant to their demographic. The stakeholder engagement list in Annex A can serve as the starting point for the listserv database, and the KM team will confirm organizations' interest and continuously expanding the list.

- This outreach database, in conjunction with EATIH's other external stakeholder engagement, can be used to highlight gender issues that are beyond the mandate of EATIH, but represent key constraints. For instance when issues of women's access to assets is encountered in EATIH's work, such as land tenure rights, we will share it with the appropriate advocacy organizations to promote progress and support the business case for reform.

Establish a learning and resource portal for women in trade and export

- Lack of access to information was repeated as a critical issue for women. As a minority in most key sectors, they do not have the same market networks as male counterparts. In addition, the time poverty issue applies, where women must carry both business and home responsibilities. They therefore do not have the same amount of time to engage in networking or to pursue information about resources and regulations. To address this, under their Knowledge Management approach EATIH could develop on their website a learning and resource portal for women in trade and export. To reach informal traders, the project could explore using mobile telephony to disseminate information. This could house all relevant EATIH related information in addition to relevant news and external resources. The Knowledge Manager could lead this knowledge management initiative, with support from the Communications team.
- To support sustainability of this resource, once robust, the content could be transferred to national level export promotion entities under Component 3 Activity 3: Build Capacity of National Export Promotion Agencies.
- EATIH should strive to include resources that will be useful to the range of profiles the project will impact, from small women informal cross-border traders to women business owners of export oriented firms. EATIH can work with those women's/trade organizations, such as AWAN, that have members with low literacy and low fluency in English to identify appropriate resources and communications approaches. The portal can also include relevant materials, such as the simplified trade policy documents and sensitization materials GIZ is developing. If a key information need is identified, EATIH should consider producing language and literacy tailored materials.
- In addition to the portal, EATIH should also analyze how key messages and trade information can be disseminated through radio and technology solutions. For instance, an application that includes both a voice-response on prices and a visual display can help a woman trader understand

and advocate for fair market prices, as she can show her mobile phone to the seller/buyer. The portal should house information on alternative communication solutions so associations and portal audience members can share these other communication channels with women who have low-literacy.

- Resources could include:
 - a. AGOA outreach materials developed under Component 3
 - b. EAC Trade Help Desk and trade policy outreach information developed under Component 2.
 - c. Women-focused investment tools identified under Component 1 and other financial resources, such as national banks that are Members of the Global Banking Alliance for Women, all of which have products for women, many of which are targeted at the SME level and offer technical assistance.⁹
 - d. Highlights of role models and success stories from women in EATIH trade and export sectors. For example, Valentine Rugwabiza was a WTO ambassador from Rwanda and served as the Deputy Director General of the WTO. She can serve as a role model for women in government to develop better trade policies that incorporate women's concerns.
 - e. Relevant national and regional women-focused associations, entities, initiatives and information hubs such as the Women Enterprise Funds in Kenya and Rwanda, export promotion agencies information centers, East African Business Council's Women in Business Platform (EABC WiBP) directory, and business plan competitions.
 - f. International resources such as women diaspora groups and organizations, such as:
 - i. WeConnect International, which identifies, educates, registers, and certifies women's business enterprises based outside of the U.S. that are at least 51% owned, managed, and controlled by women, and connects them with multinational corporate buyers.
 - ii. Cherie Blair Foundation for Women, which invest in women entrepreneurs in developing and emerging markets so they can build and expand their businesses.
 - g. Women are not able to network to the same degree as men, due in part to disproportional family care responsibilities and mobility restrictions. To promote women's networking, the portal should include a section that provides information on all of the mentoring and exchange opportunities at the national, regional and international level. In addition, the portal can house mentoring training materials and publicize opportunities to set up mentoring circles with women leaders.
- In addition, the Knowledge Manager can contribute a monthly blog post highlighting a resource or providing relevant news, to be pushed out via the targeted outreach database and posted on the portal.
- When developing the outreach database and building the information portal, EATIH should capture information regarding youth, both in terms of organizations /initiatives that focus on young entrepreneurs in trade and export, and youth owned/led enterprises. As youth is

⁹ This includes Chase Women (Kenya), Bank of Africa Uganda Ltd (Burundi, Uganda, Tanzania, Kenya, and Madagascar), dfcu Limited (Uganda), and Diamond Trust Bank (Kenya)

categorized as up to age 35 in the EAC, the project anticipates that many of its initiatives will engage with females in this demographic, which is underrepresented in EATIH's sectors. EATIH should consider outreach that is specifically targeted at this demographic, including promoting associations and experienced women business owners that participate in mentoring young female entrepreneurs in the resource portal. In addition, the project should consider hosting a series of events over the life of the project for young women in trade and export, with the content of each being determined through outreach from our gender database.

CROSS CUTTING

EATIH Project Goal: Expanded Trade and Investment

To increase intra-regional and international trade that contributes to increased regional economic growth, resilience, and integration.

These recommendations support the EATIH Project Goal by growing employment opportunities that benefit both men and women, maximizing the EAC's workforce potential. They also foster the expansion of women-focused platforms, organizations and initiatives throughout the region.

Cross Cutting Recommendations

- Prioritize sectors with potential for female job creation (i.e. apparel, horticulture, and coffee).
- Disseminate national level models with gender impact at the regional level.

Prioritize sectors with potential for female job creation

To ensure that EATIH's target of fostering 10,000 jobs includes jobs for females, EATIH will target growing those sectors that have a strong female employee presence. The cut flowers industry is an example of a key sector, as it heavily employs women at the farm level. Identifying opportunities to grow this sector can provide unskilled female employees, a potentially vulnerable population, with more than the standard employment opportunities—in Kenya it provides employment opportunities that are vetted by regulations. Kenya Flower Council members, which represent approximately 70% of production, are required to meet certification standards that support gender-responsive workplaces. Other key sectors with substantive female employment include knit and woven apparel and coffee, which were the top three import categories from the EAC to the U.S. under AGOA in 2013: Knit Apparel (\$171 million), Woven Apparel (\$148 million), Spices, Coffee, and Tea (\$119 million, majority from coffee).

USAID recently approved an EATIH mapping initiative to develop a matrix on the regional "trading universe." This will be an iterative process conducted with key partners, and will cover structured trading system elements, including actors and intervention gaps. EATIH will segment the market to analyze opportunities for women and may identify potential pilot projects from this initiative. EATIH should also consider analyzing socio-cultural barriers to identify recommendations for women's integration, such as separate and/or appropriate facilities for women and men and providing transportation.

EATIH fully supports the growth of women into leadership and management roles and their expansion throughout key trade and export value chains. We also recognize, as highlighted in the EATIH contract, that the project should support employment opportunities for women in the formal economy. This

recommendation is intended to target low or semi-skilled women that may operate within the informal economy who could transition into formal employment.

In addition, EATIH should target non-traditional sectors or entry points in existing sectors with the highest catalytic potential for female entry, retention, growth and employment. For instance, we can work with women in coffee to support movement from picking and sorting coffee to higher level activities such as tasting, branding, labelling, marketing and innovating. We will encourage the participation of women in events such as the East Africa Taste of Harvest Competition so they can understand how to differentiate the development of coffee from a commodity to a higher value product. EATIH should consider providing leadership and management training for mid-level female employees to provide the skills needed for women to advance to high levels of management within the value chain. DAI has developed leadership training materials that have been modified for literacy, translated, and successfully applied in other projects. In addition, the project can link with universities to provide information about opportunities in the higher end of value chains that are available to women, including bringing successful women entrepreneurs to speak to female students.

Through the external stakeholder engagement recommended earlier in the Strategy, the Gender Working Group will also track issues of women's displacement in EATIH value chains, and will identify appropriate mitigation measures. For example, EATIH anticipates supporting the implementation of Staple Food Standards under this activity. Many women producers have low understanding of standards and/or difficulty in meeting them. They have essentially benefitted from the EAC regulators' previous lack of formalization and capacity around standards setting and implementation. The project anticipates that building harmonizing standards and building enforcement capacity may have a gender-intensified negative impact by widening the gap between women producers' current capacity and staple food standards. To mitigate this potential issue, which could result in women shifting from the formal sector to the informal, EATIH can include women in Component 2's Activity 5: EAC Trade Facilitation Instrument and Policy Awareness Raising. Here EATIH will conduct a critical review of traders' awareness of and demand for trade policies and instruments. The project can use this review process to gather information to validate if there will be a disproportionately negative impact for women related to Staple Food Standards implementation, and to simultaneously engage women participants to identify best approaches to for mitigation to be shared with partners. In addition, EATIH will identify market trends in technology and proactively train women so they can be leaders in advancing the value chain. For instance, in addition to standards, EATIH will look to advance women's understanding of certifications and higher level standards such as organic.

Disseminate national level models with gender impact at the regional level

National level trade and export supporting institutions and associations have different approaches to achieving their organizational objectives and varying capacity. EATIH can identify and those national level entities with successful approaches for supporting women in trade and export and share their models regionally. Spreading models will foster a regional network of more innovative and connected women-focused organizations, and will help key influential trade, export and investment entities see how women's initiatives and platforms can be integrated into their operations with impact.

As noted above, the KFC self-regulation approach could be shared with other national level counterparts, such as the Uganda Flower Exporters Association and the Tanzanian Horticultural Association. The

Kenya Export Promotion Council has partnered with the Women Enterprise Fund to increase the number of women participating in regional trade shows allowing them to extend more services to their members. The Uganda Export Promotion Board ran a pilot project at four border areas to support women in cross-border trade, which included a fast-track clearance process, and hubs delivering capacity-building modules developed with women in informal trade. Within these models, EATIH can encourage partner associations and organizations to **include activities that engage spouses and male family members** to build understanding of the rights and benefits of women in export, and to shift the social norms that question women who travel for work.

Intermediate Objective 1: Increased Regional Value Chain Competitiveness

These recommendations support Objective 1 by building value chains that have space for women and by engaging women-focused organizations and women-led firms to ensure that women are able to fill substantive roles in these value chains.

Cross Cutting Recommendations:

- **Support industry/sector standards that are socially responsible** to build women-friendly job opportunities
- **Encourage entry or expansion of women in EATIH sectors**, through engaging regional or national level women-focused organizations/groups and women-led firms, to promote women's presence and impact in key trade and export sectors
- **Adapt trainings to maximize women's inclusion and produce practical benefit**

Support industry/sector standards that are socially responsible

Industry standards and certifications are mutually beneficial tools for women and sector competitiveness. The KFC's self-regulatory certification approach mandates that grower members have Gender Committees which promote a responsive workplace for women, who are the majority of employees. This not only helps flower farms with retention, these high standards can set the Kenyan flower industry apart on the international market. EATIH will find opportunities to develop socially responsible certifications that add value to sectors, and to promote successful models at the regional level.

Potentially, EATIH could work with ACTIF on an innovative Sustainability Plan to improve revenue streams through a manufacturer's certification label that will be offered to ATCIF's membership. Through this type of grant, ACTIF could develop and launch an Origin Africa Standard. This Standard, to be designed in collaboration with Worldwide Responsible Apparel Production, would establish social and environmental compliance requirements which will benefit employees. Both the cut flower and CTA value chains are labor intensive and employ a high number of unskilled or semi-skilled women. Promoting socially responsible standards in these sectors simultaneously improves EAC's reputation as a sourcing hub, while growing decent employment opportunities for women in the region.

In addition, EATIH is exploring partnerships in the coffee sector, which heavily employs women, with the African Fine Coffees Association (AFCA), which has a Women & Youth in Coffee initiative that works to improve women's presence along the coffee value chain, including in management positions.

Encourage entry or expansion of women in EATIH sectors

EATIH will strategically approach partnerships and grant funding to promote women's participation in targeted sectors. To support technology transfer into the region, Component 1 intends to partner with ICT hubs with deployment and testing capacity that can operate as magnets for investment. ICT is currently a male-dominated sector in East Africa. EATIH will therefore seek partners who have integrated platforms

supporting women in ICT into their organizational design. In addition, to capitalize on its engagement in this sector EATIH should consider:

- Developing content and or training initiatives to enable women (including working with and through younger women) to create their own web content and use ICT for networking, advocacy, pricing, mobile banking, and market information (e.g., web portals).
- Consider establishing ICT access centers and micro-telcos in rural areas and in locations in urban areas frequented by women contributing to trade and export in EATIH's sectors. The project should consider conducting an ICT and Gender survey to identify needs and the potential relevant impact. This could be done by reaching out through national/regional organizations, or could be included in the standard trade system mapping activity. EATIH could then develop a targeted approach that has a clear link to improving women's inclusion in trade and export.

As the project progresses with its engagements across sectors, including in biotechnology and agriculture, it should look for similar opportunities to promote women's entry and growth. Work in agribusiness to attract and encourage investment in services and facilities to improve small holder farmer production holds potential for women, as the agriculture sector heavily employs women and the majority of women farmers are small holders.

Engagement with appropriate organizations will be key—such partners could include EABC-WiBP, KAWBO, the Organization of Women in International Trade (OWIT), the Federation Of Women Entrepreneurs Associations (FEWA), African Women in Agribusiness Network (AWAN) and women's Chambers of Commerce.

Adapt trainings to maximize women's inclusion and produce practical benefit

EATIH will be engaging a varied demographic of partners and beneficiaries. When targeting women, the project should tailor engagements to facilitate their participation, including by engaging appropriate women-focused organizations and platforms as partners. EATIH will partner with women's sector-specific organizations and business owner associations/institutions for targeted trainings and outreach. These entities have an immediate understanding of the information and resource needs of their members, and are able to reach a wide demographic of women. Ensuring regional and national level associations have access to key information and training materials, including on AGOA and EAC trade policies, will support sustained dissemination to members.

The type of targeted woman participant will vary depending on the EATIH initiative. For trade show work under Component 3, for example, EATIH will be engaging women business owners/leaders for export oriented firms. For EAC trade policy outreach activities under Component 2, EATIH would be targeting women traders and producers in the staple food crop sectors. Similarly, the process for reaching participants will reflect what is relevant for the specific activity. For example, in some cases EATIH will conduct outreach directly; in others it will work through associations/organizations to develop an appropriate participant pool. Gender considerations and balance will not be accidental or incidental — we will have a recruitment and selection approach that is intentionally designed into all activities.

Key approaches to adapting training could include:

- Explore and exploit further safe learning spaces (for both men and women) that are socially-acceptable to share knowledge and experience.
- Ensure the use of training approaches that are hands on, field-based, simulation based, practical and requires limited literacy.
- Proactively invite, and enabling training attendance of, both men and women especially in trade-related aspects of the agriculture and agribusiness sectors.

For women business owners, for example, early morning is a key time for engagement. As smaller enterprises they need to be present during business hours, as they often have to fill many roles and cannot staff enough to delegate. After work hours they often must be at home as primary holder of family care obligations. For example, in Tanzania men spend approximately 5 percent of their day on unpaid care work, while women spend 14 percent.¹⁰

There is high demand for direct business to business learning opportunities and practical trainings. These include opportunities for women to visit other regional businesses, convening in venues where they can present products, do mock pitches, and go through a guided process of filing paperwork under an actual export scenario. The Tanzania Women Chamber of Commerce took this approach at the Jua Kali exhibition which targets the informal sector. They walked women through completing the paperwork process under a mock cross-border trade scenario. Participants noted that an explanation of the "why" behind the paperwork requirements was crucial. Otherwise women traders will try to include information they think inaccurately is beneficial to them, which can lead to losses.

Intermediate Objective 2: Improved Regional Trade And Investment Enabling Environment

This recommendation supports Objective 2 by ensuring the regional trade and investment enabling environment is responsive to women stakeholders including exporters, cross-border traders, producers and the organizations that represent them.

Cross Cutting Recommendation:

- **Promote a coordinated voice for women in the private sector to produce greater impact**, including in promoting gender considerations in EAC trade policy design and implementation and engaging with relevant women-focused organizations that have an advocacy mandate.

Promote a coordinated voice for women in the private sector to produce greater impact

Formalized avenues for women to present a united voice provide greater potential for positive results. This is demonstrated at the national level by the Kenya Association of Women Business Owners (KAWBO), which was formed when a group of women business owners were not able to get credit or receive extensions from their banks when they requested individually, but were successful when they approached the bank as a group. Similarly, the successful resolution of issues raised in the KFC member farms' Gender Committees is due in part to the fact that the group agrees as a unit on which issues to present, putting full member weight behind their prioritization.

¹⁰ Tanzania Gender Networking Programme (2009), "Women Participation in Positions of Power and Influence in Tanzania," Dar es Salaam, TNGP

At the regional level, the EABC WiBP offered this coordinating service as a regional apex private sector organization. The platform is temporarily on hold but is pending a potential renewal of its partnership with TMEA, whose support was foundational to its creation and activities for the two years it was fully operational.

The WiBP provided a range of services, including capacity building, pan-African B2B linkages, exhibition participation support, and communication on relevant trade regime issues. Crucially, it also was the only platform providing a coordinated regional female private sector voice for EAC policy advocacy. It advised, for example, on the design of women-friendly one stop border posts including advocating for the use of online platforms, notice posting, and open rooms to prevent the privacy that accommodates intimidation/harassment. The WiBP also combined advocacy with unique on-demand technical assistance for trade/export issues. For example, a member association requested their support in identifying if a 40,000 KSH export charge was a misclassification. WiBP researched, confirmed it was misclassified, and successfully advocated that it be removed.

As it is anticipated that funding will be reinstated, EATIH should work with TMEA and the WiBP to identify ways to support WiBP's initiative to remove barriers for business women, per the joint EAC/EABC WiBP commissioned study.¹¹ The study proposes initiatives aligned with a range of the recommendations in this strategy, including in ensuring gender issues are included in EAC policy dialogue.

COMPONENT 1: INVESTMENT AND TECHNOLOGY ACQUISITION BETWEEN EASTERN AND SUB-SAHARAN AFRICA AND GLOBAL MARKETS, PARTICULARLY THE U.S., INCREASED

GENDER CONTEXT

According to the IFC Enterprise Finance Gap Assessment Database (2011), there is a \$16.124 million credit gap for formal women-owned SMEs in sub-Saharan Africa. The financial infrastructure for women businesses in the EAC is currently limited to a handful of banks, MFIs and small savings groups. It does not meet the demand for financial services by women seeking start-up capital and credit levels above MFI ceilings. Women wishing to grow their business suffer from compromised access to credit because of improperly registered or unregistered businesses, lack of understanding of financial services, improperly prepared proposals, and lack of support from immediate family.¹² In Tanzania, for example, male headed households are more likely to receive credit than female headed households (86.7 percent versus 13.2 percent). Lack of capital can limit women to lower growth sectors and low-value activities in value chains where profits and earning are low.

There is also insufficient reliable sex-disaggregated data at the financial institution level that could provide an evidence base for the market potential of women-led firms. Initiatives like USAID Kenya

¹¹ “Catalysing the Participation of Women-Owned Businesses in Intra-EAC Trade through Evidence-based Policies and Programmes”

¹² TGNP 2009

FIRM’s work to promote the use of credit reports helps to build an evidence base for women seeking access to finance. Although financial institutions and investors do not yet see women-led business as key partners or clientele, studies indicate that women led SMEs are an underserved yet potentially profitable client group.¹³

WORKPLAN OBJECTIVES

The overarching goal of this component is to attract and accelerate U.S./EAC investment and technology acquisition, and strengthen two-way trade and investment between the U.S., East and Sub-Saharan Africa more broadly. In addition to drawing investment to the other Component sectors, Component 1 will also target enabling sectors that the EAC identified as priority growth areas, including ICT, biotechnology and non-staple food agriculture.

This Component is positioned to support women’s participation in trade and export sectors by:

Improving women’s access to finance: Any progress in addressing the access to finance gap for women in East Africa would be mitigating a key constraint with potential for creating long term impact.

Targeting investment in sectors with female job growth potential: Under Activity 1: High Impact Sector Assessment Validation, Component 1 is now developing a high impact sector assessment report to inform programming which includes an analysis of the presence and role of women and youth at the subsector level.

Supporting women’s economic participation in and benefit from enabling sectors: The Component 1 enabling sectors can hold particular promise for women. As noted in the 2012 USAID Policy Brief on Women in Cross-Border Agricultural Trade, ICT in particular can remove barriers caused by lack of market information, mobility and gender segregated value chain roles. In addition, because of time poverty issues, time saving technologies and innovations have a gender-intensified positive impact for women.

GENDER INCLUSIVE/ FEMALE-FOCUSED WORKPLAN ACTIVITIES

This section captures approaches EATIH can use to operationalize its gender inclusive or female-focused elements of its workplan.

Component 1: Investment & Technology		
Gender Inclusive Work Plan Activities:		Other Gender Focused C4 Activity:
<ul style="list-style-type: none"> ▪ Activity 2: US Tools and Incentives & New Tools ▪ Activity 3: Partnership Fund ▪ Activity 5: Opportunity Assessment and Transaction Pipeline Creation 	<ul style="list-style-type: none"> ▪ Activity 6: Chokepoints and Intervention Strategies ▪ Activity 7: Public Private Dialogue ▪ Activity 9: Information Outreach 	<ul style="list-style-type: none"> ▪ Improve regional access to finance for women led businesses

¹³ International Finance Corporation, ‘Women Owned SMEs: A Business Opportunity for Financial Institutions’

ACTIVITY 2: U.S. TOOLS AND INCENTIVES AND NEW TOOLS

A foundational part of Part of Component 1’s approach is to develop a menu tools for potential investments for risk mitigation and to address capacity needs. This “toolbox” should include any women-focused funds or initiatives, information on which should be available on the learning and resource portal.

ACTIVITY 3: PARTNERSHIP FUND

As outlined in the recommendation “Integrate Gender in to EATIH Program Design Cycle” solicited RFAs will apply gender-sensitive procurement techniques.

The Partnership Fund will be also used to support flagship female focused initiatives and gender inclusive programming.

- Through the Partnership Fund, EATIH should explore engagement with New Faces New Voices (NFNV), a pan-African advocacy group with chapters in fifteen countries (including Kenya, Rwanda, Tanzania, Uganda and Ethiopia) that focuses on expanding the role and influence of women in the financial sector. While there are a plethora of microfinance institutions in East Africa that target women, there are few organisations that target SMEs and above with export capacity or potential. In targeting this demographic and having regional reach, NFNV's approach aligns with EATIH's approach. Specific opportunities for engagement include:
 - The African Women's Economic Summit 2016: To be held in two EAC states, the summit's objective is to identify new and innovative ways to address the challenges of financial inclusion and increasing women’s access to finance and credit. It will provide participants with opportunities for regional networking, linking with funders, and exposure to information and opportunities impacting women business owners in the EAC region. NFNV will potentially partner with Strathmore Business School, East Africa Venture Capital Association and the Kenya Bankers Association. EATIH could partner with NFNV to support the summit, through funding and/or provision of a key speaker such as the Component 1 Lead, Kanini Mutooni. From this engagement EATIH could identify the value of supporting future summits and identify ways to further leverage the event with other EATIH gender initiatives.
 - Inclusive Pipeline Development: NFNV, or a similar organization, could be engaged to identify upcoming and existing female owned, led or focused businesses that can be fed into the Component 1 investment pipeline. NFNV’s leadership is composed of industry experts with the capacity to identify high potential firms, conduct due diligence, and prepare businesses to interface with financing institutions. This could be done on a pilot basis to mitigate risk for EATIH. From a sustainability angle, helping to develop a regional organization with this expertise would contribute to an enabling environment that is facilitative to both future investors and women led businesses.
 - In addition, competitions or innovation awards could be used, including in the Component 1 enabling sectors. ICT innovations, for example can be key to provide women with labor saving alternatives. The project should include women farmers or business owners, etc. in judging panels to identify the actual effectiveness of proposed ideas. Kenya FIRM followed this approach with farmers for their App challenges, and received very targeted feedback on validity of design. The revised final products were well received and had high uptake.

ACTIVITY 5: OPPORTUNITY ASSESSMENT AND TRANSACTION PIPELINE CREATION

Under this activity Component 1 will develop a prioritized pipeline of investment opportunities in the EAC within the selected high-impact sectors. EATIH will require transaction advisors to capture the gender impact of proposed opportunities for including in the pipeline. EATIH will target sectors with high women employment potential.

ACTIVITY 6: CHOKEPOINTS AND INTERVENTION STRATEGIES;

ACTIVITY 7: PUBLIC PRIVATE DIALOGUE

In Activities 6 and 7, Component 1 will develop and implement concrete private sector-led intervention strategies to address identified opportunity chokepoints. Where appropriate, women business owners or relevant representatives should be present in the public-private dialogues and working groups.

ACTIVITY 9: INFORMATION OUTREACH; ACTIVITY 10: COMMUNICATIONS

In Activities 9 and 10, Component 1 will develop and execute informational campaigns, both general and to target sectors, to raise awareness among relevant African and U.S. firms of opportunities to increase trade and investment.

- Component 1 will work with the Knowledge Manager and Communications Team to ensure relevant information is captured on the learning and resource portal for women in trade and export, and that the women database is utilized for outreach. Here the project can also collaborate with the Private Enterprise Programme Ethiopia (PEPE), which is DFID funded and implemented by DAI. PEPE has a target of 75% women beneficiaries, and includes a Women's Entrepreneur Development Program (WEDP) designed to enhance the capacity of the Development Bank of Ethiopia to manage a \$42 million fund provided by the World Bank for on-lending through microfinance institutions to women-led SMEs in the urban centers.
- Component 1 will participate in relevant female-focused forums such as:
 - The NFNV Economic Women's Summit
 - EAC-hosted Women and Youth in Business conference in June 2015. This conference will highlight women owned SMEs that are success stories, as defined by those that have gone beyond the \$1 million mark.
 - The Organization for Women in International Trade's monthly presentations with experts on issues salient to women in trade and export, including investment/finance.

OTHER GENDER INCLUSIVE/ FEMALE-FOCUSED ACTIVITIES

Improve access to finance for women led businesses: EATIH intends to develop an RFA seeking proposals to run an equity/debt fund that has a pan-African focus, specifically for female owned or led SMEs with high growth or impact potential. This would have a technical assistance component to provide capacity building to firms to prepare them for success. This activity would target one of the fundamental constraints faced by women business owners in East Africa. There is demand for growth, including expansion into regional and international markets—while access to finance at the micro level is prevalent, access to finance at the SME level is severely lacking. In addition, the fund can have a compounding impact by targeting sectors that have high potential for women employment.

COMPONENT 2: COMPETITIVENESS OF SELECTED REGIONAL AGRICULTURAL VALUE CHAINS INCREASED

GENDER CONTEXT

Women feature heavily in agriculture in East Africa, as laborers, producers, informal cross-border traders, and owners or employees of export-oriented firms. Female-headed households make up almost 30% of all rural agriculture households in eastern and southern Africa and about 60 percent of the entire region's population.¹⁴ They play a critical role in subsistence agriculture, agro-processing for household consumption and micro-marketing. Women and youth are mainly the providers of labor but have little access or control over the income from grain. As noted in the EATIH contract SOW, the roles and rights of women engaged in cross border trade are critical to successful regional integration and food security. According to the IFC, in 2010 females were 48.3 percent of the economically active population in Sub-Saharan Africa, with agricultural activities comprising 79.2 percent of their economic activity.¹⁵

As small traders, women face challenges in conducting business securely and profitably. These traders are often economically disadvantaged women that could benefit significantly from improved access to formal markets. In Kenya, for example, 79.3 percent of women cross-border traders rely on cross-border trade as their sole source of income.¹⁶ Because their profit margins are typically very small, they are impacted strongly by regulatory and administrative barriers that raise the unit cost of moving staple foods across borders. These barriers are often compounded with a lack of knowledge of and access to staple food trade facilitation instruments and market and price data. This equation results in border delays where women are vulnerable to extortion, harassment and assault, severely disincentivizing their participation in cross-border trade. In East Africa, women cross-border traders are forced to pay larger bribes than their male counterparts or may be made to provide sexual favors to border officials who can detain the trader or confiscate her goods.¹⁷ In addition, time-intensive trade related documentation is a disproportionately heavy burden for women, who are also often responsible for the majority of household duties in addition to their income generating work.

WORKPLAN OBJECTIVES

The purpose of Component 2 is to increase intra-regional trade in staple foods to enhance food security and food safety as part of promoting regional integration. It advances objectives under the East Africa Feed the Future (FTF) strategy, of which supporting *inclusive* growth is a foundational element. The FTF strategy notes the key role women play in the region: “In eastern Africa, as in most of the continent, women provide approximately 70 percent of the agricultural labor, 90 percent of the hoeing and weeding work, 60 percent of harvesting and marketing activities, 80 percent of food storage and transport from

¹⁴ FAO (2011) The State of Food and Agriculture 2010-2011: Women in Agriculture-Closing the gender gap for development

¹⁵ FAO (2011)

¹⁶ Masinjila, M. (2009). Gender Dimensions of Cross Border Trade in the East African Community - Kenya/Uganda and Rwanda Burundi Border (African Trade Policy Centre (ATPC) No. 78). Nairobi: Economic Commission for Africa.

¹⁷ USAID Policy Brief (2012) Women in Cross-Border Agricultural Trade

farm to village, as well as 90 percent of household water and fuel wood and nearly 100 percent of household food preparation.”¹⁸

This Component is positioned to support women’s participation in trade and export sectors by:

- Increasing women’s awareness and understanding of EAC trade facilitation instruments and policies through direct outreach and engaging relevant women-focused organizations and platforms.
- Promoting initiatives that support women’s transition into the formal economy
- Provide role models and showcase successful women entrepreneurs across a variety of sectors.

Under Workplan Activity 1: Promote Structured Trading Systems and Regional Market Linkage for Staple Foods, Component 2 will support private commodity buying houses in EAC staple food surplus countries such as Rwanda, Tanzania and Uganda. This will have an indirect positive impact on increasing women farmers’ access to bulking centers through formal channels. In this activity EATIH will provide village level aggregators—which small women farmers depend on—with consistent access to certified warehouses operating as a reliable sourcing venue.

In addition, various assessments are foreseen under this component into which EATIH will incorporate gender analyses highlighting the following elements:

- The roles of women and youth as farmers and traders in the structured trading system;
- Women and youth participation and general involvement in the aggregation of grain;
- Problems women and youth face in marketing.
- If policies will generate gender specific impacts, such as creating prohibitive transport costs for women, decreasing opportunities for violence/harassment, or will require the learning of/access to a new technology.

These analyses will feed into project initiatives to promote increased participation by women farmers and traders in market linkage activities, and will allow the project to monitor how the interventions are impacting women farmers/traders and their relationship with other actors within the system.

Any review of trade and investment related legislative administrative and regulatory procedures should have gender lens, such as in the development of regulations and the implementation plan for the Food and Nutrition Security Policy.

GENDER INCLUSIVE/ FEMALE-FOCUSED WORKPLAN ACTIVITIES

This section captures approaches EATIH can use to operationalize the gender inclusive or female-focused elements of its workplan.

¹⁸ ASARECA, (2009), ‘Gender Mainstreaming Strategic Plan’, Entebbe, Uganda, quoting FAO sources

Component 2: Agricultural Value Chains

Gender Inclusive Work Plan Activities:

- **Activity 1:** Promote Structured Trading Systems and Regional Market Linkage for Staple Foods
- **Activity 2:** Enhance Access to Financial Services for Regional Staple Foods Value Chains
- **Activity 3:** Implementation of Staple Foods Quality Standards
- **Activity 5:** EAC Trade Facilitation Instrument and Policy Awareness Raising
- **Activity 7:** Support Implementation of EAC Food and Nutrition Security Policy
- **Activity 9:** Market and Trade Information Systems

Other Gender Focused C2 Activities:

- Engage with DFID Food Trade & TMEA to identify areas of collaboration.
- Explore opportunities to engage and support women-focused agriculture/staple crop organizations/women-led enterprises– i.e. producers' organizations, water associations, community based organizations (such as AWAN, EASSI).

ACTIVITY 1: PROMOTE STRUCTURED TRADING SYSTEMS AND REGIONAL MARKET LINKAGES FOR STAPLE FOODS

Component 2 will conduct a review of structured trading systems in the region to determine the current status of various elements of structured trade. A review of women's participation with respect to these elements is a part of this review, along with identification of interventions to raise the role of women. When complete, Component 2 will work with women's and business associations¹⁹ to identify specific activities for EATIH to pursue. Where appropriate, such activities will be implemented by associations themselves.

ACTIVITY 2: ENHANCE ACCESS TO FINANCIAL SERVICES FOR REGIONAL STAPLE FOOD VALUE CHAINS

Access to finance is a priority issue for women traders and exporters across sectors. The assessment of structured trading systems referred to above will include an assessment of finance, in which EATIH will include a gender lens. We will examine women's access to finance and build an understanding of the specific financing needs of women in staple food crop value chains. We will work with women's and business associations to identify if and how EATIH should undertake activities improve women's access to finance, if further investments should be made in financing approaches such as ensuring women's access to Warehouse Receipt Systems. To the extent the assessment recommends developing new or alternative financial products to grow cross border trade, the Hub will work with associations to ensure easy access to these products by women.

ACTIVITY 3: IMPLEMENTATION OF STAPLE FOOD QUALITY STANDARDS

Women producers often have weaker access to agriculture assets, including inputs, extension services, and access to finance. Consequently, they may not be able to meet the quality and standards of male producers. In this sense they have been benefitting from the EAC's previous inability to implement food quality standards. Under Activity 3 EATIH is working to improve the standards testing infrastructure and to address the related skills gap that is preventing successful implementation. While this is clearly beneficial to increasing staple food production and trade, it has the potential to negatively impact those women producers who were barely meeting standards. EATIH will work with women-focused and business associations to ensure its standardized training and grading reference materials are appropriately

¹⁹ Such as the African Women Agribusiness Network (AWAN) and the East African Grain Council (EAGC)

oriented for female farmers and traders. The project will also target women and women-owned business as participants in training and recipients of materials. In its review of challenges, opportunities, benefits, and losers of the EAC staple foods standards it should validate if women producers and buyers will be disproportionately impacted. Ensuring that women are trained to meet and exceed these higher standards will help to address this inequity. In addition, the project will develop mitigation strategies to address any potential negative impact.

ACTIVITY 5: EAC TRADE FACILITATION INSTRUMENT AND POLICY AWARENESS RAISING

Under Activity 5, EATIH will enhance awareness and knowledge of EAC Trade Facilitation Instruments and policies among staple foods traders. Lack of knowledge about policies and regulations and how they operate is a key constraint to agribusiness growth for women cross-border traders in East Africa.²⁰ According to the 2012 USAID Policy Brief on Women in Cross-Border Agricultural Trade, data indicates that only 25 percent of women traders in East Africa are aware of the East African Customs Union. Under this activity EATH will work with EAC and regulatory agencies to facilitate publicity of non-tariff measures related to staple foods trade through website and commodity specific handbooks. EATIH will work with relevant associations to identify why women have lacked information on trade facilitation instruments and develop outreach activities to raise women’s awareness in this area. Further, training activities will not just use a didactic approach but will engage women in practical utilization of trade facilitation instruments. Trainees will go through the trade processes and complete the forms as if in a real trade scenario.

Through this activity, the project will conduct a critical review of traders’ awareness and demand for the Simplified Certificate of Origin (SCO). This is a key tool for small women traders—although there is poor existing data, information suggest that the majority of cross-border agricultural trade done by women is conducted in small volumes.²¹ As a demographic that can benefit from the SCO, this group should be targeted in the review. Potential avenues of engagement are via the African Women in Agribusiness Network – East Africa (AWAN), which engages informal and subsistence women traders interested in formalizing and growing their businesses. Their engagement should include identification of ideal methods to reach their members and other women traders for awareness raising, and how to adapt trainings to maximize their participation.

ACTIVITY 7: SUPPORT IMPLEMENTATION OF EAC FOOD AND NUTRITION SECURITY POLICY

This policy promotes food and nutrition security in the region through pursuit of appropriate measures that target negative causal factors. The policy has been adopted by the EAC Council and is ready for implementation. Component 2 will support immediate next steps towards implementation: development of regulations and the implementation plan. Women have huge influence on food production and security, in addition to nutrition at the household level, and should therefore be considered in implementation design. Component 2 will work with women-focused organizations and business associations to identify ways in which the implementation plan can specifically target female audiences.

²⁰ Eastern African Sub-regional Support Initiative for the Advancement of Women (EASSI) (2011), ‘Mapping of women engaged in cross-border trade in the East African Community, Vol. 1 and Vol. 2. Kampala, EASSI.

²¹ UN Women (2011). Unleashing the Potential of Women Informal Cross Border Traders to Transform Intra-African Trade. New York: UN Women

If appropriate, parallel activities will be designed to maximize the impact of the food and nutrition policy on women.

ACTIVITY 9: MARKET AND TRADE INFORMATION SYSTEMS

EATIH will undertake a review of market information systems with a view to identifying challenges and gaps and to identify possible interventions to enhance the effectiveness. EATIH will include women in the stakeholder information needs assessment element of this Activity.

OTHER GENDER INCLUSIVE/ FEMALE-FOCUSED ACTIVITIES

- DAI's DFID FoodTrade project will conduct its gender assessment in the coming months. The EATIH Gender Manager should engage with the FoodTrade assessment team, to share resources, identify areas of collaboration, and ensure the projects are not duplicating efforts. FoodTrade is structured to primarily operate through Challenge and Development Funds. They have a target of 60 percent women beneficiaries for these funds and have lowered their cost matching requirements to encourage bidding by more women-led businesses. EATIH could potentially leverage FoodTrade's access to this target demographic by providing technical assistance to complement those FoodTrade initiatives that overlap with EATIH's gender objectives. Similarly, TMEA is currently undertaking an audit of its gender activities to update its gender strategy. They are also conducting a study of women informal cross-border traders to inform their work on one-stop border posts and TMEA-supported WiBP trainings. EATIH should collaborate with the TMEA gender team to share insights and should explore opportunities for collaboration on gender initiatives related to this Activity.
- EATIH will explore opportunities to engage with the women agricultural associations and producer groups, such as AWAN, the Women in Agribusiness in Sub-Saharan Africa Alliance, and the Eastern African Sub-regional Support Initiative for the Advancement of Women (EASSI). EASSI implements a Gender and Trade project which empowers women informal cross border traders in the East African Common Market project. AWAN has an initiative to support informal traders interested in formalizing and growing their businesses. AWAN has chapters in Uganda, Tanzania and Kenya, with participation from women in Burundi and Rwanda. It plans to expand in East Africa, possibly targeting Ethiopia as the potential next location. They offer a range of services that includes training for women on how to move from informal and/or subsistence agriculture to formal trade-oriented businesses. They have just graduated the first class and are modifying the program to be year-long with the option for women to take the entire curriculum or only attend relevant classes. There is demand at AWAN for a training of trainers on AGOA and on EAC trade tools and policies. This would allow AWAN to permanently incorporate these modules into their programming. They also offer training on agricultural techniques to improve yields, a "Greentech" training on using biogas in agriculture, and a mentorship program.

COMPONENT 3: EXPORTS AND TRADE PROMOTION, PARTICULARLY WITH THE U.S. UNDER AGOA, INCREASED

GENDER CONTEXT

While AGOA has expanded opportunities for East Africa across a wide range of sectors, women do not yet benefit equally from the preferential trade agreement. Studies show that the greatest gender impact has been in fostering employment for low-skilled females, including in textiles and apparel.²² While this is a noteworthy success, there is still much opportunity to build women's engagement not just as employees, but as sector leaders in export capable of drawing investment to the region.

Women start businesses across a range of AGOA sectors, but often cluster in sectors where there is low entry cost—and low growth potential. In addition, women owned businesses (WOB) tend to remain at the M/SME level. Key constraints to growth include low access to finance, lack of information and market access, low capacity and cultural barriers. Women-led businesses may be slow to grow because women's income is seen as supplementary in contract to her spouses. Women may be slower to enter into export markets because of the additional risk, time demands and travel requirements.

WORKPLAN OBJECTIVES

This Component's objective is to spur inclusive economic growth in East Africa²³ through increased trade and investment, particularly with and from the U.S.; foster value-addition; improve sector-wide business practices; and promote the achievement of economies of scale. It focuses on exports of value-added products under AGOA, including: apparel, home décor and fashion accessories, footwear, floriculture and specialty foods/processed agricultural products.

This Component is positioned to support women's participation in trade and export sectors by:

- Targeting support to sectors with female job growth potential, including horticulture, textiles and apparel sectors.
- Supporting women-led businesses to enter into and succeed in export under AGOA, including in the home décor and fashion accessories sector. This can be done through engaging women business organizations such as AWEP, export promotion agencies, women chamber of commerce and other regional or national associations. EATIH can also directly engage at the firm level by targeting women-led businesses as Exhibitors and Emerging Exhibitors.

GENDER INCLUSIVE/ FEMALE-FOCUSED WORKPLAN ACTIVITIES

This section captures approaches EATIH can use to operationalize the gender inclusive or female-focused elements of its workplan.

Component 3: AGOA/US Export & Trade Promotion

Gender Inclusive Work Plan Activities:

- **Activity 1:** AGOA Information Dissemination
- **Activity 2:** Develop AGOA Strategies
- **Activity 3:** Build Capacity of National Export Promotion Agencies
- **Activity 4:** Deliver AGOA Workshops and Seminars
- **Activity 6:** Targeted Grants to Support Increased Value Chain Competitiveness
- **Activity 7:** Trade Shows and Buyer Missions
- **Activity 8:** Firm-level Technical Assistance

Other Gender Focused C3 Activities:

- Explore opportunities to engage and support the women-focused trade and export associations/institutions (i.e. African Women's Entrepreneurship Program).

ACTIVITY 1: AGOA INFORMATION DISSEMINATION

Among women business owners there is a lack of access to information about how AGOA operates, the range of products it covers, and its benefits to business. This results in missed opportunities and can allow misinformation to breed, as was evident by then number of interviewees that misinterpreted AGOA being up for renewal as AGOA being “finished.” In EATIH’s work to serve as the “go to” source for businesses, private sector associations, and national governments seeking information to take advantage of trade opportunities under AGOA, the project team can use the women in trade and export database referenced in the “Communications” recommendations for targeted outreach of knowledge management products.

ACTIVITY 2: DEVELOP AGOA STRATEGIES

In its work on the national level and regional AGOA strategies, EATIH should recommend including approaches to engage women in trade and export to maximize member state’s competitiveness and regional capacity. As we develop these strategies, we will ensure that opportunities for greater participation on the part of women are identified, as well as obstacles to womens’ greater utilization of AGOA.

ACTIVITY 3: BUILD CAPACITY OF NATIONAL EXPORT PROMOTION AGENCIES

Component 3 will work to strengthen national export promotion agencies, including developing new marketing and matchmaking strategies. Women business owners should be consulted in the design of these strategies. Once EATIH has developed a robust learning and resource portal, per the “Communications” recommendation, it can explore the transfer of this information under its work to help export promotion agencies serve as centers of information for local firms. This would provide a home for these resources beyond the life of the project.

ACTIVITY 4: DELIVER AGOA WORKSHOPS AND SEMINARS

There is demand across women business owners’ associations for training in AGOA opportunities. Under this initiative the EATIH team can help identify relevant national/regional attendees for EATIH hosted events, depending on the workshop location and purpose. There is also demand from associations to include AGOA modules in the trainings they provide to members, whether having an EATIH presenter or having an association representative trained to run the module. Possible partners for this could include the African Women’s Entrepreneurship Program EAC chapters, African Women Agribusiness Network, national level Women Chambers of Commerce and national level apex women’s associations, such as the Kenyan Association of Women Business Owners and Burundi Women Entrepreneurs Association.

ACTIVITY 6: TARGETED TECHNICAL ASSISTANCE AND COST-SHARING GRANTS TO SUPPORT INCREASED VALUE CHAIN COMPETITIVENESS

The purpose of this activity is to share initial risk to support increased value chain competitiveness which will attract private investment in core AGOA sectors. Part of this approach will involve mapping the range of companies operating in the region and then selecting a core group of SMEs to support with certifications, registrations, brand development and markets. Under this activity EATIH can both target supporting sectors with high female employment and women-led SMEs. Some of their noted constraints to breaking into export markets are the high cost of key certifications (such as Fair Trade and ISO), lack of understanding of/ability to meet export production standards, product development, and market access.

Some of these firms can jointly be engaged through the Emerging Exhibitors initiative under Activity 7 below.

ACTIVITY 7: TRADE SHOWS AND BUYER MISSIONS

EATIH has developed a two tiered approach for engaging firms in trade shows which is designed to grow the pool of firms capable of exporting under AGOA. Tier 1 Exhibitors are primarily large, experienced, export-ready companies. Tier 2 Emerging Exhibitors consist largely of SMEs and companies not yet export ready or experienced in exporting. Per the workplan, these companies are given the opportunity to walk the show, to conduct market research, learn about the U.S. (and other) markets, learn the art of exhibiting from peers and will receive training. This tier will eventually graduate to “Exhibitor” status, while Exhibitors graduate to self-supporting their trade fair participation.

The Emerging Exhibitors tier would be very valuable avenue for engaging for women SMEs. Under the home décor and fashion accessories sector, Component 3 is designing a scope of work that will include identification of a roster of high-potential women owned/led firms that are interested in breaking into the export market, which can serve as a possible pool of Emerging Exhibitors. EATIH can also draw more women owned/led firms or those that employ a majority of women through procurement processes that provide favorable cost shares to the businesses. Although supporting trade fair and exhibition support is not a cutting-edge approach, it is still in high demand from women business owners. Many interviewed noted that this type of support was their first exposure to export markets and was a key variable of their current success. We will also provide new entrepreneurs with guidance from experienced women entrepreneurs, such as Janet Nkubana of Gahaya Links who attended a number of trade shows before successfully selling to Macy’s, Kate Spade and others. It is important that women learn from women prior to attending these shows. In addition, we will develop policies that encourage women’s attendance such as ensuring that groups of women attend the show so that families consider it an appropriate activity.

Association representatives noted that the drawback of this support is that the benefit is only directly felt by a small percentage of their total membership. To help address this issue, EATIH will have the Knowledge Manager and Communications team design a reporting format to capture the benefits and lesson learned by participants. Those firms participating as Emerging Exhibitors, especially on a favorable cost share basis, will be required to report back. This reporting will then be pushed out to the project’s database of women in trade and export.

ACTIVITY 8: FIRM-LEVEL TECHNICAL ASSISTANCE

The home décor and fashion accessories space has a strong presence of women led or owned SMEs. EATIH’s work in this sector has inherent potential to help these businesses grow successfully in the export market. In alignment with the priority recommendation “Integrate gender into program design”, Component 3 has designed a scope of work to support Activity 8 that includes identifying high-potential women owned/led firms and identifying their specific constraints to accessing regional and international markets. This will allow the project to develop an informed and efficient approach to meeting its U.S. buyer matching goals while building women’s export presence in the sector.

In the specialty foods/agribusiness space, EATIH will assess developing an incubator model which identifies select export-ready companies and walks them through key processes including certifications, product development, and distribution. Once the project has a better understanding of company demand,

it can identify an appropriate target for the proportion of women owned/led/employing companies present in the incubator.

OTHER GENDER INCLUSIVE/ FEMALE-FOCUSED ACTIVITIES

Component 2 will identify opportunities to support the African Women’s Entrepreneurship Program network. As a regional organization comprised of women business owner members interested in exporting under AGOA, AWEP’s mandate aligns with EATIH's objective to increase women's opportunities to engage in trade and export. Although the program is managed in partnership with the U.S. State Department’s Office of Global Women’s Issues, the Bureau of African Affairs, and the Bureau of Economic and Business Affairs, the national level chapters are responsible for identifying their own funding and partnerships. They have varying priorities, capacities, and level of activity. The Gender Manager should maintain a connection with chapter chairs and the DC coordinator to identify areas of collaboration.

- For example, the Kenya chapter, with support from the ILO, has released a survey to identify member needs which could include information on AGOA and EAC trade policies. The EATIH team will follow up on the outcome of this assessment, and connect Component 3 team to identify training or information sharing opportunities.
- The project will help to identify AWEP representatives for participation in AGOA forums.
- The EATIH team will track the development of the Women's Entrepreneurial Centers of Resources, Education, Access and Training for Economic Empowerment (WECREATE) program. Co-created by the U.S. Department of State Global Entrepreneurship Program and StartUp Cup, this program will establish women's entrepreneurship centers in Africa that will facilitate transition from the informal to formal sectors and will support women who want to start or grow businesses. AWEP will be engaged in these centers, which will be potential platforms for EATIH-supported training provision.

COMPONENT 4: POLICY ENVIRONMENT FOR EAC INTEGRATION, TRADE AND INVESTMENT IMPROVED AND IMPLEMENTED

GENDER CONTEXT

A recent regional study commissioned by the East African Business Council’s Women in Business Platform found that key trade related policies and protocols are gender neutral and therefore do not address specific challenges encountered by women entrepreneurs. It also found that the women private sector voice is not sufficiently present in policy dialogue, resulting in design and implementation that does not reflect the interests and needs of a key demographic.

“The analysis of the EAC trade legal frameworks raises the concern as to whether the trade policies and practices as advocated for by EAC and as pursued by Partner States have gender dimensions.

Trade policies and practices have different effects and outcomes on men and women, particularly in the African economies, because of the differences in the roles, responsibilities, rights and opportunities that society assigns to men and women.”

EABC/EAWiBP: Catalysing the Participation of Women-Owned Businesses in Intra-EAC Trade through Evidence-based Policies and Programmes

Per the USAID Policy

Brief on Women in Cross-Border Agricultural Trade, “Governments should ensure that women’s voices and concerns are adequately represented in the formulation of a trade facilitation strategy, such as through the consultation of women’s agricultural trade and business associations, women traders (both informal and formal enterprises of different sizes), representatives from the Ministry of Gender or gender representatives from other ministries (e.g. Ministry of the Economy), chambers of commerce, and civil society organizations that represent women’s interests.” EATIH will align with this recommendation by promoting inclusive dialogue and proactive engaging relevant representative bodies.

As women traders experience gender-intensified negative impacts from trade inefficiencies, they have much to gain from streamlined EAC policies and procedures that are clear, predictable and implemented consistently. Additionally, as evidence suggests that women-led firms prefer to export to neighboring countries, harmonized EAC trade policies hold specific importance for women.

WORKPLAN OBJECTIVES

Component 4 will improve the EAC trade and regulatory environment, both for targeted EATIH sub-sectors and commodities and for key elements of the EAC Customs Union and Common Market initiatives. These initiatives will promote increased trade competitiveness and investment in East Africa and contribute to concrete reductions in poverty and food insecurity, strengthening the region’s resilience and deepening regional economic integration. Per the EATIH contract, the project “shall work to ensure trade and agricultural policy development, harmonization and implementation promote gender equality and facilitate opportunities for women in cross-border trade.”

As this component is cross cutting by nature, and as noted previously women are disproportionately negatively affected by inefficient trade policies and processes, much of the positive impact of progress in this Component is will be felt by women across EATIH Components and sectors.

This Component is positioned to support women’s participation in trade and export sectors by:

- Ensuring the project’s policy and regulatory implementation support includes women’s voices and is gender-responsive.

In this Component, EATIH will combine pragmatic technical assistance for improved policy and regulatory implementation with the provision of data and evidence. Developing an evidence base for how policy and regulatory implementation can positively or negatively impact women is key to building buy-in, convincing implementing institutions that gender sensitive design is of legitimate importance. It also supports implementation that is accurately informed, and not built around gender assumptions.

EATIH will assess key policy and regulatory reforms with a gender lens to facilitate women’s participation in trade in the region and will coordinate this effort with counterparts at TradeMark East Africa.

Women's associations noted that advocacy is not a revenue arm, but is one of the most valuable services they provide to their members. EATIH will support this key role by including relevant women's associations in trade policy intervention updates and engage them in an advisory capacity when appropriate.

GENDER INCLUSIVE/ FEMALE-FOCUSED WORKPLAN ACTIVITIES

This section captures approaches EATIH can use to operationalize the gender inclusive or female-focused elements of its workplan.

Component 4: Policy & Regulatory Reform

Gender Inclusive Work Plan Activities:

- **Activity 1:** Strengthening the Enabling Environment-Identification of Key Chokepoints and Establishment of Policy and Regulatory Networks
- **Activity 2:** Implementation of Selected Policies and Regulations for Selected Sectors and Commodities
- **Activity 3:** Advancing Regional Trade and Investment Agreements and their Support Institutions
- **Activity 4:** Advancing Regional Trade and Investment Through Implementation of Key Elements of the EAC Common Market Scorecard

Other Gender Focused C4 Activity: Build the evidence base for gender in trade & investment

ACTIVITY 1: STRENGTHENING THE ENABLING ENVIRONMENT-IDENTIFICATION OF KEY CHOKEPOINTS AND ESTABLISHMENT OF POLICY AND REGULATORY NETWORKS

Per the workplan, Component 4 will collaborate with the other EATIH components, EAC, and private sector associations to promote a private-sector led enabling policy and regulatory environment for trade and investment in the EAC. This work will focus on strengthening existing private sector associations, such as the EABC, to ensure that the private sector is engaged in the formulation and implementation of key policies and regulations.

Including women traders and private sector voices in this activity is key. Through working with the EABC under this activity, EATIH can engage the WiBP to represent the voice of women in the private sector. If the WiBP is dormant, EATIH will identify another suitable organization, or create an EATIH policy advisory group for women in the private sector that includes representation across sectors and EAC member states. This group can be directly included in dialogue where appropriate, or can be convened separately by Component 4 to enable EATIH to bring gender-responsive recommendations to the table. Alternatively, Component 4 can engage a gender responsive policy specialist as a member of the assessment team. The women private sector demographic should be represented in chokepoint identification, and should be accessed to develop solutions, advocate for reform, and drive implementation.

ACTIVITY 2: IMPLEMENTATION OF SELECTED POLICIES AND REGULATIONS FOR SELECTED SECTORS AND COMMODITIES

If the inclusive approach proposed under Activity 1 is adopted, EATIH will have laid the foundation for gender-informed implementation support under Activity 2. Under this activity, Component 4 will develop competitiveness strategies for key sectors and products in support of other EATIH components with provision of input on policy and regulatory issues. These strategies should include an analysis of women's presence/role and how they can be engaged to improve sector competitiveness.

EATIH anticipates supporting the implementation of Staple Food Standards under this activity. Many women producers have low understanding of standards and/or difficulty in meeting them. They have essentially benefitted from the EAC regulators' previous lack of formalization and capacity around standards setting and implementation. The project anticipates that building harmonizing standards and building enforcement capacity may have a gender-intensified negative impact by widening the gap

between women producers' current capacity and staple food standards. To mitigate this potential issue, which could result in women shifting from the formal sector to the informal, EATIH can include women in Component 2's Activity 5: EAC Trade Facilitation Instrument and Policy Awareness Raising. Here EATIH will conduct a critical review of traders' awareness of and demand for trade policies and instruments. The project can use this review process to gather information to validate if there will be a disproportionately negative impact for women related to Staple Food Standards implementation, and to simultaneously engage women participants to identify best approaches to for mitigation to be shared with partners

ACTIVITY 3: ADVANCING REGIONAL TRADE AND INVESTMENT AGREEMENTS AND THEIR SUPPORT INSTITUTIONS

Under this Activity EATIH will work with TMEA to implement harmonized customs procedures and standards. TMEA is currently undertaking an audit of its gender activities to update its gender strategy. They are also conducting a study of women informal cross-border traders to inform their work on one-stop border posts and TMEA-supported WiBP trainings. EATIH should collaborate with the TMEA gender team to share insights and should explore opportunities for collaboration gender initiatives related to this Activity.

ACTIVITY 4: ADVANCING REGIONAL TRADE AND INVESTMENT THROUGH IMPLEMENTATION OF KEY ELEMENTS OF THE EAC COMMON MARKET SCORECARD

EATIH will ensure the women private sector voice is engaged in the process of operationalizing the Common Market Scorecard (CMS) as the CMS will have direct impact on a range of issues, including business registration and licensing.

OTHER GENDER INCLUSIVE/ FEMALE-FOCUSED ACTIVITIES

In this Component, EATIH will combine pragmatic technical assistance for improved policy and regulatory implementation with the provision of data and evidence. Developing an evidence base for how policy and regulatory implementation can positively or negatively impact women is key to building buy-in, convincing implementing institutions that gender sensitive design is of legitimate importance. It also supports implementation that is accurately informed, and not built around gender assumptions. EATIH should consider developing a report to contribute to the evidence base on gender in investment and trade. As TMEA is in the midst of an intensive study on gender and cross border trade, EATIH may consider waiting until this is completing so findings can inform EATIH's report.

GENDER ROLES AND RESPONSIBILITIES

EATIH views female-focused programming and gender inclusion as cross-cutting, and intends to incorporate it into project design. Ideally, the COP and DCOP will bring a combination of trade, competitiveness and gender expertise to the program to promote gender sensitive programming and management as second nature to the team. In addition, as outreach, communication and knowledge management initiatives are part of the key recommendations, relevant responsibilities for oversight of these initiatives may be held by senior Communication or Knowledge Management staff. If necessary, to bolster and ensure gender integration in all aspects of the project's activities, a Gender Manager's (GM) position will also be considered. Whether through a combined senior manager role or a standalone position, the designated gender expert will be a challenger of strategies, a thought leader and will play a knowledge management role, used to effectively "mainstream" gender throughout all aspects of EATIH's strategic planning, program design, communications, monitoring and learning functions

Wherever responsibility for the roles below ultimately lies, the team will ensure that a gender lens is applied throughout the program design cycle. The proposed candidates for COP, DCOP and or Gender Manger will have experience integrating female-focused programming and gender inclusion into complex programs, helping teams to plan and design around this key issue.

It is critical that the people hired for these positions have practical, on the ground experience with strategic planning, program design and knowledge management as core responsibilities. The intent of the EATIH team is to actually "implement gender," not just talk or write about it.

The DCOP or GM is intended to work side-by-side with component leaders and their teams with responsibilities including:

- Serving as a strategic and technical advisor to the EATIH team on all aspects of female-focused programming and gender inclusion.
- Leading incubator and brainstorming sessions.
- Designing, writing and implementing key program approaches and documents.
- Supporting Component teams in adding gender components to relevant SOWs and TORs as appropriate.
- Supporting Grants and Procurement to ensure RFAs and solicitations target women as appropriate.
- As part of the onboarding process for new hires, conduct a module on EATIH's gender approach. This will include a discussion of gender responsibilities for the new hire's position.
- Participating in the design and implementation of critical learning tools, including a gender audit methodology.
- Leading sessions during the annual work planning process to assess progress against EATIH's gender inclusive or female focused programming; develop recommendations for program modification or expansion and validate.

The Communications/Knowledge Management Director or GM must be the focal point that keeps EATIH at the forefront of all new gender initiatives related to the project's programmatic area of operations.

- Actively network and research to keep EATIH's finger on the pulse of women in the trade and export and investment space. The GM must be versed in any new initiatives, other donor programming, events, and new resources.
- Connecting the appropriate team members with this new knowledge and leading potential new initiatives.
- Producing or supporting any gender knowledge management products.

They will develop and execute strategic communications products and supply the communications and KM teams with timely and relevant information;

- Providing inputs for EATIH communications products
- Identifying new resources for EAIH's learning and resource hub for women in trade and export
- Continuously developing a database of relevant organizations/businesses for EATIH female-targeted outreach.

ANNEX A: STAKEHOLDER ENGAGEMENT LIST

Organization	Contact Person	Title	Key Informant Interview/Focus Group
Africa LEAD II (DAI)	Erica Berkenpas	Programs Design and Implementation Manager	KII
African Fine Coffee Association (Women & Youth Program)	Devine Asalo	Coordinator, Membership, Women & Youth Program	KII
African Women in Agribusiness Network - East Africa (AWAN-EA)	Anne Nguru	Regional Manager	KII
African Women's Entrepreneurship Program- Kenya Chapter	Zohra Baraka	AWEP Kenya Chairperson/ Executive Director of Mohazo Ethnic Spirit	KII
African Women's Entrepreneurship Program-Tanzania Chapter	Flotea Massawe	AWEP Tanzania Chairperson, Founder/CEO of Marvelous Flotea	KII
EAC Secretariat: Director of Social Sectors (Gender)	Mary Makoffu	Director of Social Affairs	KII
EAC Secretariat: Director of Social Sectors (Gender)	Morris Tayebwa	Office of Social Affairs	KII
East Africa Business Council (Women in Business Platform)	Andrew Luzze	Executive Director	KII
East Africa Business Council (Women in Business Platform)	Lilian Awinja	Membership Development Manager	KII
Kenya Export Promotion Council	James Muni	Manager, Export Liason Services	KII
Kenya Export Promotion Council	Mrs. L. W. Waithaka	General Manager, Enterprise and Product Development	KII
Kenya Export Promotion Council	Ken Murimi	General Manager - Trade Information and Business Support Services.	KII
Federation Of Women Entrepreneurs Associations/ East Africa Women's Entrepreneurs Exchange Network	Joanne Mwangi	Chairperson/ Chairperson	KII
Food Trade East and Southern Africa	Colleen Green	Communications Director	KII
Food Trade East and Southern Africa	Tim Bergstrom	Deputy Team Leader	KII
GIZ: Support to the East African Integration Process	Clarisse Bukeyeza	Manager: Civil Society Dialogue	Focus Group
Harushi Trade Fair/Swahili Fashion Week	Mustafa Hassanali	Director	KII
Human Capital Synergy Africa	Njoki Mwhia	Managing Partner	Focus Group
Kenya FIRM	Linda Kagota	Manager, DCA & Special Projects	KII
Kenya FIRM	Titianne Donde - Ommes	Technical Team Lead	KII
Kenya Flower Council	Evans Gichuhi	Finance/Administration	KII
Kenya Flower Council	John Njenga	Principal Auditor	KII
Kenyan Association of Women Business Owners	Kinya Mogaka	Program Officer – Advocacy	KII
New Faces New Voices Secretariat	Sophia Kamere	Coordinator	Focus Group
New Faces New Voices/ Centre for Rights Education and Awareness	Ann Njogu	Trustee/ Founder & Chairperson	Focus Group
New Faces New Voices/ Kenya Women Holding/ Standard & Mutual	Makena Mworira	General Manager/Programs/Director	Focus Group
New Faces New Voices/Alphafrica Asset Managers	Andia Chakava	Chair & Country Director/ Co-Founder/Managing Director	Focus Group
Ojay Greene Ltd	Yvette Ondachi	Owner	Focus Group
Organization of Women in International Trade (OWIT)	Frida Owinga	Vice Chairperson: Programs	KII
Parlisa Enterprises	Jacqeline Malomba	Owner	Focus Group
Tanzania Women Chamber of Commerce (TWCC)	Suzan Mtui	Executive Officer	KII
TradeMark East Africa	Makena Mwiti	Senior Gender Advisor	KII
Trueways Enterprises	Irene Mumo	Owner	Focus Group
Waithanji Agency	Mercy Wathanji	Owner	Focus Group

ANNEX B: FOCUS GROUP GUIDE

USAID East Africa Trade & Investment Hub

Focus Group Guide

Introduction (10 min)

- East Africa Trade & Investment Hub/ Gender Assessment
- Focus Group Participants

Objective (5 min)

- The opportunity to hear from you about your experience as trade/export oriented business owners, but specifically **women** business owners.

Why did you start your business, and how? (20 min)

- Why that sector?
- What helped you in starting your business?
- What hindered you?

Are you currently trading or exporting, regionally or internationally? If not, are you interested? (25 min)

We want to understand the challenges for WBOs related to breaking into and succeeding in these markets, or growing your business in general.

- How did you start?
 - Sources of support/constraints.
- Are you in regional or international markets? Why?
- If you want you to break into these markets but have not, what is hindering you ?
- Do you think these issues are the same for women in other sectors?
 - Agriculture (staple/non-staple), AGOA (textiles/apparel/coffee/specialty foods/footwear/handicrafts), ICT, Biotechnology

Trends (10 min)

- For those engaged in trade and export:
 - What are growth sectors for women?
 - What is market appetite for your sectors?
 - Highest areas of competition?
 - Sectors to stay away from and WHY? Saturated? Where men dominate?

- Are women competitive or collaborative?

Solutions (30 min)

Beyond the normal areas of engagement (cost sharing trade show/fair participation, training/capacity building/sensitization)we would like to incubate new ideas.

- What is not being done? What is not being done to scale? Or do those traditional interventions maintain value?
 - Are there resources throughout the process of establishing and growing your business— where were the biggest stumbling blocks?
 - Start up, R&D, end contract, growth, moving to trade and export?
 - Formal or informal? How can we make the process of breaking into trade/export easier for women?
- Knowing the objectives of our project, what are the opportunities for partnerships , areas of synergy, collaboration? Ways of engaging with each other that have impact beyond helping a handful of women/firms in the EAC region?
- Beyond our project scope of work, what are some areas that haven't been explored?

Closing question (10 min)

If you had no constraints and all of the resources you need, where would you go with your business?

Questions? (10 min)

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