



TRADE
MARK
EAST AFRICA

Growing Prosperity Through Trade



TMEA GENDER STRATEGY II

2020 - 2024

Doing Gender Differently





Wanjiku Kimamo
Director Gender and Inclusion

“This strategy is important. It pledges to improve the lives of over 200,000 women through improving their income and safety. But many more women and their dependants will benefit through the interventions in this strategy such as changes we will support in trade policies.

As custodian of the Strategy, I will work relentlessly to push the frontiers of delivery - motivated by the assured support from TMEA leadership and in collaboration with my committed colleagues – so gender is at the heart of all our work.”



The late George Wolf
Former TMEA Senior Director, Infrastructure

“Being inclusive is not just a good thing to do – it is the right thing to do and done well, it makes a difference. We should be deliberate and unapologetic about it.”



Professor Maggie Kigozi
TMEA Board Member

“For Eastern Africa to achieve the UN Sustainable Goal, TMEA must demonstrate beyond any doubt that we are inclusive. As the strong partners of government, private sector and communities, we can improve lives by our actions.”



Sandra Nyambuza, Programme Officer,
TMEA Burundi Country Programme

“June 2020 marks my 6th year with TMEA. As a young mother of four and career woman, I have appreciated and benefitted from the gender sensitive and family-oriented policies at TMEA, that have enabled me to succeed at work without compromising on my responsibilities at home. My colleagues live the TMEA values and have been accommodating and considerate, supporting me to balance work and the demands of my young family. There are several benefits at TMEA that have allowed me to advance my career and knowledge, these have really made it easy for me to plug back into work after maternity leave and helped me cope with the work pressure and the family responsibilities, considering the high-pressure environment we are living in.”



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MESSAGE FROM THE TMEA CEO

In TMEA we are pioneers of a ‘Doing Development Differently’ approach to Aid for Trade – an approach we believe – has led to significant achievements that have improved the welfare of the people of East Africa. As CEO, I also want TMEA “Doing Gender Differently”. What does this mean?

Firstly, we are building on our strengths and on lessons learnt internally and from our various partners on what works. In the first phase of programming, TMEA impacted over 30,000 women traders in the region through various interventions that aimed at ensuring their increased participation in trade. By embedding gender in our work, we increased economic opportunities for women traders and entrepreneurs. We did this by building their capacity to better understand trade protocols like the East African Customs Union and Common Market Protocol and thereby take advantage of opportunities available to them with a wider East African Market.

As a result of our interventions, there was increased representation and voice in critical trade channels such as Joint Border Committees, which meant that issues particularly affecting women traders were better articulated and addressed. Ultimately a notable reduction in harassment and exploitation was reported as was increased participation in trade and incomes.

Secondly, in this strategy, we have set ourselves ambitious targets aiming to impact 200,000 women in the region and putting in place the structures and resources to ensure TMEA is at the forefront of influencing economic growth. We will examine how TMEA projects can directly affect gender and poverty dynamics in our areas of operation and in the region; and strive to ensure the distributional effects of trade are widespread and inclusive.

The introduction of the TMEA Gender Framework will help us partner with others such as civil society organisations to address the root causes that deter women and men from exploiting the trade opportunities. These include cultural biases, weak or inadequate laws and policies; gender-based violence, sexual exploitation, harassment and abuse, low capacity and awareness, and weak enforcement of

existing laws. We will support platforms and spaces that allow men and women to participate in trade, targeting to impact groups that might otherwise be excluded. We will also partner with others such as national and local governments and business community to mitigate the unintended consequences caused by increased efficiencies in trade processes and systems.

We are alive to the various threats that our region faces – political unrest, environmental shocks such as floods and droughts, and more recently health emergencies as we have experienced with COVID-19 and Ebola. To ensure economic and social resilience, adaptation, and recovery, we will work closely with key stakeholders to be responsive and innovative in how we design and deliver our programming. Lastly, TMEA respects and upholds equity, diversity and inclusion and we have made significant investments to grow a culture that allows for individual and collective innovation, growth and satisfaction. This has been demonstrated by the impressive results that we have delivered over the 10 years of our existence.

My pledge as CEO, is to jealously guard the organization’s policy to ensure a safe and progressive environment for the men and women who work for TMEA, while ensuring we are accountable for the commitments we have made in this strategy. By our actions, we are committed to be the leading agency in trade and gender in our region – “Doing Gender Differently.”



Frank Matsaert
TMEA CEO

EXECUTIVE SUMMARY

TradeMark East Africa (TMEA), as a leading aid-for-trade organisation, is well positioned to be an influential change-agent for the region in the context of trade policy and trade activity in East Africa. With an investment of over US\$600million for Strategy II (2018/2019 -2024/2025), gender integration will be prioritised across our portfolio. With this focus, we can have a major impact on the lives of vulnerable women and men in the Eastern Africa region and beyond.

The 2018 independent review of our TMEA Gender Strategy I, covering the period 2015-2017, described the organisation as reaching a stage of conscious competence in gender, where we recognised the importance of the subject to our work, for instance by consistently disaggregating data, but hadn't progressed far enough in integrating gender consistently in our programming. The review suggested we had the ambition to move further and helped us articulate this robustly. In this updated Gender Strategy, we state our vision to be a regional thought leader in trade and gender and embrace at an organisational level, the review's term of 'conscious excellence' in gender.

We define Conscious Excellence as:

Mainstreaming gender consciously across our work, recognizing the different challenges and forms of resistance that arise and investing our attention and resources to address them. We have learned that mainstreaming gender at times requires doing things systematically and sometimes differently across our work – not, or, not just 'doing more'. We value these changes and are prioritizing the human and financial resources needed to achieve our ambition.

In practice this would mean that all our programmes are reviewed for adverse impacts on women and men and where specific opportunities exist for tackling barriers faced by women in trade, that components are designed and implemented. We will also pursue dedicated programmes to address the barriers of women in trade. We will set clear targets; 100% of all TMEA programmes will have gender mainstreamed and 40% of programmes will have strong gender components. We will monitor those targets and hold ourselves to account. This approach is articulated in our Gender Strategy II Framework.



Successes from TMEA Gender Strategy I



30,000 women increased their trade incomes



Border officials at 3 One Stop Border Posts undertook sensitization training



Sex disaggregated data was initiated



Diversity Working Group was established



Leadership quotas were set up



TMEA Environmental and Social Safeguarding Policy was implemented

Women in the context of trade matter.

Discrimination against women costs Africa \$105billion per year, 6% of the continent's GDP. Evidence shows that women face more barriers than men, when engaging in trade in the region. Therefore, whilst our gender strategy pursues equality and seeks to understand the dynamic between genders, it also foregrounds addressing barriers to women.

Lessons from Gender Strategy I

In Gender Strategy II our scale of ambition is elevated. We have learnt significant lessons from Gender Strategy I which we have addressed in this strategy. In particular:

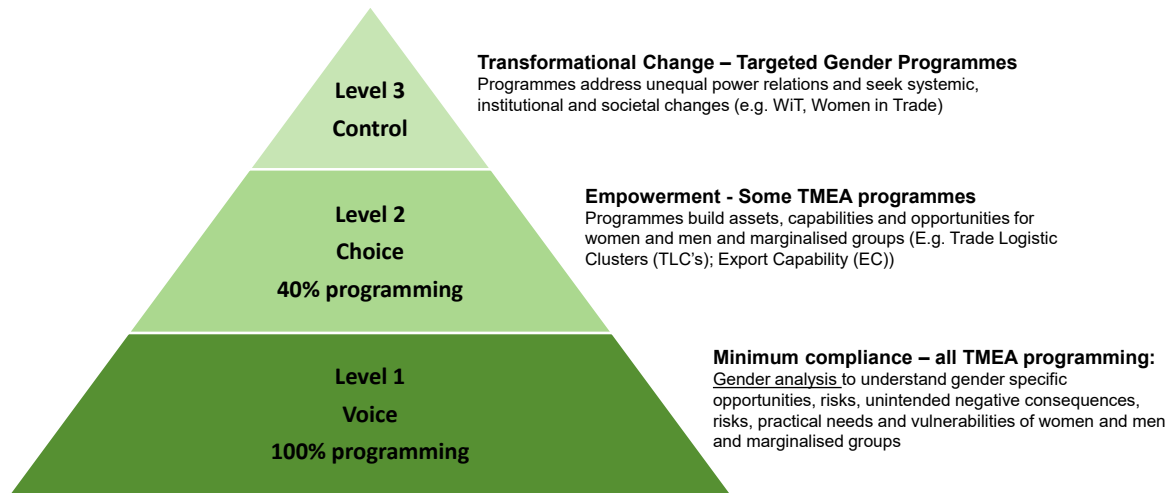
- An ad hoc approach to gender mainstreaming does not deliver results.
- Gender mainstreaming should be linked to the wider TMEA strategic pathways and corporate results framework.
- We need to strengthen the 'Do no harm' approach within TMEA programming where adverse impacts of trade on women are assessed at the outset and mitigations put in place.

¹ TMEA Gender Review : WOW (Work and Opportunities for Women), October 2018

The Gender Strategy II Framework

The Gender Strategy II Framework is our innovation responding to lessons learned in Strategy I. It is adapted from the UK Prosperity Fund framework. In it, we identify three levels of gender programming, each level getting progressively deeper in terms of gender focus. In **Level 1** we ensure minimum compliance as 100% of TMEA programming undergoes gender analysis to understand gender specific risks, opportunities, and unintended

negative consequences on both men and women. In **Level 2** high potential gender mainstreaming programmes identified in Level 1 are allocated gender budgets and clear gender action plans are developed. In **Level 3** programmes are developed that are dedicated to resolving specific gender related barriers leading to transformational change.



Adapted from the DFID Prosperity Fund – Gender and Inclusion Framework

Gender Strategy II Priority Areas

Our priority areas are based on our analysis of where we can add most value:

- Improving knowledge, learning and capacity building for women and men to participate in trade and access trade services.
- Increased opportunities for women and men in Trade.
- Transformed social norms and structures to promote a gender responsive business environment.
- Enhanced prevention of and response to gender-based violence and harassment of targeted women traders in Eastern Africa

To deliver this TMEA has made the following commitments:

- Appointed a dedicated Gender and Inclusion Director.
- Agreement to monitor progress of the Gender II Strategy, at board level, annually through the board champion (including Diversity Team achievements) and through the TMEA corporate annual review process.
- Inclusion of gender goals supporting the Strategy II KPIs within leadership and programming.
- Gender related indicators within staff personal performance plans.

What is different about this strategy is that we have a systematic way of mainstreaming gender (the framework) and we are holding ourselves accountable by mainstreaming indicators in the corporate results framework. We also have a strong foundation with a leadership that is committed to equity, diversity and inclusion; and human capital that is better resourced to deliver the strategy.



Headline TMEA Programming and Corporate Key Performance Indicators



Over 200,000 women are uplifted – 150,000 women benefit from our targeted Women in Trade programmes and 50,000 from our mainstreaming work



100% of programmes undergo a gender analysis



3 gender mainstreaming policy recommendations accepted



30% reduction in incidences of cases of violence and harassment against targeted women traders reported



80% and above satisfaction with implementation of EDI (Ethics, Diversity, Inclusion) policies as measured in the annual staff engagement survey

SECTION 1: INTRODUCTION

TradeMark East Africa (TMEA), as a leading aid-for-trade organisation, is well positioned to be an influential change-agent for vulnerable women and men in the context of trade policy and trade activity in East Africa. In this strategy we will contribute to Sustainable Development Goal 5: Achieve gender equality and empowerment of all women and girls.

SUSTAINABLE DEVELOPMENT GOALS

5 GENDER EQUALITY



The UN explains: “Gender equality is not only a fundamental human right, but a necessary foundation for a peaceful, prosperous and sustainable world”. Whilst our interventions will contribute to SDG5 targets as a whole, the priorities highlighted in the strategy are aligned to the global targets below:

- Target 5.1: End discrimination against women and girls
- Target 5.2: End all violence against and exploitation of women and girls
- Target 5.5: Ensure full participation in leadership and decision-making
- Target 5.B: Promote empowerment of women through technology
- Target 5.C: Adopt and strengthen policies and enforceable legislation for gender equality

Box 1: Definitions

Gender is socially determined as opposed to sex which is biologically determined. Gender denotes the socially defined roles, activities and responsibilities attributed to women and men.

Gender equality denotes women having the same opportunities in life as men, including access to resources, opportunities and the ability to participate in public life. **Gender equity** is achieved when women and men obtain equivalent life outcomes.

TMEA was established in 2010 with the aim of growing prosperity in East Africa through increased trade. TMEA is headquartered in Nairobi, Kenya and has country offices in Burundi, Democratic Republic of Congo (DRC), Rwanda, South Sudan, Tanzania and Uganda and in Arusha to support East Africa Community (EAC) initiatives. In 2019, TMEA expanded beyond EAC countries into Ethiopia, Somaliland, and in 2020 will expand further into the northern part of Southern Africa with Malawi, Zambia and Mozambique being prioritised. In addition, TMEA is at the forefront of the Africa Continental Free Trade Agreement (AfCFTA) implementation as the leading aid-for-trade organisation in the region. TMEA signed an MOU with the African Union Commission in November 2019 and is also engaging with the AfCFTA Secretariat.

TMEA seeks to achieve its mission of generating increased trade by promoting sustainable rapid advances in trade competitiveness for prosperity in the region through reducing barriers to trade and enhancing business competitiveness. Specifically, TMEA aims to increase trade and unlock economic potential through:

- Improving efficiency and capacity of transport infrastructure and logistics.
- Improving trading standards and reducing non-tariff barriers (NTB).
- Improving effectiveness and transparency of trade processes and systems.
- Improving the trade regulatory environment.
- Effective public-private dialogue for trade.
- Improving the export capacity of East African businesses.
- Greater inclusion of women in trade.
- Consolidating aid-for-trade interventions in trade logistics clusters.

Gender equity and recognising women's embedded lack of empowerment is a key consideration for TMEA in all its work, both to ensure the impact of its goals is reached and to respond to a priority of its investors. Alongside equity and advancement, the consideration of safety or 'safeguarding' has in recent years become a leading issue that is also addressed in this strategy. Gender considerations are not an "add-on" to TMEA - they are at the heart of how we conduct our business.

With an investment of over US\$600million for the Second TMEA Strategy (2018/ 19- 2024/25) by our dedicated development agency funders (Belgium, Canada, Denmark, the European Union, Finland, Ireland, the Netherlands, Norway, UK and USA) and close partnership with the East

Africa Community, COMESA, national governments, private sector and civil society partners, approaching gender mainstreaming 'differently', we believe we can make a significant contribution to empowerment and in particular for women in the region through their economic upliftment and that of their families.

In the Gender Strategy II, we seek to move beyond 'conscious competence', where we got to in our Gender Strategy I, towards our vision of regional leadership in trade and gender excellence and embrace as an organisation 'conscious excellence.' We lay out the lessons we have learnt, the approach we will take, Key Performance Indicators we will target and who will be accountable, as well as the investment that will be made.

SECTION 2: WHY DO WOMEN MATTER IN THE CONTEXT OF TRADE?

In the African context, according to the World Trade Organisation (WTO), economic and social discrimination against women is costing Africa US\$ 105 billion a year or 6 per cent of the continent's gross domestic product². Women have rights to economic participation and to benefit from their involvement in the economy as set out in the UN Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). All African countries are signatories to CEDAW and therefore have undertaken to implement the articles in their own policy and legislation. Whilst our strategy will consider both men and women, there is evidence that women face more barriers affecting their participation in trade than men and therefore deserve special consideration (see Box 2).

Whilst there is recognition that increasing women's and men's participation in trade can bring economic benefits, there are potential negative impacts. A study by the United Nations Conference on Trade and Development indicates that the transmission mechanisms that link trade and competitiveness to a reduction in poverty must be carefully explored through a gender lens, in order to mitigate effects and magnify the positive impacts of aid for trade projects on women³. Similarly, a joint WTO/World Bank report argued that: "even when trade opportunities have delivered new jobs for women, gender biases have sometimes resulted in greater risks, less protection and more unfavorable working conditions for women⁴."

Women Matter

Discrimination against women costs Africa

\$105 Billion

per year

6%

of the continent's GDP

74%

of cross border traders are women

35-55%

of total businesses in the EAC are women owned SMEs

Vulnerable groups and women are disproportionately affected in times of crisis. The Eastern Africa region continues to experience health crisis such as malaria, Ebola and most recently Covid-19; climate change emergencies such as flooding or drought; and political unrest. These have serious consequences on the economic and social wellbeing

Box 2:

Burundi: women traders in fragile states face increased risk of violence

A study from the Great Lakes region in Africa found that women cross-border traders in DRC, Rwanda and Burundi face elevated levels of violence (including by border guards and 'watchers' who are hired to 'hassle' traders for goods and money). The World Bank reports that a large number of traders are exposed to beatings, verbal insults, stripping, sexual harassment and even rape. Women traders report harassment from government officials and buyers resulting in delays and income losses. The Burundi project focuses on enhancing women's economic empowerment by supporting women's trade associations, providing information about cross border trade processes, supporting their presence in higher value-added areas of production through access to finance and tackling gender-based violence through training of border personnel.

Source: *Leveraging on the Greater Imbo Region. TMEA's research into programming for the Great Lakes*

of populations and in some cases these effects are drawn out over a long period of time as it takes time to recover from the impact. For example, according to an UNCTAD report on the effects of COVID-19 on Gender, temporary workers most of whom are women, have been the first to lose their jobs. Service sectors such as hospitality, tourism and food sectors whose workforce comprises over 55% women have been hard hit with the various containment measures. This strategy recognises the political, health, environmental and climate change context can have significant economic and social impact on TMEA beneficiaries. We will incorporate crisis adaptation, mitigation, resilience, and recovery strategies especially targeted at vulnerable women and men through the framework outlined in this strategy.

² Africa Human Development report UNDP, 2016

³ East African Community Regional Integration, Trade and Gender Implications, United Nation, 2018

⁴ The Role of Trade in Ending Poverty WTO/World Bank Report, 2015

SECTION 3: ACHIEVEMENTS AND LESSONS FROM GENDER STRATEGY I (2015-2017)



“My life has changed because of TMEA’s work. I don’t say that only because I make more profits now. The improvements at the border have meant I don’t need to smuggle goods anymore. The threats of extortion and sextortion in the bush, dangerous routes and cunning agents, the stress of getting caught by the police and having your livelihood taken away. My life is calmer, my family is healthier because of this border now.”

Mariam Babu – Reformed Smuggler Leading Women Cross-Border Traders on the Path to Self-Reliance

Mariam’s story is just one of many that have been recorded through TMEA’s work under the timeframe of Gender Strategy 1.

In Gender Strategy 1 key priorities were to;

1. Create an internal enabling environment
2. Influence TMEA partners to mainstream gender
3. Share the agenda on gender in the region

The TMEA Poverty and Gender Impact Study, 2018, found that the targeted programming such as in the Women in Trade (WiT) project have had positive impacts on many beneficiaries in terms of increased income, savings, and self-confidence. The spread effects of these positive impacts typically included improved access to food, education or higher quality education and health services for their families and installation of electricity in their homes and/or businesses. Others reported continued struggles with

decreased incomes, consumption, and access to services. This was particularly true among poorer beneficiaries.

Respondents indicated that these impacts resulted in changes in relations among men and women. Within the household, women’s positions seemed to improve overall, as they had greater influence over household expenditures. But some respondents, particularly men, noted that these changes strained marriages, as women were outside of the home more and likely expected to have greater voice in household decisions.

Expanding existing programmes, partnering with other organizations to provide support beyond TMEA’s mandate, and ensuring that support are in place for workers who are likely to be dislocated as a result of TMEA interventions were recommended as three options for further increasing benefits to women and girls.



On the mainstreaming side there were also successes:



Sex disaggregated data was collected more systematically across TMEA programming



A number of projects mainstreamed gender activities with some level of success:

- **One Stop Border Posts Programmes** – at Busia, Malaba and Taveta borders – border officials underwent gender sensitisation deliberately targeting 30% women officials.
- **Kenya Ports Authority** – employment of women on construction sites was increased to 11% of total employees, a significant increase due to TMEA sensitisation; HIV training was conducted; and disability considerations were integrated in the design of infrastructure.
- **Rwanda Cross-Border Market** - day care facilities were constructed for women cross border traders.
- TMEA hosted the first **Sustainable and Inclusive Aid4Trade Symposium** focused on gender.



The successes of the Gender Strategy 1 were notable, however, there still remained significant gaps in terms of organisational breadth and depth of knowledge within TMEA, consistency of mainstreaming, targeted programmes commensurate with the level of the leadership's ambition on gender and trade, unclear links of gender to TMEA corporate results framework and a lack of relevant tools and resources budgeted to realise the vision. These gaps were picked up in the TMEA Annual Review (2018/19) and DFID Work and Opportunities for Women (WOW) report (2018) and have been addressed in Gender Strategy II. A DFID commissioned Independent evaluation that focused on Poverty, Gender and Impact of TMEA's Strategy I (2011 – 2017) interventions was concluded in 2019. Building on the hypothesis that improvements in trade would affect the economy in such a way as to improve the economic wellbeing of poor people, a detailed survey was designed to cover four countries where TMEA interventions were undertaken. These countries were Kenya, Rwanda, Tanzania and Uganda. The findings highlighted an increased impact on poor communities living along the corridors demonstrated through increased formal and self-employment (especially for women-headed households) and increased wages. Improved infrastructure and reduced time to cross borders

led to cost reduction, that resulted in increased profitability for entrepreneurs (both men and women). The study also highlighted specific benefits to women from Aid-for-trade programming. In particular, border communities and women traders have enjoyed economic and social benefits, such as improved business performance leading to improved standards of living; increased business opportunity leading to growth and expansion of operations leading to job creation and allowing women to move away from less dignified ways of generating income; increased confidence to engage with officials leading to reduced harassment of women.

Some displacement was also reported. With increased efficiency in infrastructure, and introduction of the rail system, truck drivers and clearing and forwarding agents experienced job losses and poor performance of their businesses. Another negative impact of improved trade benefits particularly on women is strained relationships at home, either due to increased absence of women from home, or increased income accessible to women. Below is a summary of the key findings related to gender mainstreaming, which has been incorporated into the development of this strategy and will continue to be considered as gender mainstreaming interventions are developed and implemented.

- Exposure to trade benefits alone did not appear to sufficiently mitigate poverty for women headed households.
- Considerable benefits were noted from targeted programming – (Women in Trade Programme Outcome 2) such as increase cross-border trade, income, ability to save, self-confidence, uptake of roles in the community, greater self-reliance and greater influence in household decision making. However, these benefits were not fully accessible to poorer women.
- Some sectors present stronger opportunities to impact women and vulnerable groups;- agriculture, manufacturing and services.
- TMEA needs to pay attention to displacement that would result from increased efficiencies in trade and all its interventions, and develop appropriate mitigation measures so as not to leave some sections of the population worse off.
- More targeted investigation of effect of aid-for-trade on women and men should be undertaken to measure impact and inform programming.

These issues have been taken into account as we develop our Gender Strategy II enabling us to focus on where we can directly make targeted impact to enhance women and men's experiences of trade; but also partner with others to address areas that might fall outside our direct ambit, for instance on the root causes and on the unintended consequences.

SECTION 4: GENDER STRATEGY II – DOING GENDER DIFFERENTLY

We have been rigorous in our analysis underpinning the TMEA Gender Strategy II through internal reflection and external scrutiny. As highlighted above, this covered a review and analysis of achievements of Gender Strategy 1, the DFID funded WOW Report, TMEA Annual Review recommendations and the Poverty and Gender Impact Study. See our Gender Strategy II 2020 Background Document for this deeper analysis.

Consultation has also been thorough including peer review/validation workshops by colleagues, our Senior Leadership Team and our Board. The Strategy itself is based on a deep understanding of the barriers facing women including

cultural norms and biases, participation of women and men in sectors and value chains, policy environment, education and gender gaps and access to finance limitations. We recognize the gender journey we are on and strive to achieve conscious excellence and leadership in gender through the implementation of this strategy

The Gender Pyramid – TMEA Framework for Conscious Excellence

The Gender Strategy II Framework is our recent innovation responding to lessons learnt in Strategy I. In it we identify three levels of gender programming, each level getting progressively deeper in terms of gender focus.

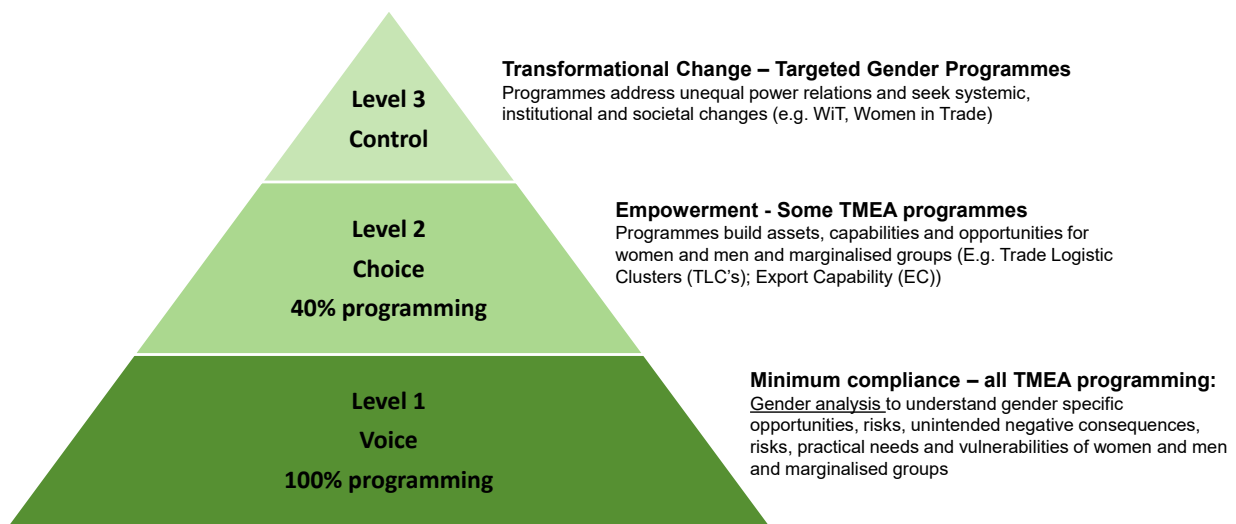


Figure 1: Gender Strategy II Framework - adapted from the DFID Prosperity Fund - Gender and Inclusion Framework

Level 1 – Voice: Minimum Compliance – 100% of TMEA programming

In Level 1 all programming is given a gender Voice. Every programme goes through a gender analysis to understand gender specific opportunities, risks, unintended consequences and practical needs of women, men and marginalized groups. This is the minimum compliance to gender that all TMEA programming should comply with. The Gender Directorate will own this level and will undertake a gender analysis and a thorough assessment on social safeguarding. The analysis will make recommendations for risk mitigation, interventions to address or minimize the unintended negative impacts (either directly or through partners), and prioritisation of gender mainstreaming opportunities.

Box 3: Example of ‘Voice’ Level 1 Mainstreaming – Coffee exporters in Rwanda

TMEA was asked by the Rwanda Coffee Board to support a significant scale up in coffee export through the acquisition of a specialized sorting machine that would improve the quality, quantity and efficiency of coffee production. A mainstreaming analysis was conducted that identified 1000 coffee sorters (all women) would face redundancy. Mainstreaming enabled this adverse impact to be managed through retraining in entrepreneurship and employment in different parts of the business.

TMEA has a well-established Safeguarding Policy that will be leveraged and referenced in the implementation of the Gender Strategy. As per the Policy each programme goes through a risk assessment and is given a risk rating of either High, Medium or Low. High and Medium risk programmes are assessed quarterly and twice annually respectively and low risk programmes reviewed once per year. The Policy requires that clear mitigation plans for all identified risks are applied and also provides a clear grievance redress mechanism.

Level 2 – Choice: Empowerment – approximately 40% of all TMEA programming

When we do the mainstreaming analysis on all projects in Level 1 we anticipate that some programmes will have more opportunity to include more in depth gender integration and greater opportunity to contribute to gender specific results. Level 2 will include a smaller number of programmes that will have specific gender actions plans and budget allocated. We will measure results and monitor the benefits

Box 4: Example of ‘Choice’ Level 2 Mainstreaming – One Stop Border Posts

One Stop Border Posts (OSBPs) aim to make crossing a border much more efficient by reducing the number of offices to be visited, forms to be filled in and the processes for inspection of goods. The old border posts lacked important facilities such as reliable power, internet access and sufficient capacity in inspection sheds with the result that traders often endured weeks of clearance. The procedures were difficult for both men and women but women traders because of their low educational level and constraints on their time were particularly disadvantaged. TMEA has assisted in the construction of 13 new OSBPs. In the Holili crossing from Kenya into Tanzania, for example, there has been a 90 per cent reduction in crossing time for trucks. Co-operation with the Tanzania Women’s Chamber of Commerce has provided training for women traders on standards and regulation to improve compliance. As a result illegal crossing has been reduced. This is not only much safer for women traders; reduced smuggling has also increased tax revenues.

Source: Elimination of NTBs, PAR

of this deeper dive mainstreaming. Examples of ‘Choice’ Programmes are incorporating a gender component in a policy; in export capability, ensuring a proportion of enterprises are women owned and encouraging female

Box 5: Example of ‘Choice’ Level 2 Mainstreaming – Greater inclusion of women in trade: a regional programme

Across East Africa women owned SMEs estimated to be between 35 and 55 per cent of total businesses but 74 per cent of cross border trade. Key issues are: restrictive regulatory regimes; access to finance; gender insensitive customs border management; limited access to market information and trade support services; weak trader associations and lack of representation; and violence and abuse due to the use of informal borders. The project will seek to make improvements for women traders in Uganda, Kenya, Tanzania, Rwanda by advocating for regulatory change (common external tariff); building capacity for market access through training on regulations and support for co-operatives; addressing violence through women’s rights training aimed at border officials and traders; and improving market information through the use of ICT. Learning lessons from previous interventions, this programme will differentiate between women traders in different production sectors and from different geographical areas.

Source: The Trade Policy Programme, PAR.

participation in trainings, also women representation and effective participation on decision making structures such as the Joint Border Committees, or national platforms where they can engage with key agencies like the Ministries of Trade, Finance and Revenue Authorities. In infrastructure, ensuring contractors are hiring women on TMEA funded construction sites.

The criteria for being a ‘Choice’ programme is where there is a high opportunity for gender mainstreaming and impact. We envisage approximately 40% of TMEA programming will be ‘Choice’ programmes, Level 2.

Level 3 – Control: Transformational Change – approximately 10% of all TMEA programming

Our ‘control’ programmes will be programmes designed to focus on gender and trade as an explicit whole programme goal from the outset. They address unequal power relations and seek systemic, institutional and societal change. An example of current success is our Women in Trade programme. WiT focuses on building women in key value chains, changing policy to improve women’s rights and to promote their equal empowerment. This will be done by addressing the issues of rights and reduction of

Box 6: Example of Targeted Programming ‘Control’ Level 3: Women in Trade Programme: Uganda

In Uganda 70 per cent of women-owned businesses are in the informal sector. Survey results highlight problems of: standards compliance; sexual harassment and abuse at borders and cumbersome customs procedures. The project aims to: strengthen the export capacity of women traders by supporting women’s business organisations; advocating with all border authorities to improve the policy and regulatory environment; and improving information for traders on standards and compliance procedures to open up markets for trade. TMEA is collaborating with Government institutions, women’s business organisations and NGOs working on women’s economic empowerment.

Source: Uganda, Women in Trade PAR

violence, exploitation and harassment of women in trade especially recognizing that informal traders have very weak institutions to support them. All the work done under ‘Control’ programmes will target specific barriers experienced by women in trade. ‘Controls’ are our deepest dive programmes, having the strongest contribution to our gender specific results. We envisage 10% of total TMEA programming will be in this Level 3.

Programmes in Level 3 will be identified through the TMEA Gender Framework Pyramid and may be a transition through the levels. They can be developed as stand-alone programming and attract targeted additional funding. Across all the mainstreaming and targeted gender programme design, we will ensure the diversity of East Africa’s countries

(e.g. social, economic, and political maturity). The gender context will be considered, understood and interventions tailored accordingly.

The project will seek to make improvements for women traders in Uganda, Kenya, Tanzania, Rwanda, South Sudan, Burundi and the Democratic Republic of Congo. This will be done by advocating for regulatory change (common external tariff); building capacity for market access through training on regulations and support for co-operatives; addressing violence through women’s rights training aimed at border officials and traders; and improving market information through the use of ICT.

The Platform – TMEA and its Leadership and Governance

TMEA as an organization is the platform. Without integration of gender as a priority at the organization level the impact in our programming will be weak. As an organization we ourselves need to have strong commitment to gender equity, diversity, and inclusion – lead by example. In addition, we need to have strong internal technical capability to drive the implementation of the strategy, dedicate adequate resources to the strategy and a structure to hold us accountable.

TMEA will take an innovative approach. We will experiment with some new ways of working such as targeted procurement quotas for women led business. We will monitor the impacts e.g. whether the results are consistent with the aims to empower women in our supply chains. In addition, we will prioritise capacity building of our staff and partners to broaden the knowledge base internally as well as build strong alliances with strategic partners. Building the Platform will require strong leadership and Champions at leadership and governance level. This is a commitment we already have with strong sponsorship of this strategy by the TMEA CEO, the TMEA Board, by the appointment of a gender champion and TMEA Council who continuously invest in our gender work and hold us accountable.

SECTION 5: GENDER STRATEGY II PRIORITY AREAS IN A COVID-19 WORLD

In setting our Gender Strategy II Priority Areas we have assessed the impact of Covid-19 on women as it relates to trade. Women are being impacted more than men in terms of their livelihoods. Given the high proportion of women in informal trade, restrictions to trade flows and movement across borders inhibit women's ability to trade and access trade related services. As a result for example, a significant number of cross border traders have resorted back to informal (panya) routes making them even more vulnerable to contracting the virus, arrest by security agencies for contravening the national directives on the lock down and economic losses.

Export sectors such as horticulture and tourism that employ more women than men have also been impacted badly. Over 70% of market traders are women. In Uganda, to limit the spread of infection, government has required vendors to stay in the markets, sometimes for weeks, where, without shelter, they have slept in the open, often with their children, as Covid 'lockdowns' have prohibited travel home. TMEA has established a Safe Trade Emergency Facility Fund to respond to the various constraints resulting from the pandemic. The Fund has a fully-fledged Cluster on Gender and Inclusion with dedicated funding. This will provide learning opportunities to guide further COVID considerations in programming as well as relieve the immediate trade related pressure points on vulnerable women and men. The gender and inclusion cluster work is an example of "Choice" – Level 2 programming. Our Covid-19 response is integrated throughout the Gender II priorities listed below in Box 8.

The priorities in this strategy are also sensitive to climate opportunities and threats. Trade presents new economic opportunities geared towards sustainable development that women can tap into. These include for example improved access to markets through new clean energy and communication technologies, access to funding, access to global market networks through green/ organic certification of production processes or exports, and job creation in the green economy sector.

These overarching thematic areas and specific priorities have been identified through a careful analysis and summarized in the TMEA Gender Strategy II Priority Selection Matrix in Annex 1. In this matrix we capture the gender specific issue/barrier women face which include cultural norms (some women are confined to the household and culturally not allowed to engage in trade or formal economic activities), low educational levels and low access to resources, including assets like land, credit

Box 7: African continent Free Trade Area (AfCFTA) came into force in May 2019.

With a signed MOU with the African Union in November 2019, TMEA is well-placed to support and influence the implementation of the agreement and has prioritized this in this strategy. AfCFTA recognizes the importance of ensuring equitable and inclusive participation of the African continent. Women are more than half of the African Continent's population and as a result are more exposed to poverty and its effects (World Bank 2013). We therefore need to pay attention to this segment of the population to ensure that they are able to participate and enjoy the benefits of AfCFTA, and are not disadvantaged by the increased competition from free trade. TMEA will focus on how trade liberalization will affect women across Eastern Africa, identification of high potential sectors, matching demand with supply from small and micro enterprises, building capacity of small entrepreneurs to meet the needs of new markets are some of the interventions to be considered. Priority will also be given to ensuring national policies are engendered and issues of gender mainstreaming are incorporated from the onset.

and technology in absolute terms and relative to men. The matrix also considers who is doing what to address this issue in the region, where are the gaps, how they are aligned with Gender Strategy II priorities and the TMEA corporate results framework and what partnership opportunities exist. Through this in- depth analysis we have honed in on TMEA's comparative advantage in terms of gender engagement and trade to arrive at the priorities in this strategy.

Box 7: **African continent Free Trade Area (AfCFTA) came into force in May 2019.**

1. Improving knowledge, learning and capacity building for women and men to participate in trade and access trade services

- Capacity building for women and men entrepreneurs on trade regulations, tariffs and procedures, standards, NTB's.
- Capacity building at apex bodies and leaders on gender mainstreaming, negotiation skills to include mentorship, coaching and appropriate champions to support this agenda.
- Collaboration with EAC secretariat and other trade blocks – AfCFTA.
- ICT as a tool to enhance access, transparency and timeliness of information.

2. Increased opportunities for women and men in trade.

- a. Strengthen partner institution's capacity to identify and address gender biases.
- b. Influence policy reform that addresses the gender biases (partner & institutional level); mitigates unintended consequences and supports implementation.
- c. Incorporate sexual exploitation, abuse and harassment safeguarding mechanisms in all TMEA programming.

3. Transformed social norms and structures to promote a gender responsive business environment.

- a. Targeted support to MSME to engage in export trade.
- b. Facilitate engagement of more women in infrastructure and logistics sectors.
- c. Strengthen women associations from improved trade related support.

4. Enhanced prevention of and response to gender-based violence and harassment of targeted women traders in Eastern Africa.

5. Collection of data and evidence to influence trade – What is not measured is not done.

SECTION 6: OUR GENDER STRATEGY II THEORY OF CHANGE

Our Theory of Change (TOC) shows that in terms of mainstreaming at the output level if we achieve;

1. Targeted support to SMEs to engage in export trade (standards, competitiveness of firms, market linkages, logistics and trade logistics clusters); Capacity building on international trade regulations and policies; Increased uptake of ICT4T business / trade solutions; Gender sensitive infrastructure and AfCFTA implementation this will lead to **Increased access to regional and international markets at the outcome level.**
2. Increased gender capacity at APEX bodies in the region; Implementation of the EAC gender and trade policy; Strengthened capacity of Apex bodies, associations and representatives; AfCFTA policy formulation and implementation; Strong data to inform and influence decision making this will lead to **Gender sensitive decision making and policy formulation at the outcome level.**

In terms of our Targeted projects if we achieve;

3. Improved environment (policy/regulatory/ institutional reforms) facilitating women in trade in Eastern Africa, Increased participation of women in Eastern Africa in formal trade, Enhanced Prevention of and response to gender-based violence and harassment by targeted women traders in Eastern Africa this will lead to **Improved social and economic empowerment of women traders in Eastern Africa (WIT) at the outcome level**

At the corporate level if we achieve;

4. TMEA accountability on gender equity diversity and inclusion; Comprehensive TMEA policies on gender, equity, diversity and inclusion and; Targeted interventions to promote EDI in TMEA this will lead to a more balanced **Number of women and men in leadership positions and within TMEA as a whole, 80% and above satisfaction with implementation of EDI policies as measured in the annual staff engagement survey and No incidences of bullying and harassment including sexual harassment, exploitation and abuse.**

TMEA's new strategy is also looking at working closely with others better placed such as organizations working on sexual and gender-based violence and other root causes; and on governments, local authorities and business to mitigate the unintended consequences of trade



TMEA adopts a transformative approach and uses both gender mainstreaming and targeted interventions on women specific constraints to deliver the overall outcomes for the strategy. The expected outcomes are:

- TMEA incorporates pro-gender policies
- Increased access to regional and international markets
- Gender sensitive decision making and policy formulation
- Improved social and economic empowerment of women traders in Eastern Africa (WIT)

The strategy will engage in various advocacy initiatives to promote a gender responsive enabling environment.

Working with the Human Resources department, the strategy will contribute to TMEA's initiatives to promote gender equity within the organisation

INTERMEDIATE IMPACT Increased participation of women and men in trade.

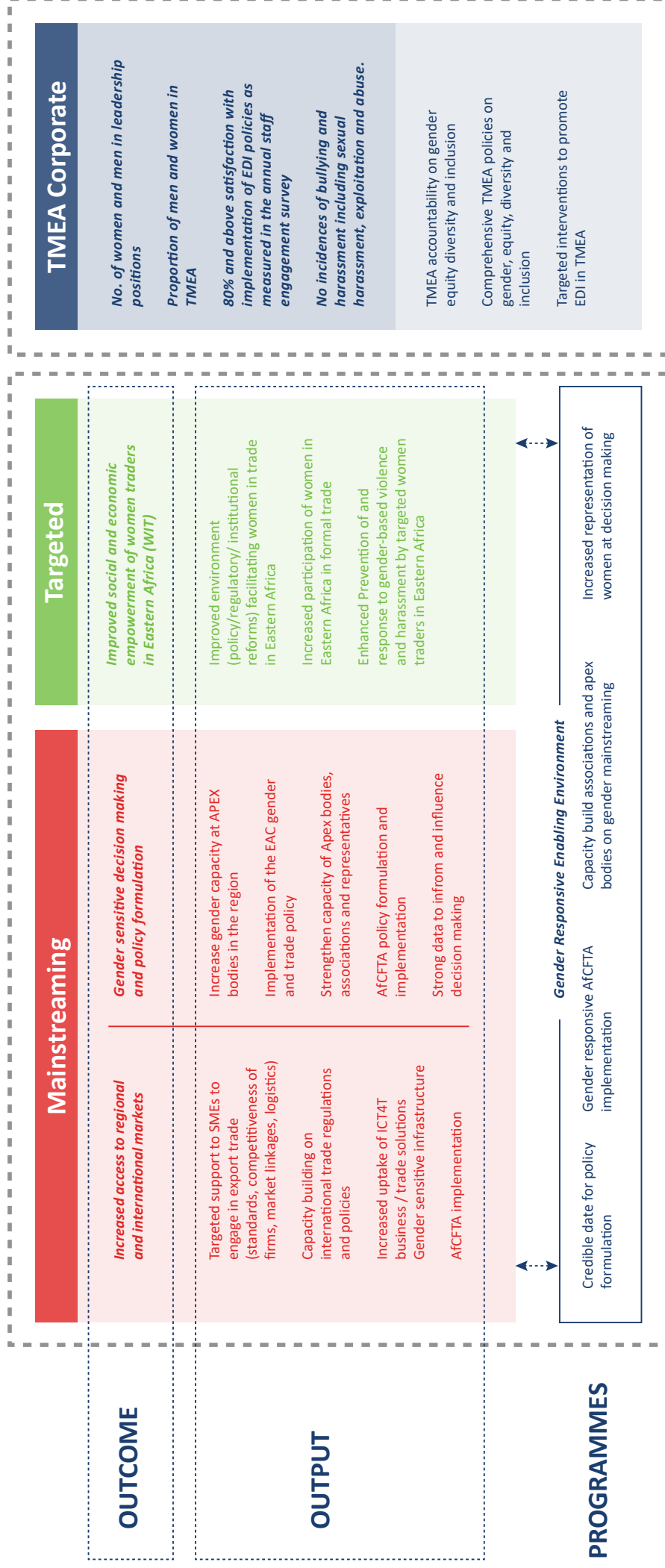


Figure 2 Gender Strategy II Theory of Change

SECTION 7: OUR GENDER STRATEGY II KEY PERFORMANCE INDICATORS



It is essential in our strategy that we are clear what we seek to be measured against over the next four years of the strategy. The following KPIs have been identified for their ambition and realism within the budget available.

TMEA Programming

- Gender analysis on all TMEA programming⁵
- Over 200,000 women directly benefitting from TMEA interventions (including WIT) (150,000 from WIT and 50,000 from our mainstreaming work)
- At least 3 gender mainstreaming policy recommendations accepted⁶
- At least 30% of enterprises supported are owned by women
- 30% reduction in incidences of cases of violence and harassment against targeted women traders reported

TMEA Corporate

- No. of women and men in leadership positions (in line with TMEA policy)
- Proportion of men and women in TMEA (in line with TMEA policy)
- 80% and above satisfaction with implementation of EDI policies as measured in the annual staff engagement survey
- Zero tolerance of bullying and harassment, exploitation and abuse - all incidences of bullying and harassment including sexual harassment, exploitation and abuse reported and resolved satisfactorily and fairly
- 10% of procurement awarded to women owned businesses

⁵ Retrospectively on a case by case basis

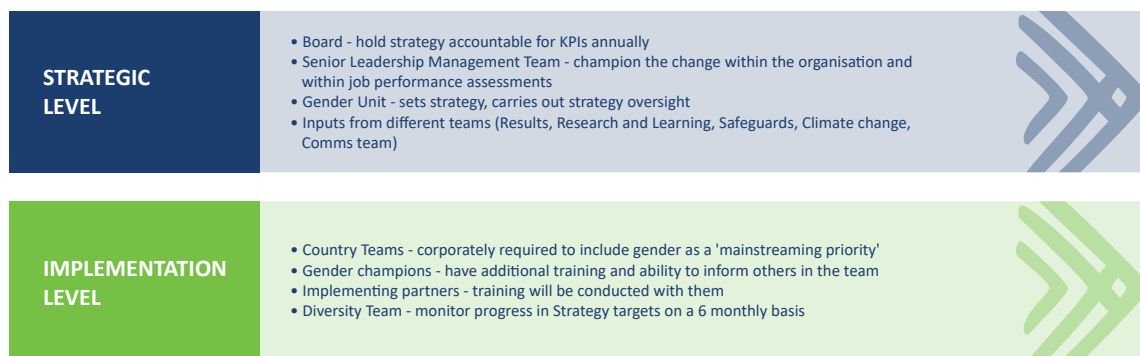
⁶ Specific policies to be identified through engagement with TMEA programming

SECTION 8: OPERATIONALISING THE STRATEGY – AN INCLUSIVE APPROACH

TMEA aims to have gender mainstreaming fully embedded into its operations. There are several internal key players with responsibilities for the implementation of the strategy. In addition, TMEA recognizes that it does not have capacity or mandate to engage in all the areas highlighted in this strategy. Partnerships will therefore be a key component in the implementation of this strategy, working with others who complement our capacities and have a comparative advantage in the areas we seek to make inroads on.

An action plan with agreed outputs and indicators will be developed and reviewed periodically.

Through strategy implementation there will be close working relationships between the Women In Trade programme and the Gender Unit, to ensure cross-fertilisation, complementarity and overall coordination of implementation.



The roles of key players are highlighted in this figure and expanded upon below.

The Gender and Inclusion Unit

This Unit takes overall responsibility for the development of the gender strategy, implementation, measurement and reporting. The unit will ensure TMEA has adequate resources internally and within our partners to implement the gender strategy through capacity building and providing relevant tools for smooth implementation. The gender unit will establish mechanisms to influence the organization to have a strong gender mainstreaming culture. In addition, the gender unit will build and maintain alliances and strengthen stakeholder engagement with strategic and development partners working in gender and trade. The unit will commission gender related research work to inform gender mainstreaming programming. As appropriate, the unit will develop communication and learning pieces as well as organize events to raise the visibility and profile of TMEA on gender issues and as whole.

To ensure we have a deep understanding of the impact of our work, both qualitative and quantitative analysis and review will be undertaken. In addition, targeted “impact stories” will be documented periodically. This information will be used to refine the gender mainstreaming approach and implementation as well as inform Thought Leadership.

Capacity to undertake the scaled up mainstreaming approach will be acquired through a call down facility of gender experts who will also undertake monitoring of programmes.

- All projects will be required to collect sex disaggregated data
- A key output of the Gender and Inclusion Unit will be a simplification and roll out of the gender mainstreaming tool
- Measurement and accountability on the delivery of the TMEA Gender Strategy II

Gender champions

Given the small size of the Gender Unit it is crucial that each regional and country programme appoints a champion to support gender in relation to the programme portfolio.

The role of the gender champions will be to work in collaboration with the Gender Unit to mainstream gender in all country projects and programmes. Specifically, their remit is to:

- Develop and update country gender action plans using the templates provided.
- Oversee the collection of information and data related to gender within the country/programme area, using the data collection tool.
- Participate in monitoring gender results and document at least one change story biannually.
- Facilitate awareness raising sessions on gender through group discussions, debates, workshops or during staff/partners meetings on a quarterly basis, using the topic guides and materials supplied.

Women in Trade (WiT)

Women in Trade is a fully funded programme working to resolve specific challenges faced by women in pre-selected

Box 9: Diversity in TMEA a corporate strategy

Pro-active measures have been taken to ensure a female presence in short lists to try to bring about a gender balance in staffing. The aspiration is to have a 60/40 female/male representation on short lists. Selection panels all have female members and female representation has improved across 7 grades. The Team has carried out capacity building for staff including a diversity knowledge session and developed an additional core value to encompass diversity. A counselling service has been established to deal with issues of sexual harassment.

regions. The programme objective is, "Greater inclusion for women in trade" through;

- Increasing the trade value and incomes of women traders.
- Increasing the number of women participating in trade.
- Prevention of violence against women in trade

The gender unit will work closely with the WIT programme to complement, cross-fertilize learning and experiences and document achievements.

Research and Learning

This team will design and implement gender mainstreaming research work to answer specific questions as will be identified through the implementation of this strategy. Collecting evidence and data from TMEA's gender work is a high priority.

Results team

Working with the results team will contribute to the development of gender mainstreaming indicators, measurement plans, data capturing and interpretation, and captured in all reporting to stakeholders.

Communications team

Development of communication pieces and identify appropriate channels to disseminate. TMEA aims to use data and information generated in the implementation of this strategy to shape the gender and trade agenda in the region and beyond. The communications team will be critical in helping us achieve this

The Diversity Team

During the first gender strategy, TMEA established a Diversity Team to develop and implement a gender equity, diversity and inclusion strategy. Whilst gender has been the focus of the first strategy, there is realisation that there is a need to expand this to consider broader issues of diversity and inclusion such as disability and how to ensure that young people are included in all programmes and policies.

TMEA management is committed to the highest standards of equity, transparency, probity and accountability, and will not tolerate any form of discrimination or harassment towards staff. This can best be achieved through ensuring that all employees, both potential and actual, are treated equitably, and as individuals regardless of race, tribe, nationality, ethnic or national origins, religion, political belief, social or economic class, marital status, sex, sexual orientation, age or disability.

Since its inception the Diversity Team has largely focused on ensuring diversity within the TMEA organisation itself. The objective of the Diversity Team (DT) is to ensure that the organisation provides a safe, equitable and progressive environment for all staff.

Specifically, the Diversity Team will:

- In collaboration with the Gender Unit review and update TMEA's gender policy and ensure it is fit for purpose.
- Review TMEA's policies and procedures to ensure that diversity and inclusion considerations have been adequately covered.
- Develop a gender equity, diversity and inclusion corporate approach and ensure its full implementation.
- Develop and implement mechanisms to measure results and report to TMEA leadership and Human Resources and Remuneration Committee (HRRC) of the Board. Review Gender Strategy II progress on a bi-annual basis.

It is expected that during the period of Gender Strategy II amendments will be made to expand it to include other aspects of diversity such as people with disabilities, youth and refugees.

Partnerships for programme implementation

TMEA partners with stakeholders such as the relevant Ministries of Trade, Foreign Affairs and Gender and Labour and local governments in TMEA countries. It is crucial to work with Ministries of Gender because they coordinate gender issues and they can add a gender perspective in the trade initiatives of TMEA with the region. TMEA will build on existing partnerships such as with the Tanzanian Women's Chamber of Commerce, Pro Femmes Twese Hamwe in Rwanda and the East African Sub-Regional Support Initiative (EASSI) to empower women cross border traders.

New partnerships with civil society organisations, such as women's rights organisations, women's labour organisations and private sector business associations that have a focus on law/ policy reform and advocacy on trade and gender, will be developed. Partnerships will be confirmed by use of memoranda of understanding (MOUs) and be clear on what contribution towards the Gender Strategy II KPIs the relationship is pursuing. Partnerships are crucial for us to achieve our vision as TMEA alone lacks the capacity and mandate to achieve the ambition we have laid out in this strategy but through working with partnerships and leveraging their capacity the Strategy can be realised.

SECTION 9: RESOURCING THE GENDER STRATEGY II

The Gender and Inclusion Unit has three staff and a small discretionary budget. To achieve the full impact of this Strategy on our programming an elevated budget will be required. This will be garnered a) from integrating gender into existing and new programmes – we suggest a target of ~1% of TMEA Strategy II budget (approximately \$5m of existing programming budget) and b) from attracting new donor finance for ‘control’ programmes and c) a small dedicated allocation for the Unit which will cover programme, training, and specific analysis that are not be catered for in on programme.

Activity	\$
Women in Trade Programme (confirmed targeted programming)	13,800,000
Safe Trade Emergency Facility - Gender and Inclusion Cluster (confirmed targeted programming)	1,700,000
Development of tools to deliver the gender strategy - mainstreaming, consolidating results, action plans	50,000
Capacity Building for staff and partners - curriculum development and delivery; new strategy	100,000
Gender analysis on new programming and select ongoing programming	130,000
Data collection leading to thought leadership on various components of trade and gender	150,000
Monitoring and evaluation - focusing on consolidation of results; equity indicator; governance reporting	50,000
Communications	20,000
Total	16,000,000

SECTION 10: WHY WILL THE RESULT BE DIFFERENT THIS TIME



It is easy to set ambitious targets but what gives us the confidence that this time we will achieve the results. There are risks to this strategy's achievement which we capture in the Risk Matrix in Annex 2 and these risks will be systematically addressed as far as possible. In addition, we have identified a set of actions that we believe will make the critical difference to elevate us to Conscious Excellence as we continue to walk our TMEA Gender Journey;

- a. Incorporation of gender indicators in the corporate results framework
- b. Annual reporting on the implementation of this strategy
- c. Additional resources (human and cash) allocated to the implementation of this strategy
- d. Strengthened capacity building of TMEA staff and board supported by user friendly gender mainstreaming tools
- e. TMEA leadership and board prioritizing gender and being accountable to the delivery of this strategy
- f. Annual TMEA diversity and inclusion staff surveys



"I will be a hummingbird, I will do the best I can"

Wangari Maathai – noble peace prize winner 2004

ANNEX 1: TMEA GENDER STRATEGY II PRIORITY SELECTION MATRIX

Improving knowledge, learning and capacity building for women to participate in trade and access trade services

General approach is Looking at women/men as producers and suppliers of goods and services. According to the 2014 UNCTAD report on Trade and Gender, opportunities and challenges for developing countries, certain categories of workers or population have fewer capabilities to absorb adjusted costs and international competitive pressure to reduce production costs. Women will gain if the sector in which they operate in expands or they have the required skills.

Furthermore, employment in the trade-related formal sector gives women a higher status, more autonomy and some decision-making powers within their households. Women workers have reported an enhancement of their self-esteem and they appreciate the expanded social opportunities and life choices that wage employment brings (Tiano and Fiala, 1991; Amin et al., 1998).

Although trade creates employment opportunities for women, they are often confined to the low-skilled, low-paying jobs. For example, case studies of the textile and clothing sector in several countries have found that female workers are often excluded from further training activities, which makes their promotion to higher status positions unlikely. Consequently, most women are stuck in lower functions.

Identified issues	Who is doing what in the region	Where are the gaps	Gender Strategy II Priorities	Thematic programmes	Partnerships Opportunities
<ul style="list-style-type: none"> Poor access to and understanding of trade related information (tariffs, standards, regulation, procedures etc) Low literacy rates among women and rural populations hindering access and engagement with market opportunities Low technology literacy and access to hard and software to fully utilise ICT solutions for trade Poor negotiation skills and ability to lobby for better business environment and access to market Limited awareness and exposure to legal rights and control over production resources e.g. land, finance, inputs and technology 	<p>ITC She Trades</p> <ul style="list-style-type: none"> Networking platform for women Provide BDS services and She Trades initiative in partnership with ABSA to access export markets <p>UNCTAD Provide a range of online courses on trade and gender to various stakeholders including women traders</p> <p>TMEA Women in Trade programme – focusing on CBT</p>	<p>Poor knowledge and inequalities in information, transparency and appreciation of trade regulations and standards especially in agriculture and food industries sectors which have high levels of unskilled labour especially women</p> <p>Weak ITC knowledge and relevant solutions for micro, small and informal traders</p> <p>Limited data for evidence-based negotiation and lobbying and poor negotiation skills</p> <p>Weak implementation of the EAC Gender Policy (2018)</p>	<p>Gender Strategy II Priorities</p> <ul style="list-style-type: none"> Capacity building to women entrepreneurs on trade regulations, tariffs and procedures, standards, NTB's Consider low literacy rates and technology uptake in the design and implementation of ICT4T rated interventions targeted at women Capacity building at apex bodies and leaders on gender mainstreaming, negotiation skills to include mentorship, coaching and appropriate champions to support this agenda Collaboration with EAC secretariat to support the implementation of the EAC trade and gender policy 	<p>O1a; O1b; O2</p>	<p>Partnerships Opportunities</p> <ul style="list-style-type: none"> EAC secretariat EAC private sector Apex bodies, associations and government agencies WTO SPS and private standard owners

Opportunities for Women in Trade

In 2017, 118 countries endorsed a WTO declaration on trade and women economic empowerment. The declaration committed to among other things, tackling barriers to trade that affect women, including the role of trade facilitation in providing equal access and opportunities for women entrepreneurs. Unfortunately, statistics continue to indicate that women-owned and led businesses are still underrepresented in international trade and tend to be small and operate in the informal sector. Only 15% of exporting firms are led by women. (Click on the underlined for links to reports referenced). Growing export industries through joining global value chains (GVCs) has been shown to provide strong employment opportunities for women

Identified issues	Who is doing what in the region	Where are the gaps	Gender Strategy II Priorities	Thematic programmes	Partnerships Opportunities
<ul style="list-style-type: none"> Poor business skills to promote and sustain growth / expansion into international trade Limited participation of women in sectors or segments of value chains that are perceived to be male oriented (eg logistics; manufacturing) Weak business development services to support micro enterprises Identification of trade opportunities in the implementation of AfCFTA Uncompetitive structures for entry into sophisticated and high value sectors of the economy (high costs of power; complex business registration processes; poor logistics and infrastructure to support business) etc Poor coordination and collaboration to maximise on business opportunities 	<p>TMEA O2 programming (logistics, export capability – tourism, staples and coffee) ITC – market linkages programme</p> <p>Various donor funded M4P / value chain programmes in the region implemented by INGO's / NGOs such as TechnoServe, DAI, Mercy Corps, EU's MARKUP, Kenya Markets Trust</p>	<p>Structured collaboration and coordination between NGOs, Government and private sector to enhance the business environment for women led SME's</p> <p>In-depth and longer-term training and mentorship for women focusing on broader entrepreneurial ecosystem and macro-level constraints</p> <p>Appreciation of trade opportunities especially for women entrepreneurs as AfCFTA is implemented</p>	<ul style="list-style-type: none"> Targeted support to have more women successfully engaging in export trade, focusing on sectors where underrepresented groups such as women are actively engaged (aligned to TLCs and export capability) Improved first and last mile initiatives to reduce the cost of doing business for small enterprises and open up opportunities Prioritisation of opportunities as a result of AfCFTA in countries of operation Monitor and evaluate how trade policies affect gender and mitigate during programme design and implementation Strengthen women associations to provide market and business support to women entrepreneurs Support the develop of policies and programmes that encourage more women participation in the economy 	<p>Export Capability; TLC's; WIT; PPD; ICT4T; O1a and b</p>	<p>Chambers of commerce (women chapters)</p> <p>Associations and Apex bodies</p> <p>Relevant Govt. Ministries and agencies</p> <p>Various private sector players</p> <p>AfCFTA secretariat and implementing partners; National Governments</p>

Transformed social norms and structures that engage men and women in promoting gender responsive business environment (start here a big one for advocacy, engagement, advocacy, partnerships) focus on partnerships / working with banks etc. Work that Mark has already started with banks etc

“Monthly profits and sales from female-owned firms are on average 34 percent and 38 percent lower, respectively, than those from male-owned firms. Bridging these business performance gaps is especially critical for African economies, where women are more likely to be self-employed –often out of economic necessity– than to engage in wage work and are more likely to be entrepreneurs than men”⁷

Identified issues	Who is doing what in the region	Where are the gaps	Gender Strategy II Priorities	Thematic programmes	Partnerships Opportunities
<ul style="list-style-type: none"> Existence of cultural norms biases and stereotypes that limit women’s participation in trade such as movement restrictions, ownership of assets etc Existence of gender stereotype that undermine women representation in business decision making bodies and structures Asset ownership structures that inhibit women from accessing loans that require collateral Vulnerability – women are exposed to exploitation and abuse at home and in their places of work 	<p>UNESCO strategic planning 2014-2021⁸, is committed to gender equality and women empowerment including promoting legal rights and combating gender- based violence</p>	<p>Interpretation of the impact of the gender biases and norms on women</p> <p>Increased private sector to provide tangible solutions to the gender biases faced by women</p> <p>Assessment of the effects of gender-based violence at places of work and at home on economic performance of women led businesses</p> <p>Advocacy against gender-based violence and discrimination</p> <p>Access to finance that is not necessarily tied to asset ownership</p>	<ul style="list-style-type: none"> Strong gender analysis tools to enhance identification of potential gender biases in all TMEA programming Strengthen partners institution capacity to identify and address gender biases Identify opportunities to influence policy reform that addresses the gender biases Support the implementation and enforcement of policies that protect women from exploitation and abuse Incorporate sexual exploitation, abuse and harassment safeguarding mechanisms in all TMEA programming 	<p>PPD; WIT; ICT4T; Export Capability</p>	<p>Financial institutions such as AfDB, FSD, IIA, Mastercard Foundation; IFC, commercial banks, MFI’s and SACCO’s etc)</p> <p>Various women associations, business associations and apex bodies</p> <p>Partner with Women Rights Organisations and Associations</p> <p>National Governments and agencies</p>

⁷ <https://openknowledge.worldbank.org/handle/10986/31421>

⁸ UNESCO and Gender Equality in Sub Saharan Africa, Innovative Programme Visible Results, Online open access, 2017

Collection of data and evidence to influence trade – What is not measured is not done

In the Eastern Africa region and indeed many parts of the world, there is little data on various components of trade and gender, making it difficult to influence gender-based decision making at policy, programming and resource allocation level.

Identified issues	Who is doing what in the region	Where are the gaps	Gender Strategy II Priorities	Thematic programmes	Partnerships Opportunities
<ul style="list-style-type: none"> Poor understanding of the impact of trade policies on men and women Weak gender representation in decision making and policy formulation Limited data and evidence to influence and inform gender sensitive policy formulation, implementation and enforcement Support gender mainstreaming on AFCFTA implementation strategies Low demonstration on gender impact of TMEA programmes interventions 	<p>UNCTAD's Trade and Gender Toolbox</p> <p>Gender Equality Organizational Assessment Tool (GEOAT) can assist</p> <p>TMEA's Women in Trade various studies</p>	<ul style="list-style-type: none"> Gender and inclusion data/evidence gaps include at Micro-meso-macro levels of trade at sectoral and country level TMEA Gender impact evaluation at programme level on gender mainstreaming interventions Appreciation that policies are not gender neutral and the impact that this has on men and women in trade Weak representation of women and agency at decision making forums 	<ul style="list-style-type: none"> Identify and determine potential areas for data collection and measurement and analysis around gender and trade policy. Facilitate documentation of women and men experiences through change stories Data gathering to influence gender mainstreaming of AfCFTA implementation strategies Measure the outcomes of TMEA own programme interventions on the percentage of targeted women traders reporting improved social and economic empowerment Ensure stronger representation by influential women in decision making forums (agency) 	<p>Research and Impact, Results, Communication; PPD; O1 and O2</p>	<p>UNCTAD, WTO, UNECA, AfCFTA, Private sector associations and apex bodies AfCFTA secretariat; National Governments</p>

ANNEX 2: RISK MATRIX

Risk	Description of risk	Mitigation	Likelihood	Impact/level
Inadequate funding of gender interventions	Failure to allocate adequate funding leads to inability to undertake all the required assessments to map out gender issues for quality programming and interventions.	Leverage budgets from programmes; launch a fundraising for additional funding	High	High
Donor agencies investing in TMEA don't see the value of a concerted Gender Strategy	Risk in funding and accountability to change	Demonstrate integration of gender issues doesn't deviate TMEA from its goal but helps realise it faster and greater.	Medium	Medium
Covid undermines investment in TMEA and economic opportunity in the region	Less money from funders and less economic opportunity within the region affecting trade and export indicators and in turn TMEA Gender II targets	Initiate the Covid Emergency Fund – reduce negative impact of Covid. Recognise the base case is the one TMEA is improving post Covid, not relating to pre Covid world.	High	High
Weak incentives to integrate gender into programme, processes and procedures	This stems from inadequate appreciation and understanding of gender as a pathway to sustainability as well as a safeguarding issue.	Capacity building and incorporation of gender in personal development plans at leadership and all levels Incorporate as a key corporate result area	High	Medium
Complex and unfavourable policy and regulatory environment	Policy change is a long-term activity thus an unfavourable trade environment for women may continue for some time and reduce overall impact.	TMEA will continue to advocate for representation of women and the inclusion of gender in all trade negotiations at country and EAC levels.	High	Medium
Inadequate human resources within TMEA to execute the strategy	The Gender Unit is small and gender champions are not dedicated to work solely on gender. They have competing priorities.	Capacity building for gender champions will be necessary and adequate support for them to carry out their responsibilities. Agree additional resources to support gender equity work within TMEA.	High	High