



International Trade Centre

World Export Development Forum



Innovations in Export Strategies

*Gender Equality, Export Performance
and Competitiveness: The gender
dimension of export strategy*





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Innovations in Export Strategy: Gender Equality, Export Performance and Competitiveness: The gender dimension of export strategy

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Study focusing on the key issues that a comprehensive, gender-sensitive export strategy should address – reviews business, development and human rights based arguments to highlight the importance of enhancing women’s participation in export; takes a gender-sensitive look at developing countries’ economies to see where women are currently active, in which capacity they contribute to the general economy and to exports in particular, and where the potential for their integration into the global marketplace might lie; identifies gender-based constraints that can be addressed through a gender-sensitive export strategy, such as supply-side and operational constraints and demand-side issues; presents relevant data sources and tools to assist export strategy-makers to design an appropriate response; reviews the critical ingredients for developing an effective gender-sensitive export strategy; presents three country cases (Cambodia, Egypt and Uganda) to illustrate how some of these elements have been applied in practice; provides a summary of key considerations for export strategy-makers engaging in a gender-sensitive approach; includes bibliography (p. 81–86).

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* All consultation materials and background information are available from <http://www.intracen.org/wed/ef2006/Gender-Issues/Gender-Equality-Export-Performance-and-Competitiveness.htm>.

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Note

Unless otherwise specified, all references to dollars (\$) are to United States dollars. The term ‘billion’ denotes 1 thousand million.

The following abbreviations are used:

AfDB	African Development Bank
AGOA	African Growth and Opportunity Act
APEC	Asia Pacific Economic Cooperation
CAABWA	Canadian and African Business Women's Alliance
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
EBWA	Egyptian Business Women Association
EPZ	Export processing zone
GATS	General Agreement on Trade in Services
GDP	Gross domestic product
GGA	Gender growth assessment
HS	Harmonized System of standards
ICT	Information and communication technology
IFC	International Finance Corporation
ILO	International Labour Organization
ITC	International Trade Centre UNCTAD/WTO
MDGs	Millennium Development Goals
MoTI	Ministry of Trade and Industry
MSMEs	Micro, small and medium-sized enterprises
NAWOU	National Association of Women Organisations in Uganda
NCW	National Council for Women
NGO	Non-governmental organization
RMG	Ready-made garment
SMEs	Small and medium-sized enterprises
TPO	Trade promotion organization
UNDP	United Nations Development Programme
UWEAL	Uganda Women Entrepreneurs' Association
WBDC	Women Business Development Centre
WLN	Women Leaders' Network

Introduction

'Many women entrepreneurs are not just businesswomen, but also social entrepreneurs who combine a drive for export growth with a commitment to developing their communities. For ITC, it thus makes good business and development sense to encourage women to build their enterprises. Indeed, it is the dynamism of these women to engage in new business ventures where we see vast untapped potential for developing countries to grow.'

Patricia Francis, Executive Director, ITC

Encouraging women to export makes good business sense, particularly as experience confirms that investment in the economic empowerment of women in the domestic market can be effectively leveraged to bring women entrepreneurs to the next level: the export market.

Yet the gender dimension is reflected in the national export development strategies of very few developing countries. By and large, women, and their current and potential contribution to export performance, seem to have been overlooked.

When 'gender-neutral' export strategies¹ result in increased exports, they are considered successful. However, when such strategies are assessed to determine their specific relevance for, and impact on, women and men, a significantly different set of results emerges. These strategies are, in fact, not really gender neutral. They have a built-in bias against women. From participation rates in mixed export training sessions, through to the take-up of incentives and the proactive pursuit of export contracts, men typically out-number and out-perform women.

However, in those business and trade environments where a 'gender-sensitive' approach has been adopted, empirical evidence indicates that overall much better results, measured in terms of commercial impetus and success, can be obtained. A case can therefore be made that addressing gender inequality and promoting women's economic participation boosts overall competitiveness and export performance.

This publication highlights that finding, and draws attention to some of the key issues that a comprehensive, gender-sensitive export strategy should address. It begins by reviewing business, development and human rights based arguments to buttress the importance of enhancing women's participation in export. Next, it takes a gender-sensitive look at developing countries' economies to see where women are currently active, in which capacity they contribute to the general economy and to exports in particular, and where the greatest potential for their integration into the global marketplace might lie. The publication further draws attention to frequently identified gender-based constraints that can be addressed through a gender-sensitive export strategy. Typically, these constraints include supply-side and operational constraints as well as demand-side issues.

The publication then signposts relevant data sources and tools to assist export strategy-makers to design an appropriate response, reviews the overall critical ingredients for developing an effective gender-sensitive export strategy, and presents three country cases (Cambodia, Egypt and Uganda) to illustrate how

¹ Export strategies that make no distinction between women and men.

some of these elements have been applied in practice. It concludes by summarizing key considerations for export strategy-makers engaging in a gender-sensitive approach.

So much can and is being done. Ultimately, the most significant ingredient in designing and successfully implementing a gender-sensitive export strategy is the time and energy individual export strategy-makers and their teams invest in overcoming gender-based inequalities and constraints in export. Indeed, this publication endeavours to demonstrate that, in terms of returns to business, export receipts and overall national development, this may be one of the most rewarding investments to undertake.

To assist export strategy-makers in a more systematic manner, a comprehensive, step-by-step guide to preparing a gender-sensitive national export strategy was written in parallel with this publication.² It is available on ITC's World Export Development Forum website, and complements the existing ITC approach to national export strategy design and management (see www.intracen.org/wedf).

² L. von Limburg, *Incorporating the Gender Dimension in Export Strategies: Guidelines for strategy-makers*, ITC Executive Forum, Geneva, 2006.

Women and export competitiveness

Export strategy-makers can no longer ignore the current and potential contribution of women to export performance and competitiveness, given the strong arguments from the perspectives of business, development and human rights.

The business case

'Countries that do not capitalize on the full potential of one-half of their societies are misallocating their human resources and compromising their competitive potential.'
A. Lopez-Claros and S. Zahidi, Women's Empowerment: Measuring the gender gap, World Economic Forum, Geneva, 2005

The business case for adopting a gender-sensitive export strategy builds on the boost to exports that can be secured by removing the internal impediments to trade faced by women and proactively promoting women's participation in exporting.

Women are already contributing to economic growth in many ways, including their participation in trade.³ The proportion of women in the world's waged labour force and their activity rates are steadily increasing. All over the world, women's businesses have been growing in size and number to the extent that one in seven workers in the United States is now employed by a women-owned enterprise.⁴ Women are also the worker-bees in the hives of export-oriented industry, from data entry to light manufacturing and horticulture – occupying 70%-80% of the more than 27 million jobs in export processing zones (EPZs).⁵ The World Economic Forum furthermore documents a close association between greater gender equality and greater competitiveness.⁶

Findings at the firm level confirm the positive contribution of women to business performance: women in upper management and in the boardroom raise profits.⁷ In contrast, persistent gender inequalities (in particular limitations on women's access to resources and the international market, often

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- 3 The Economist, 'Women in the Workforce: The importance of sex', Volume 379, Number 8473, The Economist Newspaper Ltd, London, April 15–21, 2006; and A. Ellis, C. Manuel and C.M. Blackden, *Gender and Economic Growth in Uganda: Unleashing the Power of Women*, World Bank, Washington DC, 2006.
 - 4 Centre for Women's Business Research, www.womensbusinessresearch.org.
 - 5 International Labour Organization, *World of Work*, No. 27, December 1998, ILO Geneva, www.ilo.org/public/english/bureau/inf/magazine/27/news.htm.
 - 6 A. Lopez-Claros and S. Zahidi, *Women's Empowerment: Measuring the global gender gap*, World Economic Forum, Geneva, 2005.
 - 7 Catalyst, *The Bottom Line: Connecting corporate performance and gender diversity*, 2004, www.catalystwomen.org/research/leadership.htm#bottomline; N. Smith, V. Smith and M. Verner, *Do Women in Top Management Affect Firm Performance? A panel study of 2500 Danish firms*, The Institute for the Study of Labour, Bonn, 2005.

based on social perceptions of women's roles) are likely to negatively affect competitiveness, restrain productivity, output and growth, and hinder trade performance.⁸

Numerous cases depict sustainable, multi-million-dollar returns on investing in women who work in exporting, either as entrepreneurs or as workers. If none spring to mind, it may be that monitoring mechanisms are not capturing women's contribution to trade or that women's export potential has so far been overlooked – buried, perhaps, under assumptions that women are not interested in exporting or that their businesses are too small.

Canada, a country now recognized internationally for its cutting-edge work on gender issues, provides an example of how changing the status quo and adopting a gender-sensitive approach to exporting is worth the export strategy-makers' time and effort. The organization of a single all-women trade fair led to such commercial success that the Government established a Task Force on Women Entrepreneurs. Incorporating learning in an iterative process has led to the situation today: women entrepreneurs in Canada return about Can\$ 18 billion each year to the economy.⁹

'Many women in Uganda are frustrated: "I have studied. I am working hard. Why am I not seeing a difference? Why am I not able to sell my blouses to Egypt?"'
S. Kitakule, Uganda

Canada: Building export trade through women's trade missions

In 1997 the Government of Canada organized the first ever businesswomen's trade mission to the United States, based on the collaborative efforts of the public sector (Department of Foreign Affairs and International Trade, Industry Canada, Export Development Canada, Business Development Bank of Canada), the private sector (Royal Bank of Canada, General Motors Canada, IBM and the Hodgson Russ law firm) and NGOs (Certified General Accountants Association of Canada, Foundation of Canadian Women Entrepreneurs, National Association of Women Business Owners in the United States). This mission resulted from the advocacy work of 'champions' in both the private and public sectors who recognized that the participation of women in trade missions was dismally low. The Canadian Government assumed (incorrectly) that women were not interested in doing business internationally or that their businesses were too small. The reality was that most women were never invited to participate in trade missions or knew little if anything about the opportunities of doing business with Canada's greatest trading partner! When the Government made an active effort to identify potential participants and sought out the participation of women through a variety of contacts and associations, as well as through marketing, referrals and the assistance of the private sector, the response was overwhelming. Many women made inquiries, several hundred applied, and ultimately more than 100 Canadian businesswomen participated in this groundbreaking initiative.

The public and private sector, together with two NGOs, collaborated to ensure a highly successful event. That trade mission, led by Canada's then Minister for International Trade, and hosted by Canada's Ambassador to the United States, resulted in more than Can\$ 30 million of joint partnerships and new business.



8 N. Çagatay, *Trade, Gender and Poverty*, United Nations Development Programme, New York, 2001; J. Korinek, *Trade and Gender: Issues and Interactions*, OECD Trade Policy Working Paper No. 24, OECD, Paris, 2005; and Tran-Nguyen and Beviglia Zampetti, *op cit*.

9 Prime Minister's Task Force on Women Entrepreneurs, *Report and Recommendations*, Canada, 2003.



A high-profile media campaign was conducted, and for the first time, women entrepreneurs engaged in direct round table discussions with the Minister. Business matching was organized and training workshops took place. With business sizes ranging from micro to large, these women collectively employed more than 8,000 people directly and 40,000 indirectly, and were responsible for more than Can\$ 400 million in annual revenue.

The model of this trade mission has been copied many times since. The objective from the outset was not to create a parallel system of women-only missions but rather to include women entrepreneurs in international trade; show that there are women interested in expanding internationally; help educate women about doing international business in an environment that they are comfortable in; increase the participation of women in mainstream trade missions; and raise the overall profile of women entrepreneurs in Canada. By all accounts this initiative was a success. No one in Canada today says that women entrepreneurs are not making a difference!

Extracted from *Gender Mainstreaming: The role entrepreneurs can play and why it is important*, ITC, Geneva, 2005.

Like the assumptions made about women's lack of interest in exporting, assumptions are also made about women's capacity and interest in management. Once again, the missing link is access – equal access to resources and opportunities such as training that help to generate higher export revenues. This message is underlined by the experiences of Lesotho, a small African developing country, as elaborated below.

Lesotho: Government and private sector join hands to move women up the export value chain

Women's employment in the export-oriented textile industry has provided a vital source of revenue to the economy, with exports to the United States growing from US\$ 50 million in 1996 to US\$ 456 million in 2004. This industry also makes a significant contribution to households: workers in the industry, 85% of whom are women, earn US\$ 70 million between them a year. This income circulating through the local economy stimulates demand for goods and services from a plethora of micro businesses selling food, hair styling, shoe repairs, transport and so forth. Women's income has been especially important given the retrenchment rates of Basotho (local) men working as migrant labourers in South African mines, 23% of whom lost their jobs in 2004–2005. Female-headed households are common after decades of men leaving home to work away, and even more so due to retrenchments.

The Government has constructed innovative ways of bolstering the competitive edge of the industry, despite challenges posed by the phasing out of the Multi Fibre Arrangement and fiercer competition from China and India. Becoming more price-competitive does not necessarily imply reducing the wages of workers, but requires increasing productivity. To increase competitiveness, the Lesotho National Development Corporation/ComMark Apparel Project launched a US\$ 1 million training co-funding scheme designed to stimulate the business development service market for training and productivity improvement. To date, more than 33 firms have registered, along with 16 service providers. These providers offer training in a number of areas, including supervisory skills, management, human resources, industrial relations, health and safety, operator training and communication skills.





Positive results soon began to emerge: firms have found that instituting training programmes has boosted their sewing production line outputs by 25%. Workers selected for training view this as an affirmation of their value to the company and this itself increases motivation. A further benefit has been a change in the mindset of managers, with significant cost-reduction potential: many of the South-east Asian industrialists in Lesotho were convinced that the Basotho population does not have the skills to reach supervisor and management levels, and the training programmes are eroding this belief. Women who were previously regarded as being capable only of machine work are moving up the production management line.

By grasping global opportunities and forming a partnership with the private sector, the Lesotho Government has produced significant benefits for women and put in place a process with the potential to create lasting improvements, not only for individual women and their families, but for the country's trade competitiveness.

Extracted from ComMark Trust, *Equality through opportunity: linking Lesotho women into the global apparel market – a case study*, ITC, Geneva, 2006.¹⁰

Making the business case for integration of women into export development efforts, the Africa Competitiveness Report 2007¹¹ presents three main reasons to address gender issues on a priority basis when considering strategies to improve Africa's competitiveness in the world:

- ❑ Women are major players in the private sector, particularly in agriculture and in informal businesses. Women-owned businesses, which account for over one-third of all firms, are the majority of businesses in the informal sector in African countries.
- ❑ The ability of women to formalize and grow their businesses, to create jobs and to enhance productivity is hampered where barriers exist that affect men's and women's enterprises differently.
- ❑ Gender disparities not only disadvantage women but also reduce the growth potential of the region as a whole. The existence of gender-related barriers can thwart the economic potential of women as entrepreneurs and workers, and such barriers have an adverse impact on enterprise development, productivity, and competitiveness in Africa.

Consequently, addressing gender-specific barriers to entrepreneurship and leveraging the full participation of both men and women in the development of Africa's private sector together represent a significant opportunity to unleash Africa's productive potential and to strengthen economic growth.¹²

¹⁰ Available online at www.intracen.org/wedf/ef2006/Gender-Issues/Gender-Background-Papers.htm.

¹¹ *The Africa Competitiveness Report 2007*, World Economic Forum, World Bank, African Development Bank, 2007.

¹² *Ibid*, p. 69.

'Although correlation does not imply causality, it is consistent with the theory that empowering women translates into a more efficient use of an economy's human resources, and thus affects the overall productivity and economic performance of countries.'

R. Hausmann, L.D. Tyson and S. Zahidi in *The Global Gender Gap Report 2006*, World Economic Forum, Geneva, 2006¹³

The World Economic Forum's Gender Gap Index 2006, covering 115 countries and representing over 90% of the world's population, provides up-to-date benchmarks to identify existing strengths and weaknesses with respect to a country's gender gap from a business perspective. The *Global Gender Gap Report 2006*¹⁴ shows that no country in the world has yet reached equality between women and men in critical areas such as economic participation, education, health and political empowerment. Providing a wealth of country-specific information on a country's gender-related environment, the report quantifies how far each country is from closing the gap in each of these critical areas and invites strategy-makers to learn from the experiences of the more successful countries. It also shows a robust correlation between competitiveness and gender gaps.

The development perspective

'In our work to reach the objectives of the Millennium Declaration, gender equality is not only a goal in its own right; it is critical to our ability to reach all the others. Study after study has shown that there is no effective development strategy in which women do not play a central role. When women are fully involved, the benefits can be seen immediately: families are healthier and better fed; their income, savings and reinvestment go up. And what is true of families is also true of communities and, in the long run, of whole countries.'

Kofi Annan, *United Nations Secretary-General 1997–2006*

The development case emphasizes the linkage between greater gender equality and economic performance as an engine for development. It highlights the fact that increased labour force participation rates and entrepreneurship of women lead to income generation, employment, wealth creation, improved social status of women in the home and the community, and slower population growth. Expanding women's opportunities to engage in export-oriented employment and entrepreneurship raises women's income: studies show that increases in women's income tend to correlate with greater expenditure on family welfare and children, unlike similar increases in the income of men.¹⁵ As women make on average 80% of purchasing decisions within the household, economic empowerment of women enables them to spend more on the health and education of their children, thus helping to break inter-generational poverty. Furthermore, women entrepreneurs are more likely to employ other women and purchase from women suppliers.¹⁶ This, in turn, could be said to lead to a virtuous engagement of women in the value chain.

National export strategies that reach into rural as well as urban areas can assist the poorest of the poor (of whom more than 70% are women) to benefit through engagement in export-oriented production. The Botswana Institute for Development Policy Analysis is among the many institutions confirming

13 See especially figure 9, 'Relationship between the Global Competitiveness Index 2006–2007 scores and the Gender Gap Index 2006 scores', and p. 18 ff.

14 R. Hausmann, L.D. Tyson and S. Zahidi, *The Global Gender Gap Report 2006*, World Economic Forum, Geneva, 2006.

15 R.L. Blumberg, *Women's Economic Empowerment as the 'Magic Potion' of Development?* American Sociological Association, Philadelphia, 2005; A. Ellis, *Private Sector Development & FDI: Why gender matters for growth and poverty reduction*, IFC background paper, 2005; and A.R. Quisumbing and J.A. Maluccio, *Intrahousehold Allocation and Gender Relations: New empirical evidence from four developing countries*, International Food Policy Research Institute, Washington DC, 2000. Increasing women's income can lead to a virtuous cycle of development because of the higher price elasticity of demand for the human development needs of women and girls, where for instance, the increase in income is spent on health, nutrition and education. The rewards are reaped now and by future generations. By contrast, women's poverty can be compounded across generations when competing demands are made on a limited family income: when choices have to be made about which children to educate and to what levels, education of boys is favoured, especially at higher levels of education. Similar sacrifices by girls and women are made with regard to health care and nutrition in some countries. See also *Engendering Development*, World Bank, Washington DC, 2001.

16 D. Girard, *ACCESS! for African Businesswomen in International Trade: Situation analysis – company surveys for Ghana, Ethiopia, Tanzania, South Africa and Uganda*, ITC, Geneva, 2006. Available online at www.intracen.org/vedf/ef2006/Gender-Issues/Gender-Background-Papers.htm.

through research that a higher proportion of female-headed households live in poverty than those headed by men. Such households are the poorest of the poor, who, without improved economic options, contribute to inter-generational poverty: 'The poverty that has trapped women filters down to the children, and in particular girl children.'¹⁷ More girls than boys are pulled out of school to help with household chores, care of the sick or the old, or to engage in economically lucrative activity. This loss of education negatively affects future employment and entrepreneurship possibilities, as basic numeracy and literacy skills are essential to plugging into and moving up the value chain, especially in relation to export-oriented production.

The outcome of women's increased participation in trade has been a broader distribution of income, in those instances where women receive the financial rewards for the fruits of their endeavours – which is not always the case. In rural Kenya, for example, the wages of women workers in coffee production are paid directly to their husbands. Broad distribution of income – especially direct into the hands of women in rural areas – has proven positive effects for poverty reduction and development.

Human rights-based arguments

'Abolish existing laws, regulations, customs and practices that discriminate against women.'
Article 2.f, Convention on the Elimination of all Forms of Discrimination Against Women (CEDAW)

Adding to the business and development cases, human rights-based arguments provide a further rationale for enhancing women's participation in exporting. Essentially, human rights recognize that 'All human beings are born free and equal in dignity and rights', and governments have committed to respect protect and promote human rights, including women's rights.¹⁸

Human rights and gender equality

Gender equality is a universal goal enshrined in many international instruments such as the Charter of the United Nations, the Universal Declaration of Human Rights, the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) and the Beijing Declaration and Platform for Action. All member states of the United Nations have made an explicit commitment to promote gender equality and empower women in Millennium Development Goal 3. All member States of the United Nations have also made commitments to protect and advance in particular women's economic activities, under a range of international agreements.¹⁹

Human rights can be said to relate to women's contribution to trade competitiveness in several ways:

- Assurance and protection of human rights is fundamental to peace and security, which are themselves the foundation for a climate conducive to trade. Women, in turn, can help to strengthen peace and security through the ties they build in trade.

17 D. Kgomotso, Botswana Paper on Designing and Managing Gender-Sensitive Export Strategies, ITC, Geneva, 2006. Available online at www.intracen.org/swed/ef2006/Gender-Issues/Gender-Background-Papers.htm.

18 Article 1, Universal Declaration of Human Rights; see www.unhchr.ch/udhr/.

19 Simon Walker, Office of the United Nations High Commissioner for Human Rights, in Tran-Nguyen and Beviglia Zampetti, *op cit*.

- The realization of women's basic human rights is an investment in labour productivity – and labour productivity is an important component of competitiveness. A number of examples demonstrate this relationship in the areas of property rights, education and employment. In Burkina Faso, for example, where women have relatively more secure land rights than in many other African countries, the productivity of female farmers is significantly higher. With regard to education, a study of more than 100 countries over three decades found that an increase of 1 percentage point in the share of adult women with secondary school education implies an increase in per capita income growth of up to 0.3 percentage points.²⁰ The cost to South Asian and sub-Saharan Africa of gender-inequality in education has been a loss in growth of up to 0.9%.²¹ Other studies have estimated the loss over the last decade related to reduced female access to the labour market in the Middle East and North Africa region to be as high as 0.7% of GDP.²²
- Country reports submitted periodically to treaty monitoring bodies,²³ together with these bodies' concluding observations and general comments, provide a rich source of jurisprudence. States can draw on these for inspiration as to how to discharge their obligations in a manner that enables them to reap the benefits of gender equality and the empowerment of women in trade and related areas.²⁴
- International human rights agreements provide universally agreed definitions (such as that of 'discrimination' below) that can help craft the language of export strategies and related core documents in a way that guards against direct and indirect discrimination and helps to realize gains through greater gender equality.

Definition of discrimination

*CEDAW defines such discrimination as '... any distinction, exclusion or restriction made on the basis of sex which has the effect or purpose of impairing or nullifying the recognition, enjoyment or exercise by women, irrespective of their marital status, on a basis of equality of men and women, of human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field.'*²⁵

20 D. Dollar and R. Gatti, *Gender Inequality, Income and Growth: Are good times good for women?* World Bank, Washington DC, 1999.

21 S. Klasen, *Does Gender Inequality Reduce Growth and Development? Evidence from cross-country regressions*, World Bank, Washington DC, 1999.

22 S. Klasen and F. Lamanna, *The Impact of Gender Inequality in Education and Employment on Economic Growth in the Middle East and North Africa*, World Bank, Washington DC, 2003. Where governments have tackled gender inequality in education and achieved results, persistent inequality in access to employment, left unaddressed, forms a bottleneck that a considered approach to export strategy can help ameliorate. The export of services (such as translation services, marketing) can, for example, be managed from a home office.

23 See for example the reports to the CEDAW, available online at www.un.org/womenwatch/daw/cedaw/. The Committee on Economic, Social and Cultural Rights has also considered women's economic rights in the context of trade.

24 It can also help identify areas that may require special attention. See for example the report of Guatemala to CEDAW and the ensuing comments on the maquiladora industries, 2 June 2006, CEDAW/C/GUA/CO/6.

25 See www.un.org/womenwatch/daw/cedaw/.

Why should strategy-makers begin to think gender?

The strands of argument presented above provide a clear rationale for taking a proactive approach to promoting women's participation in exporting: not only will this result in significantly higher export revenues, it is also likely to help break the chain of intergenerational poverty and lead to the discharging of obligations under international human rights agreements. In short, strategy-makers cannot afford not to take action now!

As a starting point, careful attention to the removal of direct and indirect discrimination can help ensure women's equal access to resources and opportunities to trade. Affirmative action policies may serve to increase the pool of women with some experience in exporting and turn them into role models.²⁶

Care must also be taken for 'gender neutral' export strategies to not have a differential (and thus often negative) effect on women. Indirect discrimination can contravene human rights and counteract development benefits, as described in the previous sections. Incentives to boost the production of cash crops for export may, for instance, 'crowd out' women subsistence farmers. Assessing the potential impact of an export strategy on women from a gender perspective can also reveal valuable information about the likely success of such a strategy.

Uganda's experience shows that *a priori* consultation of women in agricultural areas, including subsistence farmers, can help determine a strategic approach to agricultural exports that the farmers themselves, men and women, are more likely to support.

Uganda: Effectiveness of export incentives impacted by gender inequality

A recent study confirmed that gender inequality acts as a powerful constraint to growth, affecting the implementation of Uganda's Strategic Exports Initiative. One of the desired results of the initiative was to increase the supply of agricultural produce for the export market. However, the poverty and social impact assessment of this initiative revealed that the strategy failed to recognize one of the principal determinants of response, namely the way in which incentives are mediated by the relationship between men and women at household and community levels. One of the disincentives for women was the lack of financial reward for working to grow crops for export. Women prefer crops that contribute to household food security (cassava, beans, sweet potatoes and plantains). By contrast, men exhibited a preference for coffee and vanilla – and controlled 90% of the income from these crops. Unless women exercise greater control over the financial rewards from growing crops for the export market, there is little incentive for them to take time away from other commitments or to devote the little land they own or work on to the production of export crops.²⁷

²⁶ For an introduction to affirmative action or positive discrimination, see S. Walker in Tran-Nguyen and Beviglia Zampetti, *op cit*.

²⁷ A one-time increase of ~5% of GDP could be the result of addressing this mismatch – in line with a study of West Africa, where the gender-based disincentive effect reduced output by 10%-15%. See Ellis *et al*, *op cit*.

Strategy-makers need to go beyond minimizing the negative impact of trade and export policies on women. They should adopt a proactive approach to promoting women's participation in export. Such an approach may include initiatives that bring women-owned enterprises into the national component of the global value chain and foster the status of women as managers and workers.

Women's contribution to exports

'What is it that makes women competitive? Looking at where women are now, how can we compensate for their weakness and promote their strengths? That is an old approach. Today we need to go further. As we are in the information and knowledge economy we need to look at how we can take sectors, like food and textiles, and see how we can integrate innovation into these. This comes in under competitiveness.'
S. Sidi Mohamed, Egypt

In order to develop an effective approach, however, strategy-makers need to first know more precisely *where* the women of their country are in exporting, and how precisely they are engaged in it.

This chapter therefore aims to provide some pointers to the sectors that women are particularly active in before turning to look at the precise capacities in which women contribute to exporting, be it as entrepreneurs, managers or workers. Other critical factors are put forward to develop a more accurate picture from which opportunities can be increased and constraints minimized in order to unleash women's export potential.

Economic sectors

Sectors highlighted as particularly gender sensitive, and often singled out for gender-related support, typically include service activities, textiles and clothing ('light' manufacturing) and food processing (agro-processing). These reflect the traditional partition of work and the social roles of men and women in most societies.²⁸

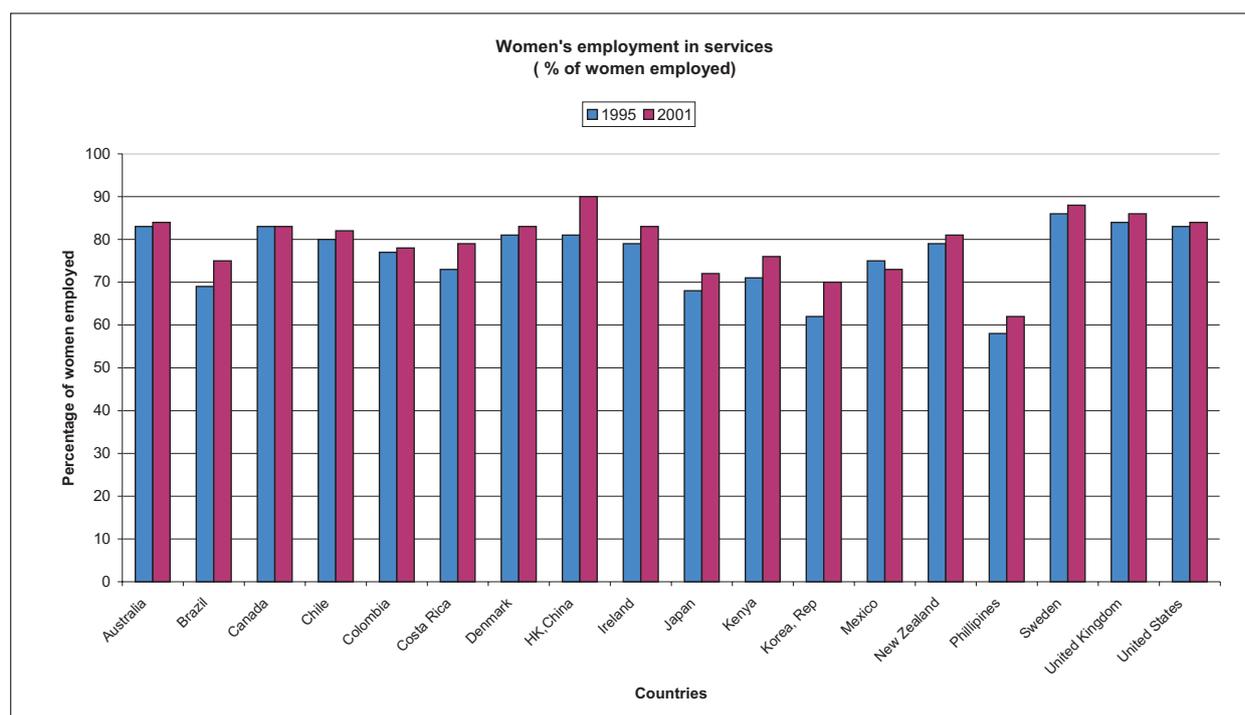
Services

Addressing gender inequalities and encouraging women's engagement in the provision of services makes good business sense: The services sector is the fastest growing sector in many economies, contributing 50%-80% of GDP in most developing countries. Significant opportunities exist for export strategy-makers to position their country to benefit more fully by maximizing the services trade capacity of women. Employment rates for women (as a percentage of all women employed) are already high in the services sector, as figure 1 shows.

Equally high is the percentage of women establishing enterprises in the services sector. It is estimated that around 70% of the sector's new businesses are set up by women entrepreneurs.

²⁸ The picture does, of course, vary in each country and in each sector and subsector within a country.

Figure 1 Women's employment in services



Source: Jones 2006.

Gender-based occupational segregation is prevalent across and within services sectors. 'Horizontal' segregation (that results in women workers being concentrated in certain sectors) is visible in Jamaica, for example, where all of the 'digiports'²⁹ are staffed by women. In India, the majority of data entry jobs for airlines, banking and insurance companies are filled by women. 'Vertical' segregation also persists: in tourism in Barbados and Jamaica, women are employed in less stable, lower status work such as housekeeping, reception and other jobs that require low skills, are poorly paid, and have the lowest job security.

To boost women's competitiveness in services exports, export strategy-makers need to ensure that interventions such as skills development, training in export procedures and other initiatives actually reach women in the services sector. Support measures also need to be tailored to suit the specific requirements of service delivery, which typically requires person-to-person interaction. The necessary skill set is very different to that needed in manufacturing, requiring a focus on assertiveness training, effective communication and negotiation skills. Instilling these skills in women could pay high dividends in terms of developing a pool of competent service providers, expanding management talent, and also developing the confidence of potential entrepreneurs. Indeed, women often cite lack of confidence as a principle obstacle to embarking on entrepreneurship.³⁰

29 Digiports are to the information and communications industries what export processing zones (EPZs) are to manufacturing. They are the base from which data entry for airlines and other service industries is provided. For case studies on women in services see M.A. Chen, J. Vanek and M. Carr, *Mainstreaming Informal Employment and Gender in Poverty Reduction*, Commonwealth Secretariat, London, 2004.

30 S. Tejersen in ITC e-discussion. See also the two chapters on women and services trade in Tran-Nguyen and Beviglia Zampetti, *op cit*.

Manufacturing

Although women work in both rural and urban areas as workers and entrepreneurs across a range of subsectors from processed foods and electrical goods to jewellery, debate about women in export manufacturing often focuses on women working in the ready-made garment industry in export processing zones (EPZs).³¹

Concentration of women in export processing zones

*Women constitute a significant portion of the workforce in EPZs, and are heavily engaged in the manufacture of ready-made garments.*³²

Country	Total employment 2003	Female employment (% share)	Main sectors of production	EPZ exports as % of total exports
Kenya	36,348	>75%	Textiles, clothing	10%
Bangladesh	2,121,000	62%	Textiles, clothing, food processing, leather	60%
Sri Lanka	461,033	78%	Textiles, clothing, rubber products	33%
Mauritius	83,609	66%	Textiles, clothing, food processing, footwear, jewellery	77%

Source: Kenya: Ellis *et al* 2006. Other countries: Korinek 2005; Tran-Nguyen, Beviglia Zampetti 2004.

*In Bangladesh, for example, women represent 62% of the more than 2 million people employed in the EPZ and 80% of workers in ready-made garments are women.*³³ *As exports from EPZs in Bangladesh constitute 60% of all exports, this places a particular stress on export strategy-makers to ensure that the workforce in the EPZs remains competitive. Here, that means a special emphasis on women and attention to gender-based barriers that may exclude the movement of men and women into and between sectors and up the management ladder.*

'The sustainability of current trends in female labour absorption in the organized manufacturing sector is linked to the broader issues of competitiveness of the industry. The major source of creation and protection of industrial competitive advantage in the global economy lies in the adaptation and diffusion of new technologies ... It is thus important to endow women workers with basic education and vocational training including computer literacy.'
A.S.M. Quasem, Bangladesh

To enhance women's competitiveness in manufacturing exports, the link between export performance and skills development has been found crucial for creating or retaining a competitive advantage. If this is extended to the unemployed or underemployed, it can also help to absorb female labour into the manufacturing sector (itself a policy objective and indicator in the achievement of the MDGs).

Agriculture

In agriculture, women concentrate on producing crops such as cut flowers, tea and coffee for the export market.³⁴ As women also assume responsibility for sourcing food and feeding the family, there are sensitivities relating to food security that affect women's response to export incentives.³⁵ There are also some cultural issues that can be revealed through an analysis of the value chain. Once identified, ways can be found to address specific issues and enable women to benefit from greater engagement in agriculture.

³¹ See also Tran-Nguyen and Beviglia Zampetti, *op cit*.

³² An exception, not included in the table, is Zimbabwe, where the association with machinery has shaped perception that this is 'men's work'.

³³ A.S.M. Quasem, *Gender Equality, Competitiveness and Export Performance in the Garments Sector in Bangladesh*, ITC, Geneva, 2006. Available online at www.intracen.org/wed/ef2006/Gender-Issues/Gender-Background-Papers.htm.

³⁴ See the chapter on horticulture in Chen *et al*, *op cit*; and the chapter on women in agricultural trade in Tran-Nguyen and Beviglia Zampetti, *op cit*.

³⁵ Ellis *et al*, *op cit*.

Women in the fisheries sector: Revealing obstacles and opportunities in Uganda

Gender issues are deeply rooted in cultural values and beliefs essential for the fisheries sector in Uganda. Most of the beliefs bar women from engaging in direct fishing (on lakes – the major source of fish for export). In segmenting the value chain, the distinct roles of women and men throughout the production, processing and marketing stages become clearer: women have been largely relegated to smoking the fish and domestic sales. However, in order to meet export targets, the role of women in fishing warrants serious review. Export strategies need to encompass measures to address these challenges. For example, emphasizing aquaculture and fish farming can help women contribute to export, as water taboos do not extend into these areas. At the same time, this raises land reform issues: the majority of women in Uganda do not have control over the land and would usually have to rely on their husbands' approval to construct fish ponds.

Some positive steps have been taken: affirmative action has been extended to the subsector, with 30% representation by women on decision-making bodies such as beach management units. This has enhanced the identification of gender-specific constraints faced by women and facilitated planning for their redress. Further opportunities for women could be realized through the inclusion of women in training on international standards, and facilitating access to market prices, infrastructure and financial capital. Women have contributed to growing the fisheries sector to the current level of 16% of non-traditional exports. A gender-sensitive approach to value chain analysis can inform an export strategy that seeks to address gender-based constraints to trade. In the example of the fisheries subsector in Uganda, this would mean a focus on aquaculture and fish farming, land reform and training in access programmes that target or, at the very least, include women.

Training can be an effective means of influencing and indeed changing the perception of the roles of women and men. The Katosi Women's Fishing and Development Association (KWFDA), formed in 1996 with 48 members, has four motorized fishing boats and one ice container boat. In a breakthrough step, women hire men to catch the fish that the women then sell to the processors. This has enabled women and the community to enjoy the economic benefits that were hitherto denied because of deep-rooted beliefs that relate to women's direct engagement in fishing. Training in both technical aspects and management helped make this transition possible.

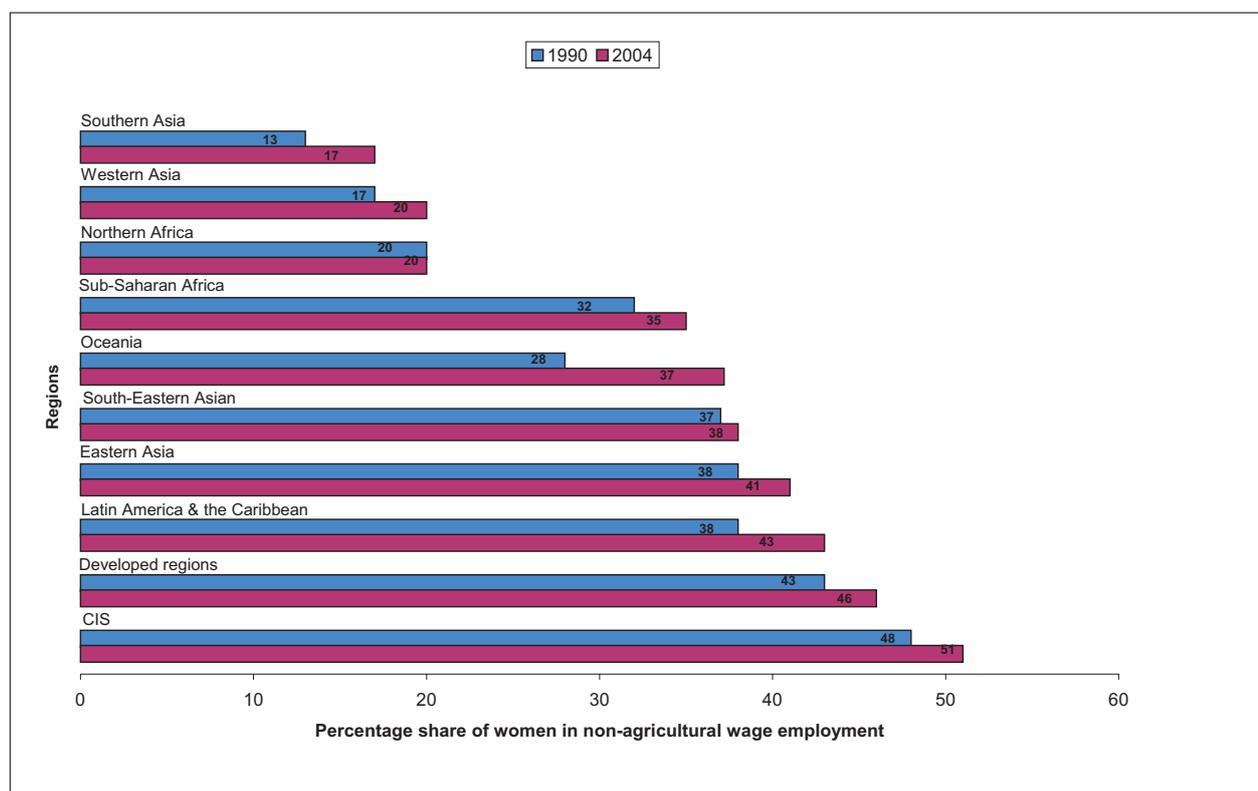
*Extracted from A. Yawe, *Unleashing the Potential of Women Entrepreneurs in Export Growth – The case of women fishing and development associations in Uganda*, ITC, Geneva, 2006.³⁶*

Needing to seek one's husband's approval to construct fish ponds highlights a key issue: upholding women's right to own property is the single biggest investment in boosting women's participation in agriculture for export. While strengthening property rights for women may be a strong basis for a sustained contribution to export, governments around the world have also agreed there is potential to achieve the economic empowerment of women by facilitating the movement of women into non-agricultural wage employment. This is an indicator measuring the success of governments in meeting MDG 3, under which they have made a commitment to 'reduce gender equality and empower women'.

³⁶ Available online at www.intracen.org/wedf/ef2006/Gender-Issues/Gender-Background-Papers.htm.

Figure 2 shows that although women's employment levels have been inching forward, deep inequalities remain.³⁷ The baseline data collected by countries for MDG reporting can help to provide a picture of where women are in the economy. If data collection is extended to include observations of movements of women into export-oriented production in manufacturing and services industries between now and 2015, a clearer picture of female labour movement between sectors can be built up.

Figure 2 Share of women in non-agricultural wage employment, 1990 and 2004 (percentage)



Source: Millennium Development Goals Report 2006.

Responding to the indicator for MDG 3, governments will have to create jobs for women in the manufacturing and services sectors. Domestic demand is unlikely to increase to the levels required to meet the MDGs by 2015, so export strategy-makers will likely be challenged to increase manufacturing and services export opportunities in order to create the requisite demand for women workers.

Status

Women in export are not an undifferentiated mass. Not only do they work in different sectors, they also contribute to the export effort in different capacities. As already noted, they are particularly active as workers in EPZs. Women also increasingly turn to entrepreneurship both by choice and out of necessity,³⁸ and gradually take up more managerial roles. To effectively enhance women's participation in exporting, a gender-sensitive export strategy therefore has to identify the needs and requirements associated with the different capacities in which they participate in exporting and seek to develop appropriate responses.

³⁷ Available online at <http://millenniumindicators.un.org/unsd/mdg/Resources/Static/Products/Progress2006/MDGReport2006.pdf>.

³⁸ Global Entrepreneurship Monitor Report, 2004.

The following subsections highlight the sheer volume of women entrepreneurs and workers who are or who have the potential to be working in exporting; and issues relating to vertical segregation and related discrimination in employment in export-oriented industries that export strategies should, at least in part, address.

Entrepreneurs

The Global Entrepreneurship Monitor asserts that increasing the participation of women in entrepreneurship is 'critical to long-term economic prosperity', while the OECD notes that 'ensuring a good environment for the start-up and expansion of women-owned businesses, helping women to overcome barriers to business creation and development are important for national economic growth'.³⁹ The contribution to GDP and employment can indeed be considerable, as the box below describes.

The rising rate of women business ownership

- ❑ *In China, although private enterprise was virtually non-existent until the reforms of the 1980s, Chinese entrepreneurs have taken up the new opportunities with great vigour. Women have been undertaking business activities in large numbers. By 1986 two-thirds of entrepreneurial licenses were being taken out by women, and by 1990 a third of all rural businesses were owned and run by women. Within a decade, Chinese women in rural areas reached the world average.*⁴⁰
- ❑ *In Viet Nam, women-owned businesses make up close to 16% of total enterprises, a figure that could be much higher if the number of household enterprises that are owned by women but registered as jointly owned by women and men was taken into account.*⁴¹
- ❑ *In the United States of America, women-owned enterprises employ close to 30 million workers and generate \$3.6 trillion in revenues.*⁴²

The majority of women-owned enterprises in the formal economy are in the small-scale or micro sector. Located in both rural and urban areas, women-owned enterprises are major generators of employment opportunities, contributing to a more equitable distribution of income. Women-led small and medium-sized enterprises (SMEs) further stimulate local development by promoting entrepreneurship and business skills among disadvantaged communities (a considerable percentage of 'social entrepreneurs' are women), strengthening the industrial base in rural areas and innovating in local production sectors.⁴³ Women entrepreneurs play a significant role in developing countries as they tend to source labour and other production factors from the local market. Fostering women's entrepreneurship and building their capacity to sell into the international market can thus have a multiplier effect in the domestic economy.

³⁹ Ellis *et al*, *op cit*.

⁴⁰ B.M. Kitching and P.A. Jackson, 'Female entrepreneurs in a transitional economy: Businesswomen in China', *The International Journal of Entrepreneurship and Innovation*, Volume 3, Number 2, 1 May 2002.

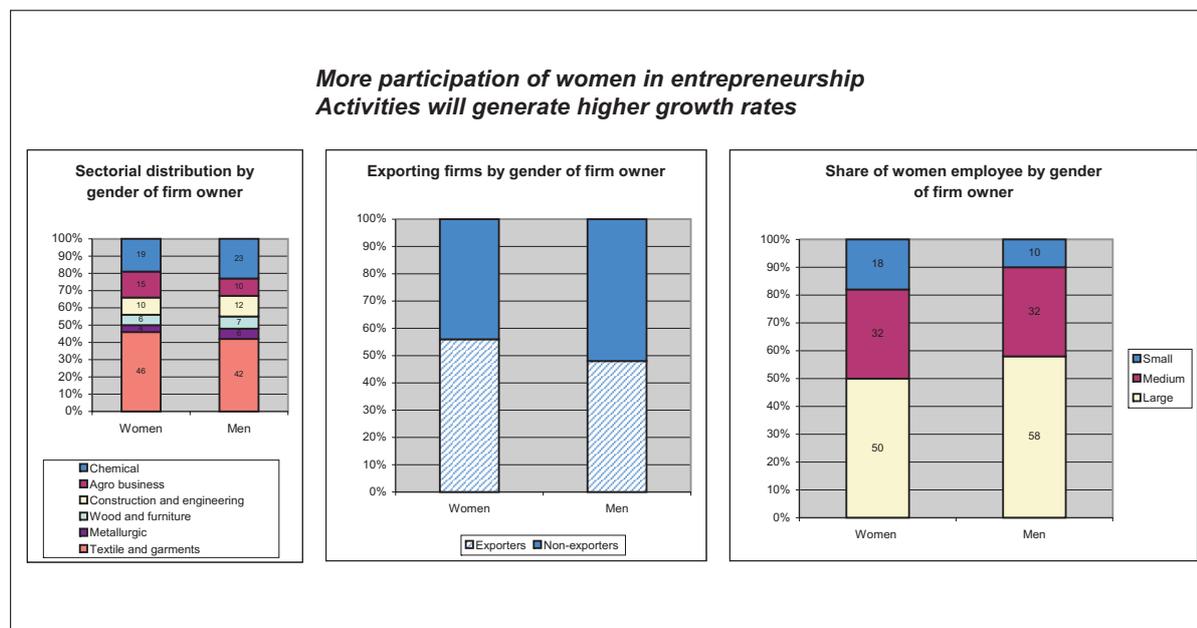
⁴¹ T.-D. Truong, *Women Owned Enterprises in Vietnam*, Institute of Social Studies, The Hague, 2004.

⁴² What role should Governments play to encourage female entrepreneurship? <http://rru.worldbank.org/Discussions/Topics/Topic28.aspx>.

⁴³ African Development Bank presentation, 'SME support and access to finance facilitation', AfDB initiative: African women in business, Egyptian Business Women's Association conference, 9 April 2006.

Expectations of higher growth through the active involvement of women entrepreneurs is beginning to materialize in Egypt, where the potential for women entrepreneurs is being realized through the adoption a variety of measures powered by top-level support. In a report on Egypt's progress towards MDG 3, the Minister for Investment explained how more participation of women in entrepreneurship activities will generate higher growth rates for the country:

Figure 3 More participation of women in entrepreneurship activities will generate higher growth rates



Source: Presentation by Mahmoud Mohieldin, Minister of Investment, Arab Republic of Egypt, 2006.

Recognizing the contribution that women entrepreneurs can make to export diversification and competitiveness can be a first step in garnering support for the removal of gender-specific constraints, through export strategy formulation.

'We need to expend a lot of effort to upgrade SMEs and women's SMEs. Our Industrial Strategy is finished. It says the strategic vision is of our country being a leading industrialized country focusing on manufacturing and (becoming) a main export hub. We hope to be a major industrialized country in 30 years. Men need the women, so we need to build up women's core competence, skills, understanding of activities at home and abroad.'

Haytham Deyab, Executive Director, Egyptian Export Promotion Centre, First Undersecretary, Ministry of Trade and Industry, Egypt, 2006

Botswana: Export diversification and competitiveness through engaging women

In Botswana, 75% of businesses owned by women are small and micro enterprises. Viable sectors that could contribute to building gender equality and export competitiveness include sectors in which women are active: garments and textiles, agriculture, arts and handicrafts, leather and leather products, hides and skins, jewellery and gemstones. Women are currently 'passive agents in export performance'. The objectives suggested in Botswana's National Export Strategy are expected to lead to improved export performance of the country and involve women more actively: 'Indeed, there is a relationship between gender equality and competitiveness, taking into account that with a levelled playing field where both women and men can venture in business, it would lead to a diversified export base in the country. This eventually lead(s) to a better quality and quantity of supply of goods and services that can compete locally, regionally and internationally, hence enhancing the country's competitive edge.'

Extracted from C. Chinyepi, *Linkages between Gender Equality, Export Performance and Competitiveness – Botswana paper*, ITC, Geneva, 2006.⁴⁴

To expand the number of women entrepreneurs, particular care must be taken to guard against age discrimination, both for young and old women. While entrepreneurship is being introduced in some curricula for secondary and tertiary education, new evidence from Africa suggests programmes should also target women over 40.

Age matters! Export-oriented firms found to be headed by women over 40

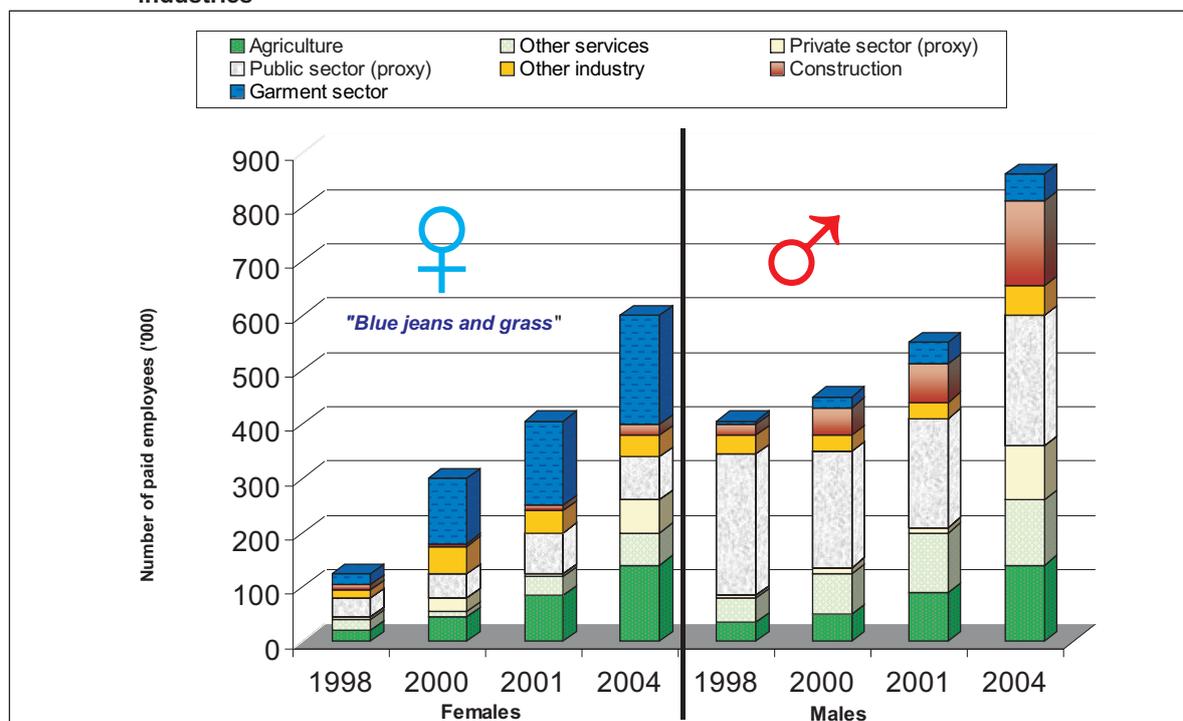
More than 67% of respondents in a survey of companies headed by women entrepreneurs, that were actively exporting or had the potential to export, were aged 41 years or older. One can postulate that as women grow older, not only do they have the experience and maturity to run their own business successfully – but they also have the time, now that their primary child-rearing years have passed. Only 7% of respondents were in the 21–30 year age category. One can also surmise that the experience gained in the twenties and thirties are contributing factors to the knowledge required to create and operate a business.

Extracted from Canadian and African Businesswomen's Alliance (CAABWA), *ACCESS! for African Businesswomen in International Trade: Situation Analysis – Company surveys for Ghana, Ethiopia, the United Republic of Tanzania, South Africa and Uganda*, ITC, Geneva, 2004.

Managers, supervisors and workers

When sex-disaggregated data are collected and analysed, persistent gender-based occupational segregation becomes apparent. Figure 4, drawing on data from a recent survey in Cambodia, shows that even with expanding employment opportunities, women remain disproportionately concentrated in textiles, garments and agriculture while men continue to hold the majority of jobs in the public service.

Figure 4 Relatively few paid employment opportunities for women outside the garment and agriculture industries



Source: V. Bunchhit, Ministry of Women's and Veteran's Affairs, Cambodia, Policies to Promote Women's Economic Opportunities in Cambodia, ITC, Geneva, 2006. (Available online at www.intracen.org/wedf/ef2006/Gender-Issues/Gender-Background-Papers.htm)

In Cambodia, men benefit from relatively stable and well-paid employment in the public service, whereas women's employment in the garment sector pays less and is, given the sector's exposure to international markets, more prone to change.

What is however not visible in the sectoral breakdown is the discrimination related to the position women occupy *within* each sector and the wages they receive. The box below describes a typical breakdown of the ratio of male to female supervisors, workers and helpers in the ready-made garment sector in Bangladesh. It shows a double discrimination: far fewer women are employed in management, and even as managers and supervisors in comparable positions they earn less than their male colleagues. This is a well-documented phenomenon that occurs in developing and developed countries alike.

Garment sector: Few women managers, fewer on equal pay

Newage Group is a leading exporter of ready-made garments from Bangladesh that employs 4,000 people, 70% of whom are women. The table below shows employment in three facilities broken down by sex; the second column shows the average of women's pay rates as a percentage of the pay of their male counterparts doing the same or similar work.

<i>Employment group</i>	<i>Gender</i>		<i>Discrimination index</i>	
	<i>Male</i>	<i>Female</i>	<i>Male</i>	<i>Female</i>
<i>Supervisors</i>	183	10	100	79
<i>Sewing Department</i>	308	1,370	100	97
<i>Finishing Department</i>	241	205	100	88
<i>Cutting Department</i>	174	23	100	89
<i>QC Department</i>	174	53	100	95
<i>Helpers</i>	152	1,087	100	100

In his analysis of the situation, Mr Quasem, Chairman of the Newage Group, noted that 'Male supervisors possessing high levels of technical and managerial skills enjoy a 21% wage advantage over their female counterparts. The equivalence of wages at the helpers' level is perhaps a result of the minimum wages for non-skilled labourers fixed by the Government and enforced by very strict monitoring mechanisms of the buyers to ensure compliance with their code of conduct. On the other hand, better labour management skills of the male supervisors perhaps accounts for part of the discriminatory wage level.

'Extracted from A.S.M. Quasem, Gender Equality, Competitiveness and Export Performance in the Garments Sector in Bangladesh, ITC, Geneva, 2006.

To maintain or improve trade competitiveness, it is crucial to increase the size of the pool of skilled workers in a country. Export strategy-makers can help women move through the ranks by addressing their skills deficit through focused training in areas such as management, bookkeeping and export documentation. This can be considered to be included as part of the conditions in trade and investment agreements.⁴⁵ Enhancing skills may help to break stereotypes, as the example from Lesotho earlier showed, where women with access to training were then considered for promotion. Having a greater number

⁴⁵ Scope for setting such conditionalities is given, for example, under the General Agreement on Trade in Services. A government could require foreign service providers to conduct annual management training for nationals in the ratio of 50% men and 50% women participants, thus building up a local pool of talent, and thus contributing to the potential to attract future investment.

of women in upper management has led some companies to perform better than their competitors.⁴⁶ Country examples show that export competitiveness can be enhanced by increasing the size of the pool of skilled women workers and creating an environment favourable to the advancement of women in business.

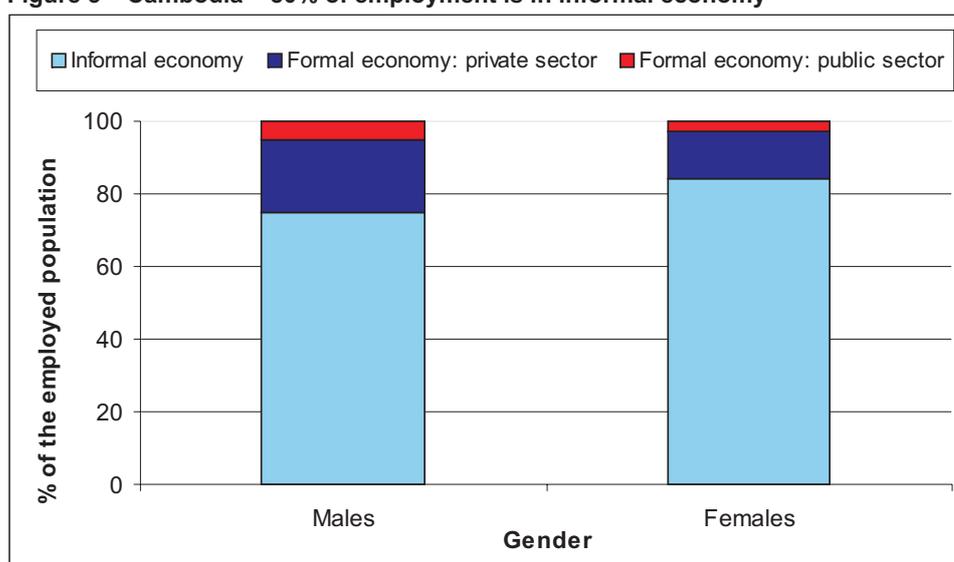
Location

Looking at women in exporting by sector and status will be key in developing an effective gender-sensitive export strategy. But it does not yield the complete picture. The fact that women constitute the majority of workers in the informal economy and are more often than not located in rural areas represents an additional challenge in terms of outreach and inclusion in export strategy-making and design. And yet, this is where some of the top talent, and thus some of the key opportunities for export, can be found. Aboriginal artists, for instance, many of whom are women, have generated millions in export revenue with the support of the Australian Government.

The formal and informal economies

One of the traps national export strategy-makers can fall into is to draw exclusively on data that show the breakdown of employment in the formal economy. As figure 5 from Cambodia illustrates, developing an export strategy on the basis of data representing the formal economy alone would significantly skew outcomes almost to a point of irrelevance: only 20% of employment in Cambodia is in the formal economy. As economic growth is a target of the Cambodian Government, export strategies must tap into the wealth of the informal economy where 80% of the population works.

Figure 5 Cambodia – 80% of employment is in informal economy



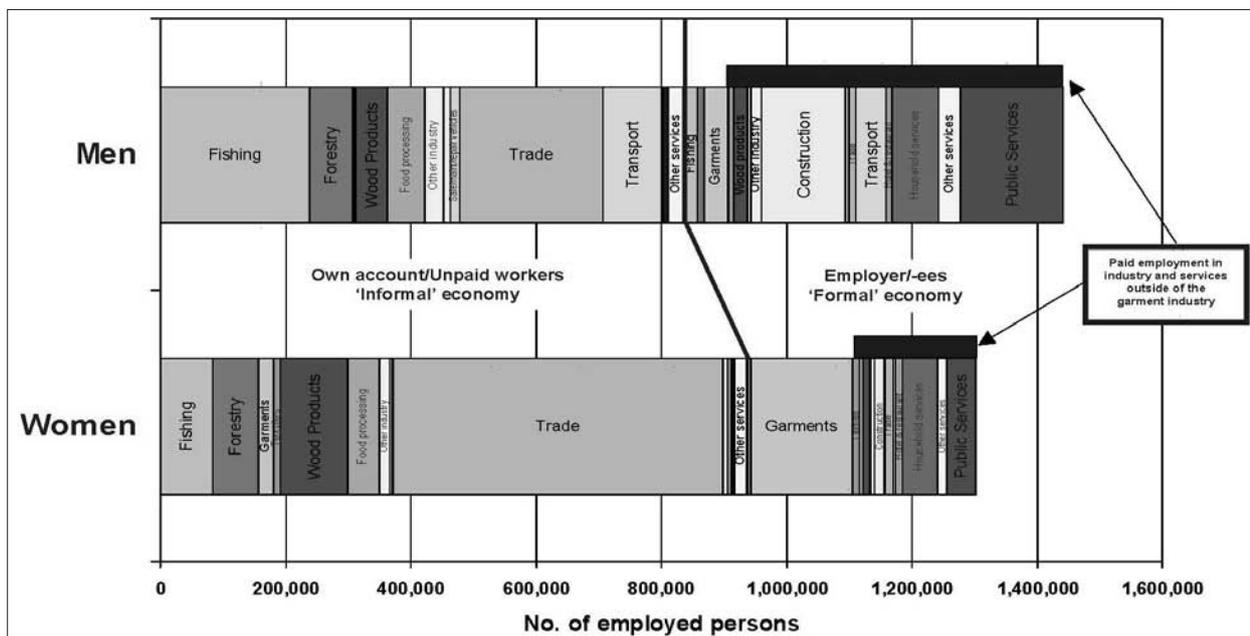
Source: V. Bunchhit, Ministry of Women's and Veteran's Affairs, Cambodia, *op cit.*

⁴⁶ Catalyst 2004, *op cit.* More research is needed from developing countries to verify to what extent these findings from developed countries apply under different economic and social environments.

A number of projects and programmes have been launched by governments, sometimes in partnership with international development agencies, to bring women into the formal economy. The tools described in chapter 5 of this publication (e.g. the inclusion of women in consultation processes and gender-trade assessments) can be of use to map activity in the informal economy with a view to considering how the exporting potential of women in the various subsectors might be leveraged.

Cambodia's opportunities to encourage women in retail and wholesale trade to participate in exporting and to explore export potential in the fishing industry are captured by figure 6.

Figure 6 Women in rural areas have limited occupational choices both in the formal and informal economies



Source: CSES 2004 as shown in V. Bunchhit, Ministry of Women's and Veteran's Affairs, Cambodia, *op cit*.

This analysis enabled Cambodia to launch initiatives in areas most relevant for women in trade: the Government developed a market for vendors in Poipet, a town on the border crossing into Thailand, to increase livelihood alternatives for women at risk of being trafficked. This was subsequently used as a model by the Ministry of Tourism to create a market in the beach resort area in Sihanoukville.

The rural-urban divide

Further to the consideration of women in the informal economy, a gender-sensitive export strategy has to address economic activities for women in rural areas – in many countries, this is where the greatest potential lies dormant.

'We in Botswana have women's associations. Women are based in rural areas. They lack access to everything that makes one competitive. The questions for us are how to involve or integrate women in the formulation, implementation and review of policies, and how can we improve the environment of women living in rural areas?'

D. Kgomo, Botswana

Good practices exist for support to the production in rural areas. The Egyptian Government has, for example, initiated an online store to showcase goods and services produced by women from rural areas.⁴⁷ This opens the market for handmade products produced by women in the desert regions of Sinai and beyond, as well as for services, such as international standard printing at competitive rates. As the case of Uganda demonstrates, the talents of rural women can also be drawn on to foster emerging export industries such as ecotourism and cultural tourism.

Uganda: Rural women exploit a source of export earnings

The Ugandan Government is finding inspiration from rural women whose inventiveness and hard work manage to accommodate, feed, dance, and sell mats and pottery to backpackers, who constitute over 90% of tourist arrivals in Uganda.

Zubeda Nanjobe is a member of the Buhoma Rural Tourist Enterprise in western Uganda. For years now, Nanjobe has sold mats to backpackers and expatriates, who are increasingly fascinated with women's handiwork and much less interested in game viewing. Her achievement is partly responsible for the success of Buhoma Enterprise; its earnings rose from 8 million Ugandan shillings (US\$ 4,500) in 1994 to 60 million Ugandan shillings (US\$ 34,000) in 2000.⁴⁸

Unless incorporated into national export strategies, the export potential of women in rural and village areas will be passed over. Without institutional support, particularly with respect to marketing abroad, and compliance with international standards and export procedures, women entrepreneurs heading SMEs can experience difficulties. While some assistance has come from NGOs and international development agencies, the greatest scope for sustainability and growth can be realized if support programmes for women heading SMEs are integrated into government machinery. In this way cross-institutional support can offer a broader range of services, aimed for instance at resolving transport issues (Ministry of Transport or Public Works), providing access to financing (Ministry of Finance), or establishing a supportive ICT infrastructure (Ministry of Telecommunications).

⁴⁷ See the Cleo Store at www.cleostore.com.

⁴⁸ Inter-Church Coalition on Africa, *Gender and Women's Rights News*, January 2002, available online at www.web.net/~iccaf/genderinfo/genderjan02.htm.

A comprehensive approach integrates rural women in international markets

Established by an Act of Parliament in 1981, the Export-Import Bank of India (Exim Bank) is for '... providing financial assistance to exporters and importers, and for functioning as the principal financial institution for coordinating the working of institutions engaged in financing export and import of goods and services with a view to promoting the country's international trade.'⁴⁹ It provides finance (it has in place 53 operative lines of credit covering 70 countries to the value of US\$ 1.3 billion), but also uses its position to provide a range of additional services to boost exports.

Exim Bank has identified sectors of interest to women as being, among others, pharmaceuticals, animation (feature films/serials/commercials), and, specifically, 'SME sector in rural locations'. In handicrafts, Exim Bank has targeted 'export capability creation in terms of capacity, product development, packaging India's rich and diverse base of artisan related industry'. In agriculture, the bank is working with the DHAN Foundation (a leading NGO) to set up units to produce products from organic tamarind, a sector employing large numbers of women. It has also brought in the Central Food Technology Research Institute to provide the technology for value-added product development. In addition, steps have also been taken to set up export-oriented cocopeat projects, another sector that relies on women (cocopeat is a plant-growing medium made from coconut husks). To complement manufacturing, Exim Bank focuses on marketing to help clients identify and attract international buyers. It also facilitates training (for example, on 'Marketing handicrafts and home decorative items to Europe'), establishes marketing companies (together with NGOs and State Governments, with equity participation for cooperative societies) and offers services through offices abroad (Exim Bank's Budapest office helped export sandstone tiles to Hungary). This comprehensive approach is part of an export strategy that has helped women in rural India integrate into the global market.

Extracted from H. Bangari, *Gender Equality, Export Performance and Competitiveness: Cross-sectoral support through provision of finance*, ITC, Geneva, 2006.⁵⁰

Why should strategy-makers care about uncovering potential?

To make the most of existing resources and to target their use, export strategy-making involves determining which sectors and cross-sectoral support services should be a priority and which activities should be undertaken to further develop these priority areas.

Once the location, status, current and potential contribution of women to exporting have been identified, export strategy-makers can then decide what areas a gender-sensitive export strategy could target to proactively promote women's participation in exporting, as shown by the example from the Philippines below. Proceeding in a systematic manner and engaging in strategic planning on the basis of sex-disaggregated data and information, with some consideration given to where the women currently are and what they do, is a promising starting point. It can also ensure that gender-related support to promote export-oriented activities is no longer limited to ad hoc, uncoordinated and one-off projects.

⁴⁹ Export-Import Bank of India Act, 1981.

⁵⁰ Available online at www.intracen.org/wedf/ef2006/Gender-Issues/Gender-Background-Papers.htm.

The Women's Business Council in the Philippines

The Women's Business Council Philippines (WBCP), established following an initiative by the Philippine Government, focuses on access to finance, markets, training and technology, data and networks. WBCP is also a policy advocacy group to inform and influence decision-makers in formulating gender-sensitive policies in government and industry to support the growth and sustainable development of women-led business.

A survey conducted in 1998 to ascertain where women are in the economy, showed that women are clustered in 'traditional sectors' such as cooking and sewing, but also that women-owned and women-led businesses have been set-up in sectors including:

- Electronic appliances*
- Commerce*
- Financial consulting*
- Marketing*
- Publishing*
- Medical transcriptions*
- Business process outsourcing*
- Transportation*
- Real estate*
- Restaurants*
- Public relations*
- Call centres*
- Animation*
- Software development*

Realizing the potential of women in gearing up the economy through their entrepreneurship, and specifically in exports, the Government has run programmes such as 'Exports for Housewives Only'. Following the forum, it was noted that the Philippines experienced a surge in active involvement of women in exports in terms of investment, management and services.

E. Mijares, The Gender-Neutral Philippine Export Development Plan, ITC, Geneva, 2006.

Gender-specific constraints to trade and export strategy formulation

As a starting point in developing a gender-sensitive export strategy, chapter 2 looked at the precise location of women in the economy and exporting, and sought to show the capacities in which they currently contribute to exports and competitiveness. This is certainly a valuable exercise and will help to target export-related support. But it will not be enough to improve upon the existing situation.

To come up with innovative approaches that serve to promote women's participation and enhance their contribution, strategy-makers have to look at the precise constraints that prevent women from participating in the first place. A proactive approach to unleashing their potential (thereby enhancing competitiveness, as stipulated by the business case, and, in line with development arguments, promoting long-term development) requires effectively reducing the barriers and helping women to overcome the constraints.

Gender-based constraints to trade (and associated solutions) can be broken down and analysed in a variety of ways. One approach is to consider a framework that systematically explores:

- ❑ Supply-side constraints ('border-in' issues);
- ❑ Operational constraints ('border issues'); and
- ❑ Demand-side constraints ('border-out' issues).⁵¹

Some of the key constraints women face in export are presented under these headings,⁵² supported by a number of examples presented during the Cairo consultation.

⁵¹ The framework presented here closely follows ITC's methodology for National Export Strategy Design and Management. The 'four gear' approach is used to identify all those issues that have an impact on national competitiveness, and includes an additional 'development gear'. See www.intracen.org/wedf.

⁵² The suggestions made here closely follow von Limburg, *op cit*.

Supply-side constraints ('border-in' issues)

The competitiveness of a country will in large part be determined by its capacity to respond effectively to opportunities in the international marketplace, i.e. by supply-side factors.⁵³ And indeed, encouraging the economic participation of women has been a key factor in expanding export supply capacity.

Gender-sensitive export strategies can unleash this potential by encompassing initiatives for:

- ❑ **Capacity development and diversification** – by reinforcing existing supply-side capacities of women entrepreneurs, and developing new production capacities;
- ❑ **Human capital development** – by reinforcing their skills and technical competencies and encouraging entrepreneurship.

Capacity development and diversification. Women in developing countries already provide a large number of products and services to the local market. But more often than not, these are not competitive internationally due to low productivity, insufficient scale and inferior quality. Access to suitable training programmes for women to enhance production capacity and upgrade product (or services) quality is therefore likely to be crucial.

Products and services aimed at the local market also often fail to match international tastes. There is, for example, no export market for the traditional Indian dress, the sari. As in other instances, however, training in adapting local designs can see sari material transformed into sought-after scarves, cushion covers, and other decorative materials. Training the many women involved in sari production in market analysis and demand and helping them to adapt production processes to tailor goods and services to suit could transform locally oriented activities into internationally competitive ventures.

Opportunities to draw on a pool of talents can be realized through the development of clusters in which small producers can work together to fill large orders or achieve economies of scale through common-use facilities (processing and packing machines, for example).⁵⁴ An innovative approach in India is that of Toehold shoes, a collaborative effort that pools the talents of over 500 artisans.

53 Michael Porter defines competitiveness as the nation's capacity to entice firms (both local and foreign) to use the country as a platform from which to conduct business.

54 As capacity diversification also relates to producing new products by building on existing know-how, products and product lines, clusters could be classified as capacity development (produce at a larger scale) or capacity diversification, depending on their objective.

Success in gaining more than a Toehold in international markets

Toehold Artisans Collaborative was launched in India as a women-owned and women-managed export venture that includes men as 'co-preneurs'. Drawing on the talents of 500 artisans, production takes place in 200 home-based units. With training initially offered to women, and later extended to men, 'now couples work together and it has coalesced families,' says Madhura Chatrapathy, Trustee Director of ASCENT, the organization guiding Toehold. While women own the business entity, men participate in business operations along with women. The formula is a success: Toehold's exports have increased from US\$ 7,000 in 2004 to US\$ 54,000 in 2005. The returns are changing the way women approach business, observes Madhura. 'Traditionally women have taken a back seat in the management of family finances. Today they are actively supervising the business operations of family production (of the sandals), monitoring costs and revenues and ensuring quality control. Women have become more financially independent, alcoholism is on the decline to some extent and the children go to good schools. The women have learned to shake hands with their male business associates from other countries in the presence of their husbands and the husbands accept it without demur.' The real success story is in the vision of targeting exports from the outset, given the saturated market in India. Trade support interventions targeting women in the form of training on quality, packaging and design have also been instrumental in creating products that have remained competitive in the highly contested international market for quality footwear.

Extracted from M. Chatrapathy, *Linkages between Gender Equality, Competitiveness and Export Performance – A worm's eye view*, ITC, Geneva, 2006.⁵⁵

Business alliances, clusters and the promotion of joint ventures constitute another particularly effective means of encouraging women to become entrepreneurs. As shown in figure 7, research by the Canadian and African Business Women's Alliance (CAABWA) revealed an urgent need to increase women's access to investment or joint venture partners. The figure also identifies a need for training on drafting export development plans, developing marketing strategies and conducting market research.

CAABWA's research in other areas further shows that access to trade information is an important constraint on women's export activity. Criticisms have arisen that when information is available it is not gender sensitive.⁵⁶

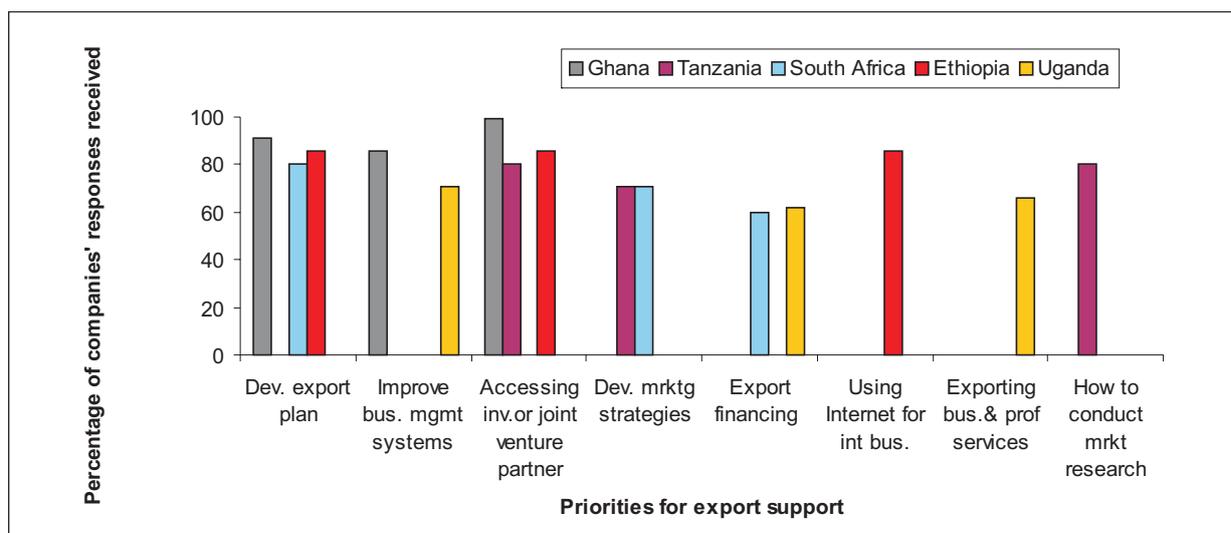
Some companies have stepped in to address this. Manobi, a private company, has provided Wireless Access Protocol (WAP) technology targeting rural women in Senegal, who mainly specialize in the processing of traditional crops. The cellular phones allow them to dial into the rural business network for information on crops and other raw materials.⁵⁷ There is, however, still a

55 Available online at www.intracen.org/wedf/ef2006/Gender-Issues/Gender-Background-Papers.htm. For more on Toehold see www.toeholdindia.com.

56 Collecting and analysing sex-disaggregated data on women and women's participation in existing training programmes can help ascertain to what degree a gender-specific response may be required. If participation rates between women and men are equal, a gender-specific response may not be required. Before a decision is made, consultation with women entrepreneurs/organizations can help to analyse whether they have previously been prevented from participating and why. This may reveal issues relating to time, transport and care of the family.

57 F. Seye Sylla, *Gender-Related Constraints to Competitiveness and Export Development in an African Information Society*, ITC, Geneva, 2006. Available online at www.intracen.org/wedf/ef2006/Gender-Issues/Gender-Background-Papers.htm.

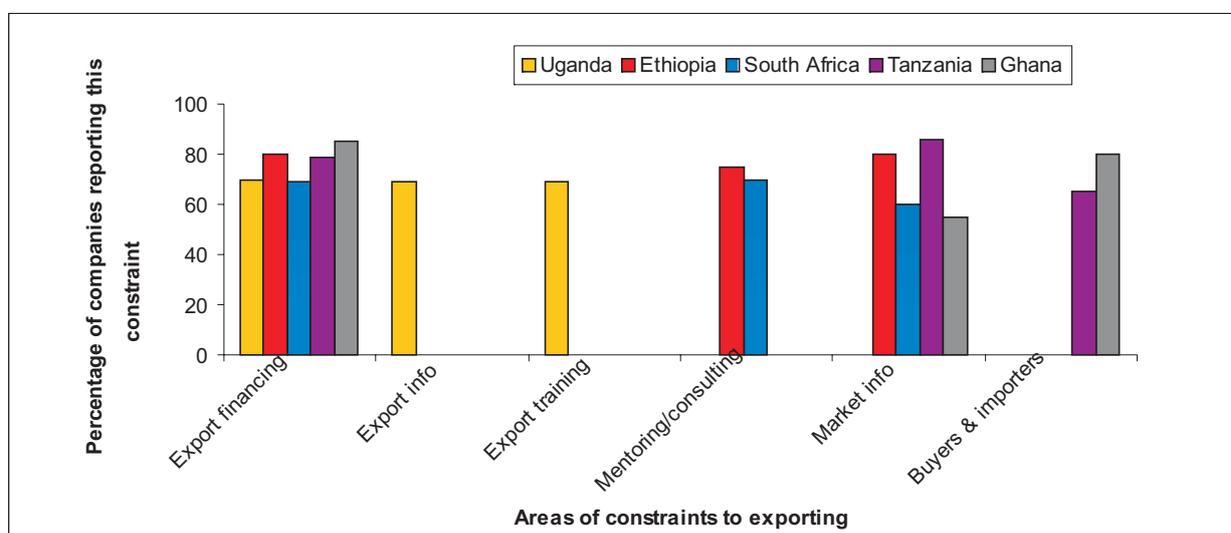
Figure 7 Demand for export-related supports



Source: Extracted from D. Girard, *op cit.*

shortfall in access to buyers and importers, access to export training and trade information, and with access to relevant mentoring and consulting. This is indicated in figure 8.⁵⁸

Figure 8 Export constraints faced by women



Source: Extracted from D. Girard, *op cit.*

Human capital development. The availability of an appropriate level of skills will not only be crucial to develop and diversify capacity, it will also be crucial in order to attract substantial (foreign) capital investments that are key to support such efforts. Access to a sizeable pool of semi-skilled women workers has indeed been an important determinant of the ability to attract foreign direct

58 Information on sample size, methodology and further results can be found in the conference paper. See Girard, *op cit.*

investment in various countries. The contribution of FDI to upgrading women's skills and promoting entrepreneurship has nevertheless been limited, thereby constraining a country's ability to increase, upgrade and diversify exports.

As women tend to have lower skill levels than men, this, in turn, throws the spotlight on to the basic education system. A gender-sensitive strategy would need to incorporate means to address education, particularly as marginal returns to female education are likely to be higher than those for men. Governments have already begun to invest more in education, but much remains to be done in the areas of employment and pay equity, health and training for girls. To ensure that such investments result in a greater presence of women in exporting, governments may also stipulate training as a condition of market access in bilateral, plurilateral and multilateral agreements, e.g. the General Agreement on Trade in Services (GATS).⁵⁹

While trade support institutions do offer such programmes, and various institutions and companies may also be engaged to provide technical assistance in these areas, the question that arises is how many women participate in these courses, both in terms of raw numbers and as a percentage of overall participants. Evidence from ITC training activities showed that only 4% of participants in training courses for the export of services are women, despite the fact that 75% of enterprises in the services sector are owned by women. Does this reflect a mismatch of offer with interests? Does the offer not reach the intended participants? Or is it that women do not make or have the time to attend?

Strategy-makers need to devise initiatives to facilitate skills acquisition and promote entrepreneurship that really do reach both women and men. This includes convincing women that training days are worth their time. This may require the implementation of training programmes specifically targeting women, which take into account their limitations in terms of available time, mobility and other issues that arise from their traditional gender roles. It may also be necessary to devise innovative formats to provide export support services to better reach women entrepreneurs. In Cambodia, various innovative approaches are being considered, for instance combining agricultural advisory services with other services such as health care or education; working through markets or other places where women meet and socialize; working through the private sector; and finding ways to take the services to women, rather than expecting them to come to the service providers.

Operational constraints ('border issues')

Operational constraints largely dictate the cost of the export transaction and thus have a significant bearing on competitiveness. Issues to be addressed can be divided into three categories.⁶⁰

- ❑ **Infrastructure issues** – referring to bottlenecks in trade-related infrastructure (e.g. transport and handling problems);
- ❑ **Trade facilitation issues** – involving regulations, administrative procedures and documentation requirements that govern how business

⁵⁹ M. Jones, *Considering Gender in the WTO Services Negotiations*, South Centre, Geneva, 2006.

⁶⁰ See von Limburg, *op cit.*

(importing, intermediary processing and exporting) is done in the country, in particular the streamlining of import and customs clearance procedures, but also visa and immigration procedures; and

- **'Cost of doing business' issues** – including the cost of company registration, ISO 9000/1200 certification, Internet access, port fees, inspection charges, insurance premiums, and others that affect business operating costs.

Deficient infrastructure, cumbersome regulations and procedures, and costly business operations affect all exporters and entrepreneurs irrespective of sex. However, addressing these border issues might generate particular benefits to women.

Infrastructure issues. Transport presents issues for women. If and when there is a car in the family, anecdotal evidence suggests that it is men who have first choice over using the vehicle: women rely more heavily on public transport to get their product to the port of exit for export or to the foreign client. In addition, lack of transport options can pose security issues for women. With this perspective in mind, gender-sensitive export strategy-makers can be valuable members of government teams that have been set up to review proposals for privatization, liberalization or other means of establishing 'user pays' transport systems.⁶¹

Trade facilitation issues. Women entrepreneurs benefit in particular from expedited customs procedures. These reduce the potential for the time conflicts that women often face as a result of their multiple roles (women work significantly more hours than men when their market and household activities are taken into account). Access to ICT infrastructure can be particularly effective in encouraging women to participate in exporting. Export strategy-makers can assist by making it known where online facilities are available for free (potentially chambers of commerce and libraries). More transparent and expedited business procedures further encourage women's entrepreneurship as they can reduce the perceived risk in the business environment.

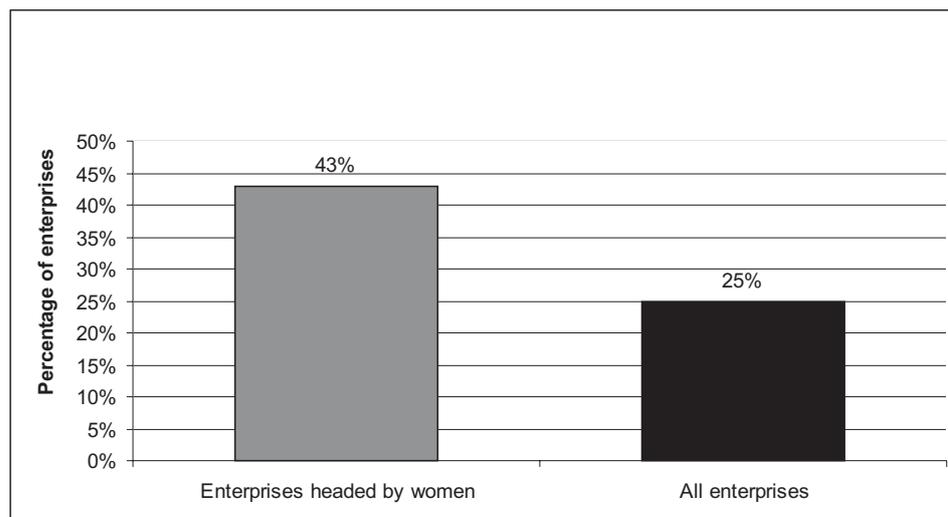
Evidence from Ghana shows, for instance, that bribery fell and customs revenues soared in the first three years after GhanaNet was installed, and thus the possibilities to bypass the system were drastically reduced. In Uganda, women business owners have, or perceive themselves to have, more demands made of them by Government, than their male counterparts do, as shown in figure 9. The Ghana experience suggests that computerized systems can cut back requests for bribes, and increase transparency and regularity in the collection of taxes, customs and other charges.

'In India the trade promotion organizations organize special events and programmes for women exporters. The "Women in Trade and Services" event had a major focus on e-trade. This brought in a lot of women that the Ministry of Commerce did not previously know about. We were able to identify role models etc. This event is still talked about as an event that mattered – ministers came and said they would act for women entrepreneurs.'

M. Chatrapathy, India

⁶¹ For an exploration of issues see www.gendertransportconf.com.

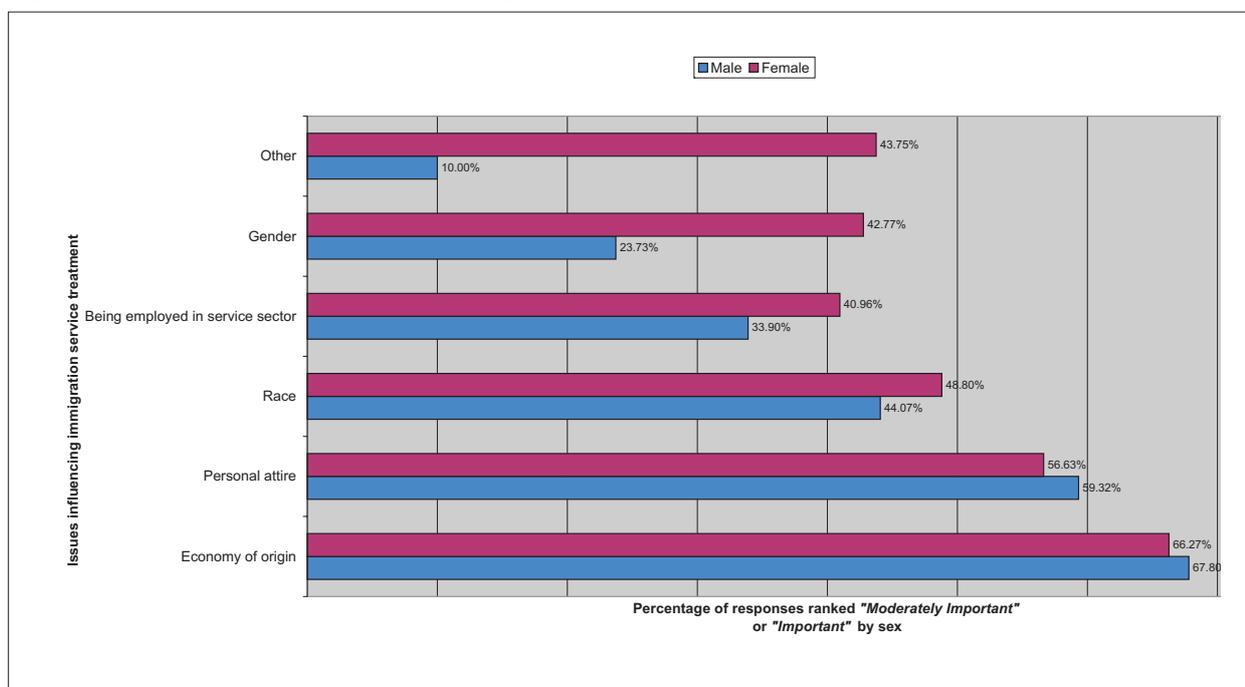
Figure 9 Enterprises in Uganda stating that government officials have 'interfered' with their business



Source: A. Ellis, C. Manuel and C.M. Blackden, *Gender and Economic Growth in Uganda: Unleashing the power of women*, World Bank, Washington DC, 2006.

When it comes to directly entering foreign markets, a recent survey of business people in the Asia-Pacific region shows (figure 10) that in terms of travelling for business, women were almost twice as likely as men to record differential treatment at the hands of visa or immigration officials that they attributed to being female.⁶²

Figure 10 Gender differences in visa/immigration service issues



Source: Gender survey on Business Mobility Issues in the APEC Region, APEC, 2003.

⁶² *Gender survey on Business Mobility Issues in the APEC Region*, APEC, 2003, available online at www.apec.org/apec/apec_groups/som_special_task_groups/gender_focal_point_network.html.

In line with the operational constraints already mentioned, this suggests that gender-sensitive training of border officials dealing with businesswomen may help to reduce systematic differences in the treatment of women.

'Cost of doing business' issues. Differential treatment also constrains the ability of women to successfully engage in or undertake business activities. The Gender and Economic Growth Assessment in Uganda particularly recommends addressing business entry issues in relation to registration and licensing.⁶³ Other successive factors presented, such as women's access to justice – an important aspect of defending one's rights as a business owner – are also presented. Additional costs to women are identified in the form of time, money and constraints in the exercise of one's rights.

In line with earlier recommendations, more transparent and expeditious registration and licensing procedures as well as taking steps to strengthen women's access to justice may contribute to lowering the relatively higher cost of doing business for women compared to men.

Demand-side constraints ('border-out' issues)

There are three main demand-side issues:

- ❑ **Market access** – referring to tariffs, non-tariff barriers, and other entry issues;
- ❑ **In-market support services** – relating to the acquisition and dissemination of market intelligence, initiation of contact with potential buyers, generation of interest among prospective foreign investors and joint venture partners; and
- ❑ **National promotion** – involving building and reinforcing the sector's image and organizing promotional programmes (e.g. fairs and missions).

Market access. Export strategy-makers should encourage the participation of women and networks of women in preparations for trade negotiations and policy decision-making on market access and in the design and delivery of trade support services.⁶⁴ This might encourage women to be more active in voicing their areas of interest in exporting. Representatives of women's organizations may then, for instance, lobby for greater harmonization of HS codes for handicrafts, or push for the removal of the requirement for service providers to establish a commercial presence abroad.⁶⁵

In-market support services. Strategy-makers need to be forward looking, promoting the preparation of women to enter future promising sectors and their incorporation in those sectors through the provision of appropriate and

⁶³ A. Ellis, C. Manuel and C.M. Blackden, *Gender and Economic Growth in Uganda: Unleashing the Power of Women*, World Bank, Washington DC, 2006. Gender and Economic Growth Assessments have also been conducted in Kenya and Ghana. Further reports can be found at www.ifc.org/gem.

⁶⁴ For example, women hold only 16% of seats in parliaments around the world. For further statistics on the paucity of women in decision-making positions, see International Labour Organization, *Breaking the Glass Ceiling*, ILO, Geneva, 2004.

⁶⁵ Many women SMME operators, due to lack of access to finance as previously described, have difficulty meeting domestic requirements regarding establishing and running a business, let alone having to pay the fees in foreign countries in order to gain a toehold as a service-provider in a foreign market.

accessible market intelligence. It also requires reviewing how effective the existing in-market support mechanisms are in promoting sectors in which women predominate or that offer significant opportunities for them. Women entrepreneurs might, for instance, require differentiated support to enter international markets, or they might require different levels of assistance when establishing contacts with buyers abroad and need different channels to deliver information about export opportunities.

National promotion. Including women in international trade delegations sends a clear signal that a government is proactively encouraging women in business and exporting. Given the emphasis of the MDGs on improving the situation of women, particularly through gender equality and empowerment, this can only enhance the image of the country while making sound sense in terms of economic and human development. Strategy-makers may even wish to attend to issues relating to equal opportunities and the economic empowerment of women in their national image.

As to the organization of promotional programmes, the example of the outstanding success of the Canadian businesswomen's trade mission to the United States clearly demonstrated that women need to participate in such programmes to successfully establish themselves as exporters. And export strategy-makers need to take steps to facilitate such participation – which may not always be as easily organized as it was in the Canadian case. Other options, such as hosting trade fairs locally and inviting potential buyers to visit the country instead of going abroad, are also available to export strategy-makers and may help a large number of local women to participate.

Another possible way to engage more women in business and export would involve presenting a list of women-owned businesses and their area of expertise to companies with preferential procurement policies favouring women-owned businesses. In addition to companies such as IBM that have a system in place, potential also exists to approach national governments. The Government of the United States of America, for example, has announced that it will award 5% of procurement contracts to women-owned and minority-owned businesses. International markets can be scanned to source buyers who are specifically looking to buy from women suppliers. This creates opportunities for women-owned enterprises to sell into international value chains.

To facilitate such engagement, a gender-sensitive export strategy should consider providing for systematic distribution of relevant information to women's business networks, possibly supplemented with supply-side initiatives, such as training in tender procedures, completing tender documents and assessing the export capacity of companies, but also including financial support to the formation of women-led, export-oriented clusters.⁶⁷

'Some countries do a remarkable job growing the role of women's enterprise through policy initiatives. One especially promising area is women-owned enterprises' (especially SMEs') participation in the supply chain of

'There are few or no strong women business associations/organizations to assist in lobbying, advocacy or networking. This sometimes denies women entrepreneurs big orders since they are not able to meet (the buyers).'

F. Kata. The National Association of Women Organisations in Uganda (NAWOU), ITC, Geneva, 2006

'In the United Republic of Tanzania, one initiative undertaken by the Small Industries Development Organization and some East African organizations was to organize exhibitions for small-scale producers. Trade fairs help to bring up the morale of women to produce more, be exposed to the international markets, link (them) with buyers and importers, and build networks with other women producers and buyers.'

*Extracted from H. Mchomvu, Designing and Managing Gender-Sensitive Export Strategies in Tanzania: A challenge towards sustainable gender equality in export programmes, ITC, Geneva, 2006*⁶⁶

⁶⁶ Available online at www.intracen.org/wedf/ef2006/Gender-Issues/Gender-Background-Papers.htm.

⁶⁷ Kata, *op cit*.

multinational enterprises, e.g. that women-owned firms provide niche products and services to multinational enterprises.' S. Terjesen, in the Cairo consultation e-discussion.⁶⁸

How can strategy-makers address gender-specific constraints?

On the basis of a sound and comprehensive analysis of where women currently are in exporting and what precise constraints they face – which are likely to differ according to the sector and the capacity in which they are active – export strategy can be a powerful tool to determine what interventions should be undertaken to overcome identified supply-side, operational and demand-side constraints, and thus to realize women's untapped potential. Better opportunities for women workers, managers and entrepreneurs can, in turn, be expected to feed back into greater competitiveness and, beyond that, to contribute to lasting socio-economic development.⁶⁹

Several of the constraints mentioned clearly apply to a broad range of exporters, male or female. Gender-based constraints, however, go beyond this in that they capture how common constraints, such as access to finance, customs procedures, small production scale, etc. are aggravated by social stereotypes and associated attitudes and the discrimination of women. Seen from this perspective, women face higher barriers than men when it comes to effective and successful participation in export.

It is for exactly the same reason that the benefits from alleviating or even overcoming these constraints will be comparatively higher than those of merely providing to all exporters, independent of sex. All in all this underlines once more what a powerful tool a gender-sensitive export strategy can, and should, be.

68 For an overview of theory and application in Ireland and the Indian software industry, see C. O'Gorman and S. Terjesen, 'Financing the Celtic Tigress: Venture financing and informal investment in Ireland', *Venture Capital*, 2006, 8(1), pp. 69–88.

69 S. Kitakule, L. von Limburg and N. Weisert, *ITC Focus Paper: Gender Equality, Export Performance and Competitiveness – A practical approach*, ITC, Geneva, 2006. Available online at www.intracen.org/wedf/ef2006/Gender-Issues/Focus_paper_Gender.pdf.

Ingredients of a gender-sensitive export strategy process

'The wealth of understanding and experience of the nature of gender-based discrimination and the steps needed to achieve gender equality that have been generated through the CEDAW and Beijing processes stands waiting to be tapped.'

*Heidmarie Wieczorek-Zeul, Federal Minister for Economic Cooperation and Development, Germany, and Noeleen Heyzer, Executive Director, UNIFEM*⁷⁰

In building the case for a gender-sensitive export strategy and the various priority objectives to be specified therein, strategy-makers will fail to convince if they rely solely on anecdotal or informal evidence. While much remains to be done to collect more gender-specific information, the days when 'insufficient sex-disaggregated data' could be used to justify inaction are long over.

To move from facts to awareness will nevertheless require additional work. In an export strategy process, this might be accomplished by having recourse to relevant tools and by including those organizations that know better to sensitize those that would otherwise prefer to remain ignorant. To then move from awareness to action, strong leadership and the participation and buy-in of all stakeholders concerned will be necessary.

This chapter, accordingly, reviews the critical ingredients of a gender-sensitive export strategy process. It points to specific sources of data and tools for analysis and impact assessment that strategy-makers can make use of, including the incorporation of gender aspects into value chain analysis. It further stresses the need for ongoing consultation with relevant stakeholders and the importance of public and private sector collaboration. Finally, it addresses the importance of top-level commitment and the effective coordination of, and strong cooperation among, relevant organizations to design and successfully implement a gender-sensitive export strategy.

Locating women in the economy and identifying relevant stakeholders

A growing volume of sex-disaggregated data is being collected, together with new tools for assessing the actual or potential differential impact of trade on women and men.⁷¹ These will be useful sources for strategy-makers to establish where women are currently active in the economy and in exporting, what constraints they face, and how policy decisions are going to affect women workers, managers and entrepreneurs as well as the overall gender balance. A selection of key sources for sex-disaggregated data are shown in annex D, an annotated list of 'Resources on women and trade'.

At the same time, although gender-sensitive areas and issues are signposted in some reports, more sex-disaggregated data and reporting (using indicators and

⁷⁰ UNIFEM, *Pathway to Gender Equality: CEDAW, Beijing and the MDGs*, United Nations Development Fund for Women, 2005.

⁷¹ The CEDAW processes and MDGs reporting continue to generate snapshots of national developments in realizing women's economic rights that contribute to clarifying the important aspects of the business environment such as women's access to finance, property rights, educational opportunities and justice.

data collection methods that are themselves gender-sensitive) are required for key export sectors.⁷² So far, such gaps have often had serious consequences for the development of gender-informed export strategies as strategy-makers tend to assume that women are primarily workers and not entrepreneurs or businesswomen, often serve their local communities, and consequently have little use for export support programmes.

Once strategy-makers make use of the data sources and tools available to consider, engage and partner with women exporters, organizations and businesses, however, tangible gains can be generated. Indeed, some countries that have re-oriented strategies towards a greater inclusion of women in the economic mainstream have come up with startling results.⁷³ Egypt, for instance, discovered considerable biases against women entrepreneurs, and women-only trade mission launched in Canada have boosted exports and evolved into virtual trade missions over the Internet hosted by organizations such as the Organization of Women in International Trade (OWIT).

Export strategies (and the choice of priority sectors) and trade agreements affect women's or men's employment and entrepreneurial opportunities depending on the prevailing gender bias in the sector. Incentives to stimulate exports in ready-made garments typically raise the demand for unskilled women workers; the winding up of the WTO Agreement on Textiles and Clothing disproportionately affected women, for example (positively in some countries, negatively in those that saw production move abroad), because women constitute more than 70% of workers in this sector.⁷⁴

Sunset clauses in trade agreements can therefore signal the need for a re-think by export strategy-makers to accommodate shifts in international demand in the related sector. For example, the more restrictive Rules of Origin clause in the African Growth and Opportunity Act (AGOA), which comes into effect in September 2007, threatens to deteriorate the already less-than-optimal number of women in paid employment in the formal sector in some African States.⁷⁵ It thus makes good sense to incorporate a consideration of possible options in an export strategy.

72 Approaches to the compilation of data vary: from comprehensive data collection at the national level by the United Nations; to the complementary approach used by the World Economic Forum of blending United Nations statistical information with that collected from corporate members; to innovative initiatives undertaken by journalists in Bulgaria to pierce more deeply the experience of women in the economy. See M. Baeva, *Export: A challenge to Bulgarian women entrepreneurs*, ITC, Montreux, 2004.

73 On Cambodia, see *A Fair Share for Women: The Cambodia gender assessment 2004*, a collaboration between UNIFEM, the World Bank, ADB, UNDP and DFID/UK, in cooperation with the Ministry of Women's and Veteran's Affairs; on Canada see the Prime Minister's Task Force on Women Entrepreneurs, Report and Recommendations, Canada, 2003.

74 See 'Trading-off inequalities: Gender impact assessment as a tool for trade reform' in Tran-Nguyen and Beviglia Zampetti, *op cit*.

75 M. Chemengich and S. Gale, *Women and AGOA – An analysis of the impact of AGOA on women in East and Central Africa*, East and Central Africa Global Competitiveness Hub, Kenya, 2005.

Tools that can be used to test actual or potential provisions in trade agreements to consider what has or could be done to include areas of interest to women in export and to clarify the effects of export-related and sector-specific policies on women are described in greater detail in annex D.⁷⁶

Women in global value chains

Value chain analyses identify the value-adding linkages from product or service development through to disposal,⁷⁷ and are increasingly used as a basis for strategic interventions to enhance capacity growth and competitiveness.

Both women and men are involved at many different stages of the value chain, be it as workers or entrepreneurs, in marketing, and as consumers. When conducting a value chain analysis, the specific roles of, and the precise interaction between, men and women, as well as their access to and control over resources at each stage of the chain are often overlooked or oversimplified, however.⁷⁸ Yet the ratio of women and men involved at different levels of the value chain and the gender relations affecting actors at each stage do have an important influence on the way value chains function.

Explicit reference to the gender dimension in value chain analysis reveals the precise constraints preventing women from greater participation at each link in the value chain, and helps to identify appropriate opportunities for women to participate more meaningfully at all levels of the value chain. In line with the business case presented earlier, gendered value chain analysis could therefore enable strategy-makers to maximize the effectiveness of export strategies by addressing gender-based constraints at the sectoral level.

When designing and conducting gendered value chain analysis, there are five sets of issues to be taken into account.

Social context. Questions under this set examine whether women's cultural and social role hinder their ability to participate in production or trading processes. Strategy-makers should ensure that export support does not disadvantage women involved in the value chain for that sector, but enhances opportunities for women to participate in and move up the value chain.

Education, skills development and training. Questions under this set examine whether women have access to the education, skills development and training required to participate in production processes and business operations. Strategy-makers should ensure that programmes build the capacity of women to meet the management requirements and quality standards for export production. Training should be relevant to women and enable them to benefit from the opportunities at a given stage of, or to move up the value chain,

76 For case studies, see M. Carr (ed.), *Chains of Fortune: Linking women producers and workers with global markets*, Commonwealth Secretariat, London, 2004. For an exploration of CASE (Consultation, Assessment, Specific commitment and Evaluation), see Jones, *op cit*. For more on the sector-specific impact of the Multilateral Trading System, see M. Williams, *Gender Mainstreaming in the Multilateral Trading System*, Commonwealth Secretariat, London, 2003.

77 *International Trade Forum*, 'Value Chain Analysis: a strategy to increase export earnings', Issue 1/2003, ITC Geneva, 2003. See www.tradeforum.org/news/fullstory.php/aid/529/Value_Chain_Analysis.

78 L. Mayoux, *Trickle-down, trickle-up or puddle? Participatory value chains analysis for pro-poor enterprise development*, WISE Development, United Kingdom, 2003, available online at www.ids.ac.uk/global/valchn.html.

and not be restricted to low-paid technical work or micro enterprise management. Capacity building should include subject matters that women are likely to venture into, and encourage women to take up opportunities in sectors with high export potential away from the 'beaten track' for women.

Tools, resources and finance. Questions under this set examine whether women have access to the tools, resources and financing necessary to participate in export production and international trade. Strategy-makers should ensure that export strategies are inclusive, also benefiting female workers and businesses owned by women. This could include gender-specific support measures, such as setting aside loans specifically for women entrepreneurs.

Public infrastructure and other decision-making bodies. Questions under this set examine whether the public infrastructure encourages women to participate in economic activities, business and trade. Strategy-makers should take into consideration that in most environments the indirect gender bias (which results from established values and reflects often unconscious attitudes towards the role of a woman) is far more important than a direct gender bias in legal regulations or bureaucratic processes

Status and quality of work. Questions under this section examine the quality and social status of women's economic activities. Women should be integrated into production, business and trade not only in terms of quantity, but also in terms of quality. The nature of women's economic activity is often of a poorer quality in comparison with men. Prevalent problems include lower wages, irregular earnings, long working hours, poor working conditions, insecurity of work and income, high exposure to risks, limited access to social services, uncertain legal status, low social status and social exclusion.

The relevance of the five sets of issues depends on the group of women studied and the stage of the value chain. Every gendered value chain analysis should nevertheless address five basic questions:

1. What are the specific challenges for women at each stage of the value chain?
2. Why do they exist?
3. How can they be eliminated?
4. Who can help?
5. Who has decision-making power?

The last feature, the power to make the rules, and decide on priorities and access to resources, is a key aspect of a gender analysis. Identifying the differences between the power of women and men at different points of the value chain is thus imperative in designing a gender-sensitive export strategy.⁷⁹

79 D. McCormick and H. Schmitz, *Manual for value chain research on homeworkers in the garment industry*, Institute of Development Studies, United Kingdom, 2002.

Additional material and approaches that may be applied in a value chain analysis to help spot opportunities where the talents of women entrepreneurs can be moved up the value chain are detailed in annex D.⁸⁰

Consultation and collaboration for women in export

Direct and focused consultations with key stakeholders in women's empowerment for trade complement data collection, and provide a forum in which strategy-makers can gain insights into gender-sensitive areas that may not have been addressed in formal surveys. Through such consultations they can hear the voices of women that may otherwise drown in the clamour to influence decision-makers.⁸¹ And vice versa: consulting women stakeholders will also help them to better focus their work and to more effectively sensitize policy discussions and influence decision-making. Ongoing consultations with stakeholders will thus be an important component in designing a relevant and sustainable gender-sensitive export strategy.

The case from Botswana below demonstrates the importance of including women stakeholders in policy processes as well as the need for gender mainstreaming in support institutions and for women's organizations to remain active in advocacy.

'I found that when you bring women to the table they talk about their problems, not the policy elements in the problem. We are focused on problems that affect us at the micro level. That means there are two levels: identifying the issues and in addition identifying someone to translate them into policy issues and take those through the policy process, because this is what strategy-makers are interested in.'

S. Kitakule, Uganda

Botswana: The need for ongoing consultations

The Finance Assistance Policy (FAP) was formulated to facilitate access to finance for entrepreneurs. Ten per cent of the funds were set aside for women entrepreneurs, in recognition of the barriers to accessing credit from mainstream financial institutions. The FAP co-existed with the Small Medium Micro Enterprise loan programme (SMME), which also reached out to women entrepreneurs. A review of these initiatives led to the establishment of the Citizen Entrepreneurial Development Agency, which offers funding for capital and revenue expenditure, for new or existing business ventures, and training and mentoring to new and seasoned entrepreneurs, instead of maintaining the preferential access women enjoyed under the two previous systems to the detriment of current and potential women entrepreneurs. This underscores three important factors:

- ❑ *The need to hold and include women stakeholders in iterative consultations;*
- ❑ *The importance of institutions themselves considering how processes and programmes impact women; and*
- ❑ *The importance of sustained advocacy by women's organizations and associations.*

⁸⁰ For more on value chains, see R. Kaplinsky and M. Morris, *A Handbook for Value Chain Research*, IDRC, London, 2000, available online at www.ids.ac.uk/ids/global/valchn.html; and M. Chen, J. Vanek and M. Carr, *Mainstreaming Informal Employment and Gender in Poverty Reduction*, International Development and Research Institute, Canada, 2004.

⁸¹ Publications that have resulted from such consultations include *Voices of Women Entrepreneurs in Kenya*, IFC Gender Entrepreneurship Markets & Foreign Advisory Service, Washington DC, 2006.

An integrated approach is necessary to ensure gender remains on the trade agenda, to the benefit of women entrepreneurs. It is in the financial interest of the Government and those trade institutions that can benefit from leveraging women's trade capacity to insist on a gender-sensitive approach in all areas, including finance, that affect women's access to resources and opportunities to trade. It is critical that export strategy-makers weigh in these situations on behalf of women entrepreneurs who, due to the multiple responsibilities women assume inside and outside the home, are often time-starved and can therefore not effectively engage in advocacy campaigns. Trade institutions, providing data on the economic activity of women entrepreneurs and their contribution to export revenues, could ensure the sustainability of successful initiatives that support export activity.

Extracted from D. Kgomotso, Botswana Paper on Designing and Managing Gender-Sensitive Export Strategies, ITC, Geneva, 2006.⁸²

To ensure that such a strategy is not only designed in a gender-sensitive manner, but that it is also smoothly and effectively implemented, however, will need more than just consultation. It will require direct participation of and collaboration with relevant stakeholders. Each of the organizations and agencies within the trade support network (composed of all those government, corporate and non-governmental stakeholders working to achieve export-led growth) will be able to offer experiences, ideas and commitment to better integrate women into export strategies, while serving as a useful interface with women entrepreneurs, workers, etc. For an effective gender-sensitive export strategy, consultation and collaboration with women's organizations on the basis of a broad-based public-private partnership will be crucial.

The main stakeholders of relevance are likely to include women's business associations, trade organizations, and women exporters and workers in export-oriented sectors. A cross-section is presented in annex D, with a summary of the main services offered to members.

The aims and objectives of stakeholder organizations are testimony to the variety of assistance on offer to businesswomen, which ranges from credit facilitators to sector-specific advocacy and support groups, and from a domestic orientation to an international focus.

The number of associations and organizations for businesswomen has been increasing significantly in recent times. This may, on the one hand, provide a source of competition between organizations and draw their attention away from focusing on being clear, constructive and effective players. Over time, however, such competition should lead to positive results for women entrepreneurs as it forces these organizations to offer a better or broader range of benefits and services to their members.

On the other hand, this may complicate the task of export strategy-makers to select the right organizations to consult and to work with. The most important ingredient in tapping the wealth of experience available is to engage with organizations that have an active and representative membership that the organization can poll to ascertain their position, experience and advice on matters relating to export.

'Women's business associations are definitely the way to go. Only strong national, regional and multinational businesswomen's organizations could pressure institutions, generally headed by men. Key to success might be exchanging practical and managerial experience, establishing linkages, engaging in dialogue with institutions and avoiding the main pitfalls – not to become "rich women's fashion clubs".'

M. Baeva, Vice President, Club of Women Entrepreneurs and Managers, Bulgaria, in the Cairo consultation e-discussion on 'Gender equality, export performance and competitiveness'

82 Available online at www.intracen.org/wedf/ef2006/Gender-Issues/Gender-Background-Papers.htm.

'I think the most appreciated services (provided by businesswomen's organizations) is information. Women entrepreneurs usually have no time (or skills) for searching for supporting programmes, training, fairs, new potential partners, new markets etc. In many cases they don't know where to look for them. Other important services are the personal contacts they create – between members of course, but also with officials, with other business associations.'
M. Baeva in Cairo consultation e-discussion on 'Gender equality, export performance and competitiveness'

As already noted before, better integration into policy-making and into the overall institutional constellation of the trade support network is also likely to empower these women's organizations to become better and more effective in providing services and policy advice.

Public-private sector cooperation for a gender sensitive export strategy

To champion a gender-sensitive export strategy and to ensure that it is carried through to implementation, top-level commitment from both the public and private sector will be a further key requirement.

The Ghanaian President's Special Initiative (see box) is just one example of how support at the highest level can be expected to attract investment into areas of interest to women – in this case into manufacturing, which is a sector with a high concentration of female labour.

Ghanaian 'President's Special Initiative' (PSI)

The initiative, which had the objective of creating 50,000 jobs by 2008, commenced in 2001 with the selection of specific product areas – in this case clothing/textiles/garments – that are primarily produced on a small to medium scale. Programmes were built around these sectors in the knowledge that they would indirectly target women. The programme started with a three-tier approach. At one level the programme sought to attract foreign large-scale garment factories to re-locate to Ghana to absorb readily available labour, mostly women who were being trained in centres set up under the programme. At a second tier, small-scale local producers with around 50 machines were to be assisted to expand their capacity to around 500 machines. A third tier sought to create a large pool of micro and small scale producers who would work as subcontractors under merchant exporters. The aim was to transform the sector to large scale industrial levels with a strong export potential.

What did the programme achieve? Funding was mobilized to provide new equipment as well as rehabilitate old warehouses and industrial premises to transform them into new factories, and for training of the workforce. One existing garment factory was acquired by Government and transformed into a mass training centre in Accra, the capital. Two similar training centres are being established in other parts of the country. To date over 7,000 women have been trained and thus became the workforce for the new enterprises that were being incubated. Technical and marketing assistance has also been provided to the beneficiary enterprises including expatriate specialists attached to the factories. There are 20-30 enterprises operating now, with combined capacity of around 12,000 machines, mostly women-owned. There are plans to build more of these in the FTZ area.

G. Nyarko-Mensah, EBWA/ITC Consultation 'Gender Equality, Export Performance and Competitiveness', Cairo, Egypt, March 2006.

'I come from the institution that does the national export strategy. There is no effort to incorporate women into the NES. This forum has opened my mind. To the extent that I have decision-making power I will do so. However, the stakeholders consulted must have the right information and right attitude. We need champions – those that have had their voice heard.'
E. Mijares, Deputy Executive Director, Phillipine Export Development Council, Philippines

'When the Minister for Trade was transferred to the Ministry of Gender she was frustrated because she couldn't do anything from the new post. She was much more effective in the Trade Ministry.'

H. Mchomvu, Women Entrepreneurship Development (WED) Coordinator, Small Industries Development Organization, United Republic of Tanzania

'Before the national export strategy was adopted in the Philippines, the Government used to make the strategy on its own. It failed because there was no ownership of the plan. The export development plan is a partnership – and a stronger plan now because it is the private sector, which will be part of implementing the plan. There are associations in each sector of the plan that represent each sector in the economy. Many of these representatives are women. Although the plan does not contain any gender-specific strategies, there may be more potential here that we haven't tapped. It is very important to get private sector input, otherwise the (export development) plan is an unimplemented paper.'

E. Mijares, Philippines

Yet inadequate financial and human resources and a lack of political will and commitment are often the main obstacles that confront government machineries. This can be further exacerbated by an insufficient understanding of the need for a gender-sensitive approach among government structures (this often goes along with, or may even be the result of, a lack of sex- and age-disaggregated data in many areas and insufficient methods for monitoring and assessing progress), as well as prevailing gender stereotypes and discriminatory attitudes.

The activities of export strategy teams can also be hindered by structural and communication problems within and among government agencies.⁸³ These may relate to the lack of a clear mandate and a marginalized location within national government structures, in addition to a paucity of authority and insufficient links to civil society. Businesswomen also typically fall between different ministries for Women's Affairs and for Industry, Commerce and Trade, with neither of the ministries giving preference to supporting women in business and export.

The situation is not much different when we look at trade promotion organizations, private trade support providers, NGOs and international or bilateral providers of trade-related technical assistance. Effective coordination and cooperation within and among these groups of stakeholders, women and non-women specific, will be key for developing a relevant gender sensitive export strategy (i.e. one that responds to the real concerns of its stakeholders) and for its effective implementation (as there can be no implementation without implementing and facilitating agencies, and there will be no implementing agencies if they cannot be brought to support the strategy process).

As an example of how better coordination and cooperation can be facilitated, the Philippines have instituted 'Business Development Managers'.

Philippines: Gender-sensitive coordination on trade issues

The Business Development Managers (BDM) of the Department of Trade and Industry are responsible for implementing the strategies in the Philippine Export Development Plan (PEDP). Of the 13 BDMs, ten are women. They design programmes and projects and coordinate and harmonize activities of various agencies and sectors to ensure that activities are carried out in accordance with the objectives of the PEDP. They then monitor the performance of the sectors assigned to them.⁸⁴

83 Identified in paragraph H25 of the *Beijing Declaration and Platform for Action with the Beijing +5 Political Declaration and Outcome Document*, United Nations, New York, 2001.

84 Mijares, *op cit.*

How can strategy-makers take action?

The key elements for strengthening the rationale for a gender-sensitive strategy and fostering commitment among relevant actors to implement such a strategy, include:

- ❑ Elaborating and buttressing the case for developing a gender-sensitive export strategy with the use of relevant data and analysis and impact assessment tools;
- ❑ Engaging in gendered value chain analysis to identify gender-based constraints, and to better understand the precise interaction between women and men at the sector level in order to identify appropriate opportunities for women to participate more meaningfully at all levels of the value chain;
- ❑ Consulting relevant and legitimate women stakeholders in the process of undertaking and verifying such analyses, and in order to ensure their comprehensiveness;
- ❑ Building an effective, gender-sensitized, public-private sector partnership, including all relevant stakeholders from the trade support network, women-specific or non-women-specific; and
- ❑ Ensuring effective coordination and cooperation among involved organizations, championed and guided by high-level support.

Once such a process is in place, appropriate policy and institutional responses can be developed. Including a broad range of committed stakeholders in the process will contribute to effective gender mainstreaming beyond the process – for instance by ensuring that the other (and possibly broader) strategies and programmes are aligned with and supportive of, the designed export strategy.⁸⁵

85 N. Haile, *Designing and Managing Gender-Sensitive Export Strategy*, ITC, Geneva, 2006. Available online at www.intracen.org/wedf/ef2006/Gender-Issues/Gender-Background-Papers.htm.

Current practices integrating women into export development

In this part, we present three cases of current practice to show how certain countries have, backed at the top levels of government, embraced approaches to improve women's access to the resources and opportunities necessary to trade. Each case highlights several elements that are key to developing a gender-sensitive export strategy.

Cambodia – Integrated approach to include a gender dimension in development

'The Minister of Women's Affairs has tried for five years to get gender into national policy. She works hard. However, the leaders don't understand the dimension of gender ...'

V. Bunchhit, Ministry of Women's and Veteran's Affairs, Cambodia

Cambodia is one of many countries where civil war has necessitated a focus on the economic empowerment of women. The growing ravages of AIDS in Cambodia have a devastating affect on men in their prime, leading to a greater reliance on women's labour to drive the economy.⁸⁶ Given low levels of domestic demand and prevailing poverty rates, enhancing women's participation in international trade was considered vital, and there was also a growing realization that overcoming gender-based constraints would, overall, have a positive influence on women's participation in trade.

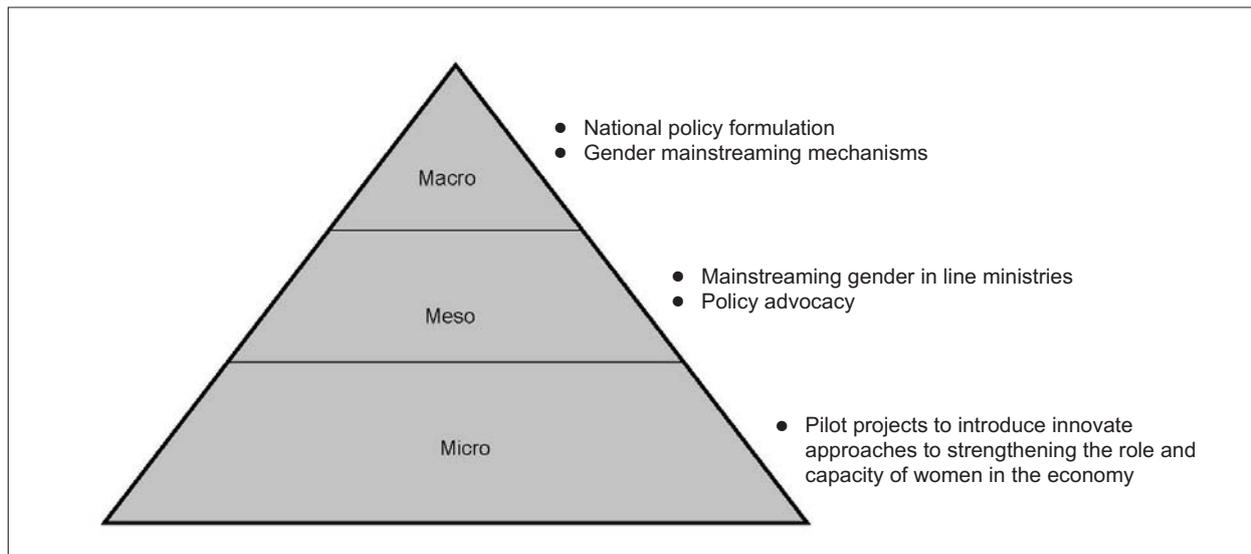
In the Cambodian context, a three-pronged approach at the macro, meso and micro levels was taken, as outlined in figure 11.⁸⁷

Macro level. In an attempt to reach more equitable outcomes, the Cambodian Government and donors drew on the Cambodia Gender Assessment, 'A Fair Share for Women',⁸⁸ when formulating strategies and plans at the macro level. This report provides an overview of barriers women face in employment and as entrepreneurs, and makes specific recommendations on what actions to undertake with suggestions for implementation, monitoring and evaluation.

86 The impact on young women is also tragic: 76% of those in the 15–24 year old age bracket in sub-Saharan Africa who are infected are female. This is a whole generation of potential mothers. In addition to the impact on the population, the burden of caring for the sick in the home falls to young women, presenting an opportunity cost in terms of income-generating activities (and schooling) foregone. Women and their children are also highly vulnerable to infection. While there has been an impressive decline in overall HIV prevalence in Cambodia, husband-to-wife infection is now the major mode of transmission and one-third of all new HIV infections are from mother-to-child.

87 V. Bunchhit, *op cit.* Available online at www.intracen.org/wedf/ef2006/Gender-Issues/Presentation_Cambodia.pdf.

88 UNIFEM, World Bank, ADB, UNDP and DFID/UK, in collaboration with the Ministry of Women's and Veteran's Affairs, *A Fair Share for Women: Cambodia gender assessment*, Phnom Penh, 2004. For more information see <http://go.worldbank.org/IVGO944NY0>.

Figure 11 Promoting women's economic opportunities through advocacy and action at all levels

Source: Presentation by Dr. Ing Kantha Phavi, Minister of Women's and Veteran's Affairs, Policies to Promote Women's Economic Opportunities in Cambodia. Washington DC, 2006.

Introducing the gender dimension into national policy formulation with an impact for trade policy further includes: the development of Cambodia's MDG indicators, the National Strategic Development Plan, inputs into the national statistical system and an integration of gender into public financial management. Although the Government established and trained gender focal points in several key line ministries, this mechanism proved to have limited effect and alternative mechanisms are now being established. In particular, the Government-Donor Coordinating Committee agreed to establish a Technical Working Group on Gender in 2005, chaired by the Ministry of Women's and Veteran's Affairs, to ensure effective across-the-board integration of gender issues into policy formulation. In addition, with the encouragement and support of the Technical Working Group on Gender and the Ministry of Women's and Veteran's Affairs, Gender Mainstreaming Action Groups have been established in line ministries, including the Ministries of Commerce (responsible for trade policy), Agriculture, Labour and Economy.

Other initiatives to support gender mainstreaming in line ministries include:

- Organizing workshops on gender for senior line ministry management;
- Assisting line ministries in developing gender mainstreaming action plans;
- Gender budgeting training for the staff of the Ministry of Finance; and
- Training and support to women in Government, e.g. sponsorship of a women's leadership training programme and English language training. English is still an important language, even for intra-regional trade.

Meso level. To enhance women's economic opportunities, the Ministry of Women's and Veteran's Affairs is advocating specific trade-related gender-responsive policy measures at the meso level, including:

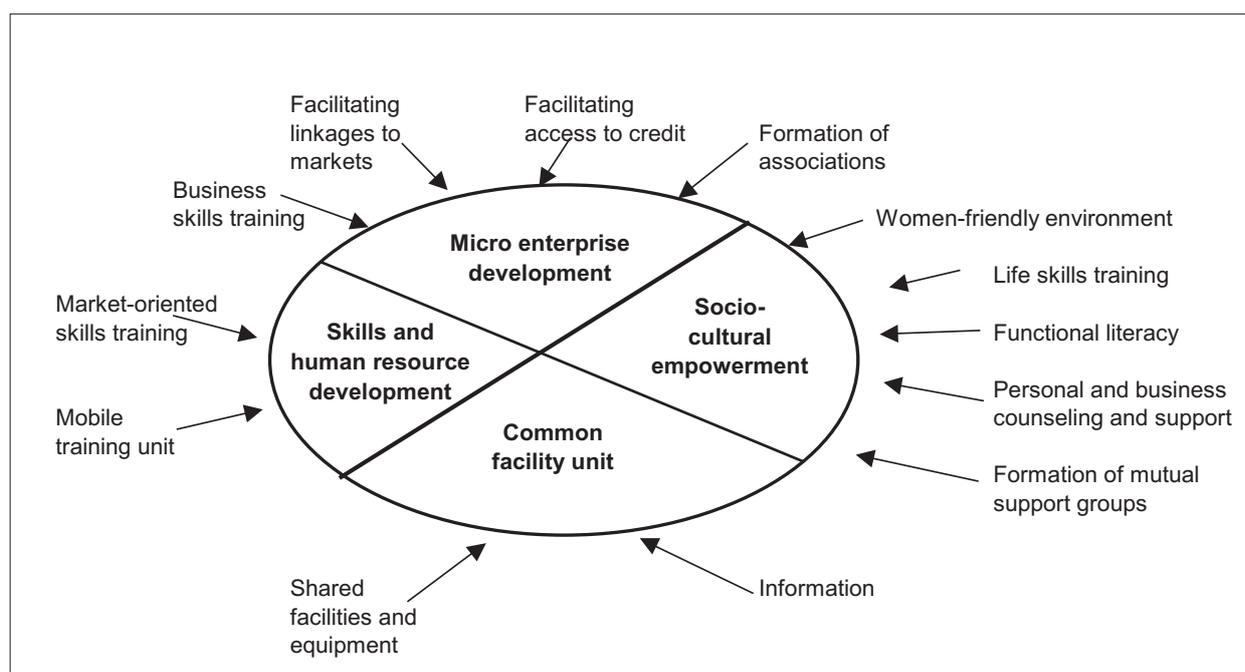
- Increased focus on developing micro, small and medium enterprises – which helped stimulate interest in formulating an SME development framework;
- The establishment of business development services for micro enterprises;

- ❑ Increased access to credit on terms and conditions appropriate to women-owned businesses;
- ❑ The elimination of corruption in recruitment practices in the garment industry;
- ❑ Increasing value-added in garment exports by reducing the import of raw materials through the development of a local supply capacity;
- ❑ The establishment of social safety nets for garment sector workers, such as micro-insurance for health care; and
- ❑ The development of regional specializations that build on local resources, skills, and culture, and to link these to global markets;

Micro level. In some cases, the Ministry of Women's and Veteran's Affairs is taking the lead in developing services that are not yet a priority for other line ministries. Such innovative approaches to strengthening women's employment and entrepreneurial activities through pilot projects include:

- ❑ Organizing training to upgrade the skills of garment sector workers, in partnership with the Garment Manufacturers' Association of Cambodia;
- ❑ Assisting garment sector workers to form self-help groups and access alternative skills training;
- ❑ Introducing village-based food-processing technologies;
- ❑ Developing a market for vendors in Poipet, a town on the border crossing into Thailand, with the aim of increasing livelihood alternatives for women at risk of being trafficked.
- ❑ Supporting the efforts of local stakeholders to organize women entrepreneurs associations to increase their bargaining power and voice in public-private forums; and

Figure 12 Integrated Women's Development Centres
(With the support of the Asian Development Bank, GTZ, UNDP and others)



Source: Presentation by Dr. Ing Kantha Phavi, Minister of Women's and Veteran's Affairs, Policies to Promote Women's Economic Opportunities in Cambodia. Washington DC, 2006.

- Transforming traditional skills training centres into women-friendly enterprise development services. An example of the structure and services offered by a women's development centre is shown in figure 12.

Egypt – Continued top-level commitment to the advancement of women

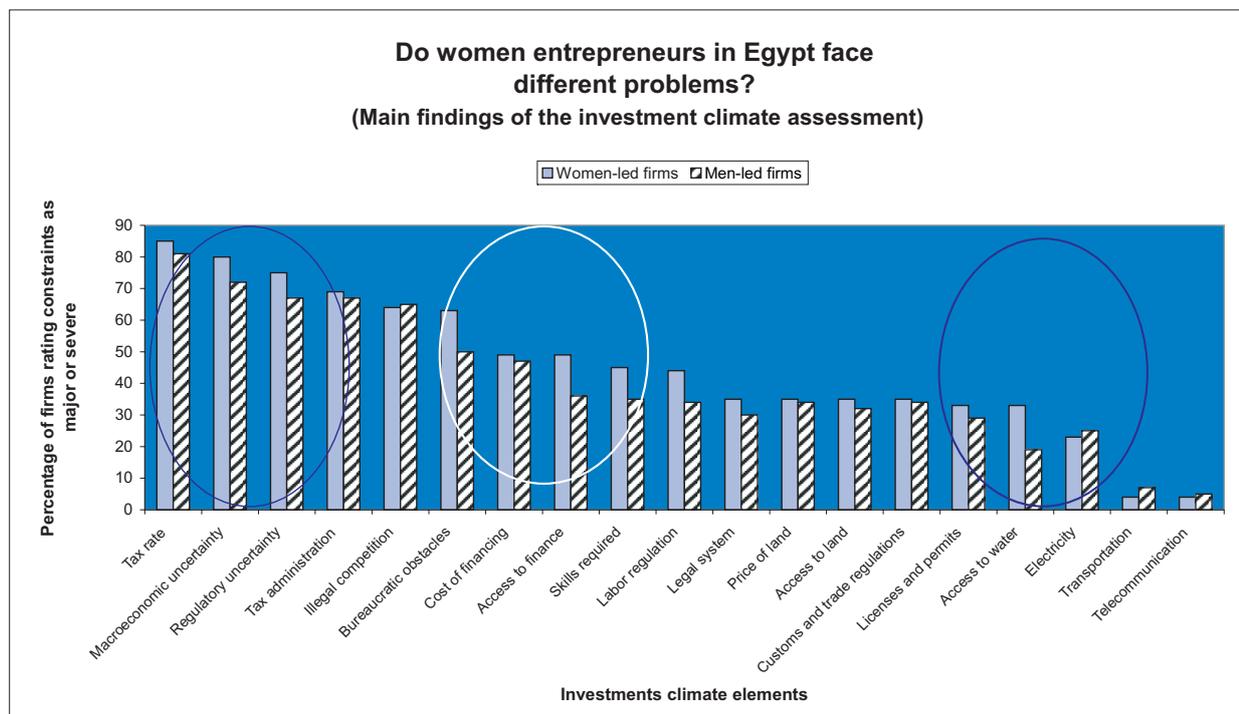
'In order to unleash the tremendous force of women in private sector development we have come to realize in Egypt that we have a double task: First, to bridge the gender gap with regard to education, training, employment, social and political participation. Second, to channel these new and productive energies towards achieving higher incomes and a better quality of life for themselves and their families.'

Suzanne Mubarak, Women in Egypt: A force for development

According to Zeinab Safar, Technical Advisor to the Secretary-General of Egypt's National Council for Women, 'empowering women is crucial to the success of any development. The success of market-oriented policies is questionable if only half of the population is engaged. Progress for women is progress for all.'⁸⁹

That women face different constraints to men as entrepreneurs was revealed by Egypt's Investment Climate Assessment.⁹⁰ The percentage of firms that identified constraints as 'major or severe' across a range of trade-related factors, from customs and trade regulations to skills required to trade, was consistently higher for female-headed firms than male-headed firms, as figure 13 illustrates.

Figure 13 Promoting a gender-informed investment climate in Egypt



Source: Presentation by Mahmoud Mohieldin, Minister of Investment, Egypt, 2006.

⁸⁹ Presentation at ITC/EBWA consultation on *Gender Equality, Export Performance and Competitiveness*, 2006.

⁹⁰ Available online at www.intracen.org/wedf/ef2006/Gender-Issues/Presentation_Egypt.pdf.

Bringing more women into entrepreneurship activities will generate higher growth rates

During a high-level consultation on gender equality Minister Mohieldin presented the findings of the Investment Climate Assessment conducted in Egypt, which demonstrated conclusively across a broad range of indicators that women entrepreneurs in Egypt face different problems to men. From bureaucratic obstacles to access to finance, through to obtaining licenses and permits, and accessing land, customs and trade regulations, the percentage of women-owned firms rating constraints as 'major' or 'severe' was consistently higher than that of male-owned firms. After analysing three sets of data, 'Sectoral distribution by gender of firm owner', 'Exporting firms by gender of firm owner' and 'Share of women employees by gender of firm owner', the Minister concluded that increasing women's entrepreneurship would generate higher growth rates.

'More participation of women in entrepreneurship activities will generate higher growth rates.'

*Mahmoud Mohieldin, Minister of Investment, Egypt, March 2006*⁹¹

While increasing the number of women entrepreneurs will generate higher rates of economic growth, addressing the constraints faced by women is key to ensuring that new and existing entrepreneurs can flourish alongside their male counterparts. Egypt has an impressive women's machinery working to address gender-based issues while seeking to promote women in economic growth and development. One of the key institutions in this strategy is the National Council for Women (NCW), established by Presidential decree in 2000. NCW aims to 'enhance the status of Egyptian women and maximize their contribution to the growth and development of Egypt.'⁹²

NCW achieves its function through a variety of mechanisms, including representation on the Executive Committee of the Coordinating Council for the Development of SMEs and membership of the National Wage Council. NCW has also developed the strategy 'Incorporating Women in the Labour Market', presented to the Minister of Labour Force and Emigration; and a training manual on 'The Reality of Women's Issues in Egypt'. The latter is used by the Ministry of State for Administrative Development in the training of civil servants. NCW also checks each year how different ministries are implementing the strategy to integrate women into the five-year plan for socio-economic development.⁹³ In addition to membership and representation on a broad range of high-level committees in Government, it also commissions research. In conjunction with the Centre for Economic and Financial Research at Cairo University, for instance, NCW conducted a study on trade liberalization and its impact on women in the labour market.⁹⁴

Mandated to 'solve the problems facing women', NCW, with the assistance of the European Union, established the Ombudsman's Office. Over a period of two years, the office received an estimated 15,000 complaints and legal queries, most commonly concerning job-related problems. The office has been able to resolve more than 40% of the problems of discrimination against women at work, and more than 50% of complaints related to a failure to implement court rulings. In cooperation with 140 lawyers working *pro bono*, it has also been able to file about 800 lawsuits.

⁹¹ *Ibid.*

⁹² *National Council for Women Report 2000–2005*, Egypt, 2005.

⁹³ Annual reports on the compliance efforts of ministries are available from NCW. For more information, see www.ncwegypt.com/english/index.jsp.

⁹⁴ See also www.ncwegypt.com/english/index.jsp for more information.

Through NCW, the Women Business Development Centre (WBDC) was launched in 2002, again testimony to the Government of Egypt's commitment to advancing women in business. The objectives of the centre are unmistakably to get women into business, as entrepreneurs and exporters. Training in exporting procedures and documentation, selling over the Internet, and information on trade agreements are offered to encourage and support women engaging in international trade. Today, women-headed firms exporting from Egypt outnumber those headed by men and a growing number of women are engaged in exporting. Egypt is reaping the benefits from continued top-level commitment to the advancement of women.

Top-level commitment, when extended to NGOs, has vast potential to contribute to the advancement of women. The Egyptian Business Women Association (EBWA), for example, is a prolific organizer of events, training seminars and programmes for its membership of women entrepreneurs. Since its establishment in 1995, EBWA has enlisted the support of government and business leaders in a range of conferences, training and information programmes, targeting skills development of women entrepreneurs while working to open up export opportunities. Among its successful achievements to date, EBWA has worked under the patronage of Suzanne Mubarak to organize the 'First Egyptian Economical Congress for Business Women'; then under the patronage of the Minister of Trade and Industry, Rachid Mohamed Rachid, on the 'Development and Challenges of Exports'; and 'Bio Technology and Industry', under the patronage of the Prime Minister, Ahmed Nazif. EBWA has also worked with a number of ministries and leaders in the private sector on the advancement of women in trade-related areas through seminars covering:

- ❑ The 'Industry of Conferences and Incentives Role of the Government & Private Sector', under the patronage of the Minister of Tourism;
- ❑ The 'Role of Small and Medium Enterprises in Development of Exports', in collaboration with the Ministry of Economics;
- ❑ The 'Role of the Stock Market in Economic Development', in collaboration with the Capital Market Authority;
- ❑ The 'Role of Exhibitions in Increase of Exports', in collaboration with the Egyptian Exhibitions Authority; and
- ❑ The 'Correlation of Education and the Needs of the Market', under the patronage of the Minister of Education.

EBWA's experience and engagement shows that associations of businesswomen are important focal points through which export strategy-makers can access the pool of resources represented by actual and potential women entrepreneurs, workers and managers.

Uganda – Women get organized to make trade their business

'I head the National Export Facilitating Agency. As a result of this conference I now realize I must go home and collect disaggregated data and focus on women. This is the only way to do it. I must be active. It has not been part of our day-to-day work.'

Florence Kata, Executive Director, Uganda Export Promotion Board, EBWA/ITC Consultation 'Gender Equality, Export Performance and Competitiveness', Cairo, 2006

Uganda does not have a consolidated national export strategy,⁹⁵ presaging the need for women's organizations to fill the gap in terms of both advocacy and building up export-readiness within the community of actual and potential women entrepreneurs.⁹⁶ NAWOU and UWEAL could potentially play an important role in this regard.

The National Association of Women Organisations in Uganda (NAWOU)

The National Association of Women Organisations in Uganda (NAWOU) is a non-profit organization acting as an umbrella for some 2,000 member groups actively engaged in the production of a variety of goods including arts and crafts. NAWOU buys finished goods from members for a price above cost and sells them for a profit. This affords members an income from the sale of goods to NAWOU, with subsequent profits made by NAWOU (US\$ 5,000 in 2005) contributing to the running costs of the organization. NAWOU works with member groups to ensure that goods are competitive in the international market in terms of quality, quantity and reliability. The organization also fosters product specialization in the crafts that women's groups produce, and streamlines marketing and administration. In 2005, NAWOU was able to make sales of an estimated US\$ 100,000.

While NAWOU contributes to boosting exports, the services that NAWOU and similar groups perform within the community cannot be overlooked for their significant and positive contribution to both economic and human development. Working with literate and illiterate women, NAWOU's success in gender-based export performance lies in effectively:

- Attracting the attention of buyers;
- Tapping into international trade and development networks;
- Attracting the attention of medium to large scale creditors (local and international);
- Investing in group capacity building.

The role of the organization in contributing to poverty eradication and empowerment has been identified by NAWOU as:

- Empowering women by increasing their income. Women are then able to spend more on their children's health and education, and build better homes.
- Providing training to members on HIV/AIDS, micro-credit, food, nutrition and hygiene.
- Instructing members on how to reach out to marginalized groups and individuals within their reach;

⁹⁵ Kata, *op cit*.

⁹⁶ Uganda does have several sector-specific strategies such as the Strategic Export Programme and the Zonal Production Initiative to boost export competitiveness. See A. Yawe, *Unleashing the Potential of Women Entrepreneurs in Export Growth – The case of women fishing and development associations in Uganda*, ITC, Geneva, 2006, available online at www.intracen.org/wedf/ef2006/Gender-Issues/Gender-Background-Papers.htm.

- ❑ Building confidence and self-esteem;
- ❑ Enhancing understanding and participation in the multilateral trading system; and
- ❑ Connecting directly with donors.

Members have also found empowerment through group support. 'The cohesive power and synergy of group support has been able to greatly check male dominance and resistance against the spouses' wishes to participate in commercial income and social empowerment schemes. Husbands have been made to appreciate the economic and social emancipation brought by group dynamics. No husband will resist for long the exclusion of his wife by letting her remain the only one outside a dynamic and growing group.'⁹⁷

NAWOU makes a final, significant contribution to the ongoing improvement of the situation of women in Uganda, particularly those engaged in trade, through its interactions with the Ministry of Gender, Labour and Social Development. Through this conduit, NAWOU is able to contribute to and influence the formulation of effective policies on issues of concern to women.

The Uganda Women Entrepreneurs Association Limited (UWEAL)

Whereas NAWOU is an umbrella group, whose members are organizations, UWEAL has individual businesswomen as members. UWEAL is the voice of Uganda's many women running businesses both formally and informally. It is the only national organization representing the interests of all women entrepreneurs across all industries. For over 20 years, UWEAL has helped women to evolve their businesses by sharing resources and providing a single voice to shape economic and public policy.

The founding of UWEAL was sparked by the realization that a growing number of women across the country were being forced into self-employment to supplement their workplace income or, in some cases, to make up for the lack of a workplace income. Business initiatives, management training, business and entrepreneurial associations and financial institutions targeted men exclusively; this was compounded by a lack of women-friendly policies and infrastructure (e.g. lack of access to credit, prohibitive labour laws). UWEAL was created to address these issues on behalf of women throughout the country and continues to exist to persevere with these initiatives.

Today the organization features chapters in various areas across Uganda. By combining the knowledge, networks, and expertise of its diverse membership, board of directors and staff, UWEAL works to build strategic alliances aimed at transforming public policy and influence opinion makers – most recently as part of the gender and growth coalition, which addresses gender-specific impediments to investment.

Women entrepreneurs receive training in various business skills; counselling is offered on a weekly basis; and women receive business information and attend regular discussions on business topics aimed at improving their enterprise performance. As a result of the support provided by UWEAL a number of women have testified to the positive benefits gained since joining a women's business network. Today policy-makers find it useful to consult with UWEAL on planned business policy changes.

⁹⁷ Kata, *op cit.*

How are strategy-makers integrating women into export development?

As shown, each of the countries presented has embarked on its own particular way of integrating gender into policy-making and commercial and trade support.

In Cambodia, for instance, an emphasis was placed on forging a broad coalition of relevant stakeholders, including the ministries that have a tendency to not be concerned with the gender dimension at all. Out of an overarching need for economic growth and development, a sector- and location-specific approach was embraced to best realize the commercial potential of women, together with a focus on alleviating supply-side constraints and providing integrated support services through Women's Development Centres.

In Egypt, high-level commitment and an active involvement of women's organizations in policy-making processes is being rewarded with increasingly gender-sensitive measures and the provision of direct support services.

And in Uganda, key women's organizations have, in demonstration of the business case and out of a need to overcome existing constraints to women's commercial and political engagement, matured into viable providers of support services and legitimate and influential voices in policy making.

Overall, while they differed in approach and scope, the three country cases underline the need for an integrated approach to gender mainstreaming in the design and implementation of export strategies.

Export success for women: Mainstreaming gender in ITC's trade-related technical assistance

To strengthen the gender dimension in ITC's technical assistance on export promotion and international business development, initiatives to support women in business and trade have to be an integral part of ITC's trade development solutions to the private sector, to trade support institutions and to policy-makers.

As confirmed by experiences in countries as different as Cambodia, Egypt and Uganda, capacity building for women in trade has to address the macro, meso and micro levels of trade development simultaneously. In terms of ITC's strategic objectives, this means:

- ❑ *Supporting policy-makers in integrating the gender dimension into trade policies and export strategies. Policy-makers need to be aware of the gender dimension in a country's overall policy framework, including National Development Plans, Poverty Reduction Strategy Programmes, United Nations Development Assistance Frameworks, Country Strategies for the achievement of the MDGs, or the Diagnostic Trade Integration Studies under the 'Integrated Framework' in LDCs. Policy-makers need to strengthen the attention and support given to women in export strategies within a country's overall development framework.*
- ❑ *Developing the capacity of trade service providers to support women's businesses. An enabling environment for businesswomen in a given location includes effective trade support services for women, access to business networks, and credible associations of businesswomen.*





- *Strengthening the international competitiveness of women's economic activities and women-led enterprises. Meaningful support to women in sectoral export development has to be based on gendered value chain analysis and target sectors with identified potential for integration into global value chains.*

Sustainable export success for small business in developing countries can be achieved only with an integrated package of support to strengthen the role of women in international trade.

Considerations for export strategy-makers

Developing a gender-sensitive export strategy requires a number of things. It requires being systematic and analytical. And it must be comprehensive and inclusive.

As the previous chapters have sought to outline, these requirements can be satisfied by going through the following steps:

1. Establish where and in what capacity women are active in exporting within the national economy and within the national component of the global value chain; Chapter 2 of this publication highlighted the fact that women are already active across all sectors and regions, and that their potential to contribute relates not just to providing additional labour, but also to their managerial and entrepreneurial capacities.
2. Identify the precise constraints that women face in their different capacities and locations, and develop the actions or initiatives required to overcome these constraints and develop their business and development potential. Chapter 3 provided guidelines to ensure that the analysis of constraints is not only comprehensive, but also specific enough to elaborate an appropriate and effective response.
3. Elaborate and buttress the case for developing a gender-sensitive export strategy with the use of disaggregated data as well as analysis and impact assessment tools. Chapter 4 provided a relevant selection to help clarify the effects that export-related and sector-specific policies may have on women and their potential to participate in the economy and export.
4. Consult and involve active and legitimate women stakeholders in the strategy design process. Chapter 5 demonstrated the importance of the active involvement of women stakeholders at the macro, meso and micro levels of economic decision-making.
5. Build an effective, gender-sensitized, public-private sector coalition, including all relevant stakeholders from the trade support network, women-specific or non-women-specific, and ensure their effective coordination. Indeed, one of the biggest challenges in taking action on gender and export is the multitude of players that has to be involved, and the varying perception of the importance that gender issues has for their mandates. To enable the forging of a strong coalition, the case for designing a gender-sensitive strategy must be well presented – which is what the previous steps are intended to accomplish.

6. As highlighted throughout this publication, and as exemplified by the three country cases presented, strong leadership and high-level support will be critical to continuously energize and re-energize the strategy process and to maintain stakeholder commitment.

But this is not yet all.

A strategic approach has to be, above all (and as the name implies) strategic.

Strategy requires allocating existing resources to prioritized initiatives that target agreed objectives, and to actively and effectively manage the resources thus allocated.

And given that resources are typically limited, export strategy-makers face the task of having to prioritize among objectives – and gender-related issues will be one consideration among many others.

In the end, it is unlikely that all the gender-based issues and constraints can be addressed. The phase of comprehensive analysis and consultation must strive to establish agreed priorities (objectives and associated initiatives) that an export strategy should target to enhance export performance and competitiveness.

While the priorities stipulated will likely differ from country to country, the examples of the many tried and tested approaches from around the globe presented at the Cairo consultation in 2006 are testimony to the gains to trade, to the economy, to corporations, to SMEs and especially to individuals (both men and women), from adopting a gender-sensitive approach to the integration of the gender dimension into export strategies.⁹⁸

Beyond the need to be strategic, a systematic framework to facilitate the strategy process would clearly be useful.

With the latter in mind, readers are recommended to review the step-by-step guide that was developed in conjunction with the research of this publication. Entitled *Incorporating the Gender Dimension in Export Strategies – Guidelines for Strategy-Makers*, the 'gender guidelines' supplement, and closely follow, ITC's methodology on national export strategy design and management, which has been successfully tested in a number of developing and transition countries.⁹⁹

As the title says, the guidelines have been designed to assist strategy-makers in effectively incorporating the gender dimension into the design and management of national export strategies. They review the implications of gender inequalities for export strategies, highlight instances in the strategy process requiring special attention to gender issues, and provide tools and 'best practice' examples for identifying and addressing these issues.¹⁰⁰

⁹⁸ Besides the cases presented in this publication, the examples from Botswana and Ethiopia are particularly instructive. See the relevant papers online at www.intracen.org/wedf/ef2006/Gender-Issues/Gender-Background-Papers.htm.

⁹⁹ In order to use the 'gender guidelines', it is assumed that users are acquainted with the basic principles, processes and tools of ITC's methodology on national export strategy design and management. For more information on the latter, see www.intracen.org/wedf.

¹⁰⁰ L. von Limburg, *Incorporating the Gender Dimension in Export Strategies: Guidelines for strategy-makers*, ITC Executive Forum, Geneva, 2006.

Annex A

Cairo Consultation – Programme

Saturday, 25 March 2006

8:30 – 9:30	Registration
9:30 – 10:30	Welcome and Opening Remarks Dr. Amany Asfour, President, Egyptian Business Women’s Association (EBWA) Mr. Haytham Deyab, Executive Director, Egyptian Export Promotion Center, First Undersecretary of Ministry of Trade and Industry Dr. Zeinab Safar, Technical Advisor to the Secretary General of the National Council for Women (NCW) Ms. Sabine Meitzel, ITC Gender Focal Point
10:00 – 11:15	The Gender Issue in Export: Is There One? Ms. Sabine Meitzel, ITC Gender Focal Point
11:15 – 11:30	Coffee Break
11:30 – 13:00	Export Competitiveness and Gender: The Development and the Business Case Ms. Sarah Kitakule, Gender and Trade Consultant Ms. Meg Jones, Managing Director, Constructive Connections
13:00 – 14:00	Lunch
14:00 – 15:00	Case Study – Gender-Informed Planning in Egypt Mr. Haytham Deyab, Executive Director, Egyptian Export Promotion Centre, First Undersecretary of Ministry of Trade and Industry Dr. Zeinab Safar, Technical Advisor to the Secretary General of NCW Prof. Talaat Abdel-Malek, Economic Advisor to Minister of International Cooperation
15.00 – 16:15	Think Team Working Session 1: Existing Strategic Approaches – Strengths and Weaknesses What works to enhance women’s participation in trade?
16:15 – 16:30	Introduction to the Design and Management of National Export Strategies – The Conceptual Framework
16:30 – 17:30	Ms. Natascha Weisert, ITC Executive Forum Ms. Leonor von Limburg, Strategy Consultant, evtrade
20:00 – 20:30	Reception
20:30	Welcome Dinner Keynote Address: Sensitization and Role of Civil Society Organizations in Networking and Promoting Inter-African Trade Dr. Amany Asfour, President, EBWA

Sunday, 26 March 2006

- 09:00 – 10:00 **Think Teams: Wake up to what works**
- 10:00 – 11:15 **The Scope of a National Export Strategy and Women's Economic Participation and Entrepreneurship (ITC's "Four Gear" Approach)**
Ms. Natascha Weisert, ITC Executive Forum
- 11:15 – 11:30 Coffee Break
- 11:30 – 13:30 **Think Team Working Session 2: Sector-Specific Successes
Agriculture, Ready-Made Garments, Handicrafts & Creative Industries,
Services**
- 13:30 – 14:30 Lunch
- 14:30 – 16:00 **Think Team Working Session 3: Best Practices for Cross-Sectoral
Support Finance, Training and IT, Information, Quality**
- 16:00 – 16:15 Coffee Break
- 16:15 – 18:15 **Think Team Sessions 2 and 3: Feedback and Roundtable Discussion**
- 18:15 – 19:30 **Wrap-Up: Issues and Strategic Options**
Ms. Sabine Meitzel, ITC Gender Focal Point
Ms. Natascha Weisert, ITC Executive Forum

Monday, 27 March 2006

- 09:00 – 10:30 **The Strategy-Management Framework: Integrating a Gender Perspective**
Ms. Natascha Weisert, ITC Executive Forum
Ms. Leonor von Limburg, Strategy Consultant, evtrade
- 10:30 – 10:45 Coffee Break
- 10:45 – 12:15 **Think Team Working Session 4: The Stakeholder Perspectives
– Weighting of the Perspectives and Prioritization of Initiatives**
- 12:15 – 13:00 **Think Team Session 4: Feedback from the Teams**
- 13:00 – 14:00 Lunch
- 14:00 – 15:15 **Case Study – Policies to Promote Women's Economic Opportunities
in Cambodia**
Ms. Veasna Bunchhit, Ministry of Women's and Veteran's Affairs, Cambodia
- 15:15 – 15:30 Coffee Break
- 15:30 – 17:15 **Developing a Gender-Sensitive National Export Strategy – Principal
Conclusions**
Ms. Sabine Meitzel, ITC Gender Focal Point
Ms. Natascha Weisert, ITC Executive Forum
Ms. Leonor von Limburg, Strategy Consultant, evtrade
- 17:15 – 17:30 **Concluding Remarks and Farewell**
Dr. Amany Asfour, President, EBWA
Ms. Sabine Meitzel, ITC Gender Focal Point

Annex B

Cairo Consultation – List of participants

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Annex C

Cairo Consultation – Paper contributions

- ❑ **Gender Equality, Competitiveness and Export Performance in the Garments Sector in Bangladesh** – by A.S.M. Quasem, Bangladesh
- ❑ **Linkages between Gender Equality, Export Performance and Competitiveness – Botswana Paper** – by Chigedze Virginia Chinyepi, Botswana
- ❑ **Botswana Paper on Designing and Managing Gender-Sensitive Export Strategies** – by Dothodzo Kgomotso, Botswana
- ❑ **ACCESS! for African Businesswomen in International Trade: Situation Analysis – Company Surveys for Ghana, Ethiopia, Tanzania, South Africa and Uganda** – by the Canadian and African Businesswomen's Alliance (CAABWA), presented by Diane Girard, Canada
- ❑ **Women's Microenterprises Growth Strategies Project: The NGO Business Sub-Contracting Model** – by Dana Peebles, Canada
- ❑ **Policies to Promote Women's Economic Opportunities in Cambodia** – by Dr. Ing. Kantha Phavi, presented by Veasna Bunchhit, Cambodia
- ❑ **Promoting a Gender-Informed Investment Climate in Egypt** – by Mahmoud Mohieldin, presented by Dr. Amany Asfour, Egypt
- ❑ **Designing and Managing Gender-Sensitive Export Strategy** – by Nigest Haile, Ethiopia
- ❑ **Linkages between Gender Equality, Competitiveness and Export Performance – A Worm's Eye View** – by Madhura Chatrapathy, India
- ❑ **The Gender-Neutral Philippine Export Development Plan** – by Emmarita Mijares, Philippines
- ❑ **Gender-Related Constraints to Competitiveness and Export Development in an African Information Society** – by Fatimata Seye Sella, Senegal
- ❑ **Equality through Opportunity: Linking Lesotho Women into the Global Apparel Market – A Case Study** – by CoMark Trust, Southern Africa
- ❑ **Designing and Managing Gender-Sensitive Export Strategies in Tanzania: A Challenge Towards Sustainable Gender Equality in Export Programs** – by Happiness Mchomvu, United Republic of Tanzania
- ❑ **Tunisian Women – Exporter Creation and Empowerment** – by Leila Ben-Gacem, Tunisia
- ❑ **Unleashing the Potential of Women Entrepreneurs in Export Growth – The Case of Women Fishing and Development Associations in Uganda** – by Agnes Yawe, Uganda
- ❑ **The National Association of Women Organisations in Uganda (NAWOU)** – by Florence Kata, Uganda

Annex D

Resources on women and trade – An annotated list

Economic development frameworks

Country Reports on the Millennium Development Goals

www.undp.org/mdg/countryreports2.shtml

United Nations Country Teams support the preparation of national reports that measure progress towards the MDGs.

Division for the Advancement of Women, United Nations, New York

Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) Country Reports

www.un.org/womenwatch/daw/cedaw/reports.htm

Countries that have ratified or acceded to the Convention are legally bound to put its provisions into practice. They are also committed to submit national reports on measures they have taken to comply with their treaty obligations. This website contains the most recent country reports submitted, under article 18 of CEDAW.

United Nations Development Group Division for the Advancement of Women

Country Reports on the Implementation of the Beijing Platform for Action on Women's Issues

www.un.org/womenwatch/daw/Review/english/responses.htm

The Division, in collaboration with the regional commissions, prepared a questionnaire to compile information from Governments on major achievements and obstacles in implementation of the Beijing Platform for Action and the outcome of the twenty-third special session of the General Assembly.

World Bank, Washington DC

GenderStats Database

<http://Genderstats.worldbank.org/home.asp>

GenderStats is an electronic database of gender statistics and indicators. Sex-disaggregated data for some themes are limited. The database includes indicators for which sex-disaggregated data are in many cases unavailable to point out the importance of collecting such data in a disaggregated form. Data sources for GenderStats include national statistics, United Nations databases, and World Bank-conducted or funded surveys.

IMF, ITC, UNCTAD, UNDP, World Bank, WTO

Integrated Framework for Trade Related Assistance to Least Developed Countries (IF)

www.integratedframework.org/

IF is a multi-agency, multi-donor programme that assists the least developed countries to expand their participation in the global economy, thereby enhancing their economic growth and poverty reduction strategies.

United Nations Statistical Division, New York

Millennium Development Goal Indicators

<http://mdgs.un.org/unsd/mdg/Home.aspx>

This site presents the official data, definitions, methodologies and sources for the 48 indicators to measure progress towards the Millennium Development Goals. Progress reports, documents and links will keep you updated with the statistics and analysis on MDGs.

IMF, World Bank

Poverty Reduction Strategy Papers (PRSPs)

www.imf.org/external/np/prsp/prsp.asp#C

PRSPs describe the country's macroeconomic, structural and social policies and programmes over a three-year or longer horizon to promote broad-based growth and reduce poverty, as well as associated external financing needs and major sources of financing.

David M. Kennedy Center for International and Area Studies, The Women's Research Institute, the College of Family, Home, and Social Sciences, and the Office of Research and Creative Activities of Brigham Young University, Sorenson Legacy Foundation, Ruth Silver, and Hunt Alternatives.
www.kennedy.byu.edu

United Nations Statistical Division, New York, 2000

The World's Women 2000: Trends and statistics

<http://unstats.un.org/unsd/Demographic/products/indwm/wwpub2000.htm>

The World's Women 2000 emphasized that there was a lack of sex-disaggregated data and that the improvement of national statistical capacity – the ability to provide timely and reliable statistics – is essential for improving gender statistics.

United Nations Statistical Division, New York, 2005

The World's Women 2005: Progress in statistics

<http://unstats.un.org/unsd/Demographic/products/indwm/wwpub.htm>

This report uniquely focuses on national reporting of sex-disaggregated statistics in such areas as demographics, health, education, work, and violence against women, poverty, human rights and decision-making. This report proposes a set of strategies to strengthen national capacity to collect and report statistics and also for improved mainstreaming of gender concerns.

United Nations Development Assistance Framework (UNDAF)

www.undg.org/index.cfm?P=234

UNDAF is the strategic programme framework for the United Nations Country Team (UNCT). It describes the collective response of UNCT to the priorities in the national development framework – priorities that may have been influenced by the UNCT's analytical contribution. Its high-level expected results are called UNDAF outcomes. These show where the UNCT can bring its unique comparative advantages to bear in advocacy, capacity development, and programming, for the achievement of MD/MDG-related national priorities.

United Nations Statistical Division

United Nations Common Database (UNCDB)

http://unstats.un.org/unsd/cdb/cdb_help/cdb_quick_start.asp

UNCDB provides selected series from numerous specialized international data sources for all available countries and areas.

World Economic Forum, 2006

Women's Empowerment: Measuring the global gender gap, The Global Gender Gap Report 2006

www.weforum.org/pdf/gendergap/report2006.pdf

The Global Gender Gap Report 2006 includes an innovative new methodology including detailed profiles of each economy that provide insight into the economic, legal and social aspects of the gender gap.

Gender Statistics Database

www.unece.org/stats/gender/welcome1.htm

The Gender Statistics Database contains over 240 variables on the status of women for all nation-states with over 200,000 population (172 total nation-states). Login required.

World Bank and Asian Development Bank (ADB) Country Gender Assessment Reports

www.adb.org/gender/cga.asp

The reports provide information on the status and role of women in developing member countries.

Gender and MDGs

Kabeer, N., Commonwealth Secretariat, London, 2003

Gender Mainstreaming in Poverty Eradication and the Millennium Development Goals

www.idrc.ca/ev.php?ID=28774_201&ID2=DO_TOPIC

This book provides evidence as to why promoting gender equality is essential for halving world poverty and realising all eight MDGs.

World Bank, IMF, Washington DC, 2007

Global Monitoring Report 2007: Confronting the Challenges of Gender Equality and Fragile States

<http://web.worldbank.org/WBSITE/EXTERNAL/EXTDEC/EXTGLOBALMONITOR/EXTGLOMONRE/P2007/0,,menuPK:3413296~pagePK:64218926~piPK:64218953~theSitePK:3413261,00.html>

Global Monitoring Report on the Millennium Development Goals (MDGs) assesses the contributions of developing countries, developed countries, and international financial institutions toward meeting universally agreed development commitments.

UNDP, New York, 2005

En Route to Equality: A gender review of national MDG reports

www.mdgender.net/upload/monographs/en-route-to-equality_1.pdf

This is an update to the earlier report Millennium Development Goals: National Reports, A Look Through A Gender Lens (2003). The report is a gender review of 78 MDG reports, assessing the extent to which gender has been included or mainstreamed into the reporting of each goal.

UNDP, New York, 2003

Millennium Development Goals: National Reports, A Look through a Gender Lens

www.mdgender.net/upload/monographs/UNDP_MDGR_genderlens.pdf

This report reviews a selection of MDG reports to assess the extent to which gender concerns and perspectives have been mainstreamed into discussions under various goals.

UNIFEM, Geneva, 2003

Pathway to Equality: CEDAW, Beijing and the MDGs

www.mdgender.net/upload/monographs/PathwayToGenderEquality_screen.pdf

This publication highlights critical gender equality concerns for each MDG, identifies specific measures governments must take, and provides helpful resources to facilitate this work.

Gender and PRSPs

Zuckerman, E., Gender Action, Washington DC, 2003

Do Poverty Reduction Strategy Papers Address Gender Issues? Gender Audit of 2002 PRSPs

www.sarpn.org.za/documents/d0000306/P306_PRSP_Gender.pdf

This paper analyses 13 Poverty Reduction Strategy Papers (PRSPs) produced in 2002 to determine the progress made on gender mainstreaming, and concludes that if poverty reduction is to be achieved, attention must move beyond the papers themselves to financing and effective implementation of any gendered content.

Whitehead, A., United Kingdom Gender and Development Network, London, 2003

Failing women, sustaining poverty: Gender in Poverty Reduction Strategy Papers

www.siyanda.org/docs/gad_failingwomen.pdf

This paper draws on PRSP processes from the United Republic of Tanzania, Bolivia, Malawi and Yemen to answer the question: Why have so few Poverty Reduction Strategy Papers (PRSPs) taken women's poverty seriously?

Rodenberg, B., German Development Institute (GDI), Bonn, 2001*Integrating Gender into Poverty Reduction Strategies (PRSPs): The example of Ghana*www.prsp-watch.de/publikationen/archiv/gender_ghana_english.pdf

According to the author, there is largely no systematic inclusion of women's positions and measures aimed at improving the economic situation of women are largely limited to the provision of micro credit. The author therefore concludes that the bilateral donors sought to devote more effort to integrating cross-sectoral issues like promotion of gender equity, and contain an integrated gender perspective.

Zuckerman, E., World Institute for Development Economics and Research, Helsinki, 2001*Why Engendering PRSPs Reduces Poverty, and the Case of Rwanda*www.genderaction.org/images/dp2001-112.pdf

This paper discusses why PRSPs must address gender concerns, PRSP engendering track records, strategies and deliberate steps necessary to mainstream gender into PRSPs and Rwanda's attempts to produce a gender-sensitive PRSP.

OECD, Development Assistance Committee (OECD-DAC), 2005*Strategies and Tools for Integrating Gender in the Economics of a PRSP***Gender and trade indicators****Women in Development Europe (WIDE), Brussels, 2002***Gender and Trade Indicators*www.igtn.org/pdfs/84_InformationSH.pdf

WIDE has developed a tool that will help to understand, measure and monitor the relationship between trade and gender. This tool consists of three sets of indicators, which can be applied to any trading relationship between countries or trade blocks.

Staveren, I., WIDE, Brussels, 2007*Gender Indicators for Monitoring Trade Agreements*www.eurosur.org/wide/Staveren%20feb%202007.pdf

This paper develops a tool for policy-makers to mainstream gender equality goals in trade agreements. The proposed tool consists of a set of gender and trade indicators.

WIDE, Brussels, 2001*Instruments for Gender Equality in Trade Agreements: European Union – MERCOSUR- Mexico*

This document proposes a set of indicators, which allow an initial analysis of the effects of trade policies and expansion on women and gender relations. In particular these indicators are instruments with which to evaluate the effects of the European Union's current trade policies and of the trade agreements between Mexico and the EU and between Mercosur and the EU.

Women, trade and export development**Sparr, P., International Gender and Trade Network (IGTN), Washington DC, 2002***A Gender Primer of Trade and Investment Policies*www.igtn.org/pdfs/80_Primer.pdf

This document explores some of the policy levers a government can use to shape the amounts of international trade and foreign investment crossing its border and examples of how their use affects women and men differently.

Sparr, P., International Gender and Trade Network (IGTN), Washington DC, 2002*Basic Building Blocks for a Gender and Trade Analysis*www.igtan.org/pdfs/81_BuildingBlocks.pdf

This document helps answer the questions: What do we mean by gender? Why is gender important? What does a gender analysis look like? And how do I apply a gender analysis specifically to international trade and investment?

Staveren, I., D. Elson, N. Çagatay and C. Grown, London, 2007*Feminist Economics of Trade*

This book combines the tools of economic and gender analysis to examine the relationship between international trade and gender relations.

Randriamaro, Z., BRIDGE, Institute of Development Studies (IDS), Brighton, England, 2006*Gender and Trade : Overview Report*www.bridge.ids.ac.uk/cf/searchres.cfm

This report aims to identify the possible ways and means for ensuring that the trade and gender equality agendas support each other.

Williams, M., Commonwealth Secretariat, London, 2003*Gender Mainstreaming in the Multilateral Trading System*www.thecommonwealth.org/shared_asp_files/uploadedfiles/0A004542-1151-47B4-B85D-C65B6FB41085_Tradedoclowres.pdf

This book aims to link gender mainstreaming objectives with trade policy through providing information on the critical issues that need to influence policy.

Keating M. (ed.), Oxfam, Oxford, 2004*Gender, Development and Trade*http://publications.oxfam.org.uk/oxfam/add_info_002.asp

Compilation of articles showing how women are finding ways to influence national and international trade policy agendas in developed countries and are joining forces in global forums to campaign for reforms.

Commonwealth Secretariat, London, 2003*Gender Mainstreaming in Trade and Industry: A reference manual for governments and other stakeholders*www.thecommonwealth.org/shared_asp_files/uploadedfiles/{40B21C3F-56B7-4395-B003-7699E74AC79F}_gmti_ref.pdf

This reference manual aims to help trade ministries to formulate realistic strategies aimed at fostering gender equality within the government sector, and to help promote the greater involvement of women in all aspects of the country's trade and development objectives and operations.

Randriamaro, Z., BRIDGE, Institute of Development Studies (IDS), Brighton, 2006*Gender and Trade: Overview report*www.bridge.ids.ac.uk/reports/CEP-Trade-OR.pdf

This report looks at the impacts of trade on gender relations before going on to examine current approaches to gender and trade. It then evaluates work done to date on advocacy, impact assessment and trade-related issues such as labour standards and market access.

Williams, M., REPEM-DAWN, Colombia, 2001*Gender and Trade in the International Economy: A Brief Overview*

This brief review of some of the academic and NGO literature on the impact of trade liberalization on women identifies two main trends: trade liberalization can exacerbate gender inequalities; and existing inequalities can undermine the effectiveness of trade policy because they may adversely affect the re-allocations critical to the successful implementation of the policy.

Canadian International Development Agency (CIDA), Quebec, 2003

Gender Equality and Trade-Related Capacity Building : A resource tool for practitioners

[www.acdi-cida.gc.ca/INET/IMAGES.NSF/vLUIImages/Policy/\\$file/Trade-Related%20Capacity%20Building.pdf](http://www.acdi-cida.gc.ca/INET/IMAGES.NSF/vLUIImages/Policy/$file/Trade-Related%20Capacity%20Building.pdf)

This study focuses on gender issues in trade liberalization. It highlights gender equality issues; explores barriers and needs in relation to various aspects of trade liberalization and trade-related capacity building programming; and suggests ways to address these concerns in developing programming.

Busse. M., and C. Spielmann, Hamburg Institute of International Economics, Hamburg, 2005

Gender Inequality and Trade

<http://opus.zbw-kiel.de/volltexte/2005/3481/pdf/Busse.pdf>

The paper empirically explores the international linkages between gender inequality and trade flows of a sample of 92 developed and developing countries.

Commonwealth Secretariat, London, 2003

Gender Mainstreaming in the Multilateral Trading System: A handbook for policy-makers and other stakeholders

http://publications.thecommonwealth.org/publications/html/DynaLink/cat_id/pub_id/334/pub_details.asp

This study deals with linkages between trade and investment policy and gender equality objectives and priorities.

Fontana, M., International Food Policy Research institute, Washington DC, 2003

Modelling the Effects of Trade on Women, at Work and at Home: comparative perspectives

www.ifpri.org/divs/tmd/dp/papers/tmdp110.pdf

This paper highlights how differences in resource endowments, labour market characteristics and socio-cultural norms shape the way in which trade expansion affects gender inequalities

United Nations Inter-Agency Network on Women and Gender Equality, Task Force on Gender and Trade, Geneva, 2004

Trade and Gender: Opportunities and challenges for developing countries

www.unctad.org/en/docs/edm20042_en.pdf

This study focuses on the impact of trade on gender equality, aiming to assist countries in designing appropriate strategies and policies on gender equality in the context of an open multilateral trading system.

Çagatay, N., UNDP, New York, 2001

Trade, Gender and Poverty

www.siyanda.org/docs/cagatay_trade.pdf

This paper examines the relationship between gender and poverty, analyses the impact of trade liberalization on gender inequalities (focusing on employment, wages and the care economy) and how the exacerbation of gender inequalities can in turn negatively affect the performance of trade policies.

Korinek, J., OECD, Paris 2005

Trade and Gender: Issues and interactions

www.oecd.org/dataoecd/38/50/35770606.pdf

This paper examines ways in which greater integration through trade affects women and men differently, and the ensuing implications for growth.

Women's Edge Coalition, Washington DC, 2002

The Trade Impact Review

www.womensedge.org/components/com_kb/attachments/tradeimpactreviewfinal.pdf

The Trade Impact Review is a framework that would enable trade negotiators, governments, and others to forecast the potential benefits and drawbacks of a trade agreement before the agreement is ratified.

Women's entrepreneurship and position in the labour market

Stevenson, L., and A. St Onge, ILO, 2005

Assessing the Enabling Environment for Women in Growth Enterprises: an Africa Development Bank (AFDB)/ILO Integrated Framework Assessment Guide

www.ilo.org/dyn/empent/docs/F655487009/AfDB-ILO%20Assessment%20Guide.pdf

The Growth-oriented Women Entrepreneurs (GOWEs) framework provides a way of reviewing and reporting on a range of supportive mechanisms that can enhance women's growth projects in a country.

United Nations Industrial Development Organization (UNIDO), Vienna, 2003

A Path out of Poverty : Developing rural and women entrepreneurship

This paper describes UNIDO's Rural and Women Entrepreneurship (RWE) Development Programme – outlines the challenges to be addressed, and provides a description of UNIDO's approach, services and methodologies for rural and women entrepreneurship development; project experiences are presented in Mozambique, Uganda, Central America, Pacific islands, Rwanda, Viet Nam, Morocco, Kenya.

Carr M., *et al.*, Commonwealth Secretariat, London, 2002

Commonwealth Businesswomen: Trade matters, best practices and success stories

This study presents a number of case studies which address issues seen as problems for businesswomen. It deals with access to credit, information, technology and markets, and equity issues; provides a compilation of best practices illustrated by 30 stories from Commonwealth member countries; also includes overview of WTO Agreements and workings of the International Monetary Fund and World Bank.

Asia Pacific Women's Information Network Center (APWINC), Asian Development Bank Institute, International Telecommunication Union (ITU), United Nations Economic and Social Commission for Asia and the Pacific (ESCAP), Bangkok, 2006

Entrepreneurship and e-Business Development for Women

www.unescap.org/icstd/applications/

Proceedings of the The International Workshop on Entrepreneurship and e-Business Development for Women, covering key concepts such as understanding, developing, planning and building e-business; managing and protecting e-business; guidelines for developing entrepreneurship and e-business for rural women. It includes country reports on ICT and women's entrepreneurship.

Swiss Agency for Development and Cooperation (SDC), Berne, 2003

Gender-Oriented Entrepreneurship Promotion: Strategies and tools along the project cycle

www.sdc.admin.ch/ressources/deza_product_en_809.pdf

This manual provides orientation, strategies, concrete instruments and practical examples in the field of women entrepreneurship promotion (WEP) programmes.

Bauer S., *et al.*, ILO, Geneva, 2004

Get Ahead for Women in Enterprise Training Package and Resource Kit

www.ilo.org/public/english/region/asro/bangkok/library/pub4c.htm

This training package highlights entrepreneurial skills from a gender perspective; addresses practical and strategic needs of low-income women in enterprise by strengthening their basic business and people management skills; shows women how to develop their personal entrepreneurial traits and obtain support through groups, networks and institutions dealing with enterprise development.

Kantor P., ILO, Geneva, 2000

Promoting Women's Entrepreneurship Development Based on Good Practice Programmes: Some experiences from the North to the South

www.ilo.org/public/english/employment/ent/sed/publ/

This paper examines women's entrepreneurship support programmes in the context of developed countries in order to formulate recommendations for their replicability in developing countries.

OECD, Paris, 2000*Realizing the Benefits of Globalization and the Knowledge-based Economy*

This conference led to recommendations with respect to measures that need to be taken in four areas: further development of the entrepreneurship culture among women; better access to financing for women-owned businesses; improved knowledge and statistical data on women entrepreneurship; and increased participation of women entrepreneurs in international trade.

OECD, Paris, 2005*SME and Entrepreneurship Outlook*

This study reports on a range of policy initiatives taken to enhance the vitality and competitiveness of the SME sector; focuses on regulatory and administrative burdens affecting entrepreneurial activity; discusses the importance of facilitating SME access to financing, technology, innovation and international markets; and emphasizes the need to promote women's entrepreneurship.

OECD, Paris, 2004*Women's Entrepreneurship : Issues and Policies*

www.oecd.org/dataoecd/6/13/31919215.pdf

This paper investigates both the qualitative and quantitative roles of women's entrepreneurship in the economy; explores why women's entrepreneurship is different from men's entrepreneurship both in quantity and form; provides recommendations on the improvement of women's position in general. It includes better possibilities to engage in entrepreneurship; better support for women's entrepreneurship and how to create better knowledge about women's entrepreneurship; and provides best practice policies for women's entrepreneurship in a number of countries.

Women's access to finance and ICTs**ITC, Geneva 2002***Directory of Sources of Financing for SMEs*

www.intracen.org/tfs/welcome2.htm?http&&www.intracen.org/tfs/directory/welcome.htm

Trilingual directory of financing sources, intended for entrepreneurs from developing countries, with particular attention to women entrepreneurs, aimed at facilitating access to information about financing institutions and their services.

Royal Tropical Institute (KIT), Amsterdam, 2005*Gender and ICTs for Development : A global sourcebook*

www.kit.nl/net/KIT_Publicaties_output/publication_details.aspx?ItemID=1797

Collection of case studies about women and their communities in developing countries, and how they have been influenced in terms of employment, education, health, environmental sustainability and community development by ICTs.

OECD, Paris, 2000*Increasing Women Entrepreneurs' Participation in International Trade and the Global Economies, Technologies and Partnering*

This paper highlights the particular challenges for the internationalization of women-owned businesses such as difficulties in obtaining financing and guarantees for exports because of a lack of collateral. The paper also briefly discusses the opportunities offered to women entrepreneurs by ICTs (including online networking) for international trade.

Women in selected economic sectors

Agriculture

International Gender and Trade Network (IGTN) and Institute for Agriculture and Trade Policy (IATP), Washington DC, 2007

Case Studies Highlighting the Gendered Dynamic around Agriculture, Trade and Food Sovereignty

www.igtn.org/page/713/1

Each case study illustrates the impacts of different agricultural products in a specific region on issues of trade, food security and food sovereignty from a gender perspective; covers rice (Philippines), flowers (Ecuador and Colombia), dairy products (Brazil), corn (Latin America and Kenya).

Newman, C., World Bank, Washington DC, 2002

Gender, Time Use, and Change: The impact of the cut flower industry in Ecuador

<http://siteresources.worldbank.org/INTGENDER/Resources/gendertime.pdf>

This article examines the effects of women's employment on the allocation of paid and unpaid labour within the household. Comparing a region with high demand for female labour with a similar region in which demand for female labour is low shows that market labour opportunities for women have no effect on women's total time in labour but increase men's time in unpaid labour.

Jarvis, L., and E. Vera-Toscano, World Bank, Washington DC, 2004

The Impact of Chilean Fruit Sector Development on Female Employment and Household Income

www.wds.worldbank.org/servlet/WDS_IBank_Servlet?pcont=details&eid=000009486_20040519113228

This paper links the fruit sector to improving female and family economic welfare in rural Chile and changing gender relations. It examines women's decisions regarding labour force participation and employment, their earnings and contributions to household income, and their attitudes toward employment to understand how new opportunities are changing women, their households, and the rural sector.

Wyss, B. and M. White, Women's Edge Coalition (WEC), Washington DC, 2004

The Effects of Trade Liberalization on Jamaica's Poor: An analysis of Agriculture and Services

www.igtn.org/pdfs//294_Jamaica%20Case%20Study.pdf

The Women's Edge Coalition used its trade impact review (TIR) to assess the impact of trade on Jamaica's poor and forecast the potential effects of the Free Trade Area of the Americas (FTAA) on those living in poverty in Jamaica, particularly women.

Manufacturing

Women Working Worldwide (WWW), United Kingdom, 2003

Action Research: Garment industry supply chains

www.poptel.org.uk/women-ww/pdfs/www_education_pack.pdf

This manual gives practical guidance on how to conduct action research that will promote and support workers' rights, focusing on garment industry supply chains, which mainly consist of women.

McCormick, D., and H. Schmitz, Institute for Development Studies (IDS), United Kingdom, 2002

Manual for Value Chain Research on Home Workers in the Garment Industry

www.ids.ac.uk/ids/global/pdfs/homeworkerslinkedforwebmarch.pdf

This manual uses mapping and value chain analysis to demonstrate how information can be uncovered and used to improve earning opportunities. Research tools unravel the complex connections between activities in the formal and informal economy.

Paul-Majumder, P., and A. Begum, Gendernet, World Bank, Washington DC, 2000*The Gender Imbalances in the Export Oriented Garment Industry in Bangladesh*<http://siteresources.worldbank.org/INTGENDER/Resources/trademajumder.pdf>

The study evaluates how the employment of women in export-oriented industries exploits the 'comparative advantages of their disadvantages'. It evaluates gender differences in conditions of employment and the work environment, and looks at differences among export-oriented garment industry, other export industries, and non-export industries.

Miller C. and J. Vivian (eds.), UNDP and United Nations Research Institute for Social Development (UNRISD), Geneva, 2002*Women's Employment in the Textile Manufacturing Sector of Bangladesh and Morocco*www.unrisd.org/unrisd/website/document.nsf/0/8E4D52B2473D993DC1256C4C004D6341?OpenDocument

The current emphasis on trade liberalization and economic restructuring will affect many countries that have a large female workforce in labour-intensive industries. Given the limits imposed on productivity by low-skill, labour-intensive strategies, increasing competitiveness must come in large part from technological upgrading and increasing labour productivity.

Nicita, A., and S. Razzaz, World Bank, Washington DC, 2003*Who Benefits and How Much? How gender affects welfare impacts of a booming textile industry*www-wds.worldbank.org/servlet/WDS_IBank_Servlet?pcont=details&eid=000094946_03051404103336

This study explore the extent to which the poor are beneficiaries of the export-led growth of textile and apparel sector in Madagascar; describes the status of the textile industry in Madagascar, its possibilities, and the characteristics of its employees; and analyses the country's textile and apparel sector from a gender perspective, investigating the differences in the benefits reaped by women compared to those of men.

Transnationals Information Exchange Asia (TIE)/Women Working Worldwide Asia, 2003*Women Working in the Informal Sector in Sri Lanka: Producing clothing and accessories for export***Services****Adhikari, M.S., et al., South Asia Watch on Trade, Economics and Environment (SAWTEE), Nepal, 2003***A Study on Gender Implications of Nepal's Accession to the WTO (with Special Reference to Carpet and Tourism Sectors)*www.sawtee.org/pdf/publication/UNIFEM,abridged%20version_final_.pdf

This study focuses on Nepal's accession to WTO from a gender perspective; deals with gender issues in the carpet and tourism industries and focuses on the situation of women workers in those industries; highlights positive and negative impacts of the WTO Agreements through case studies from Bangladesh, Ghana, and India; identifies interventions for enhancing competitiveness in these sectors; and identifies gender equity measures in line with national policies.

Jones, M., South Centre, 2006*Considering Gender and the WTO Services Negotiations*www.southcentre.org/publications/publist_issue_area_TradeInServices_index.htm

This paper focuses on the interrelationship between gender and trade in services issues. It highlights key issues and makes suggestions for further investigation with regard to linkages between gender and GATS.

Hemmati, M., Sustainable Travel and Tourism, 2002*Gender and tourism: Women's employment and participation in tourism*www.minuhemmati.net/publi/tourism_gender.htm

This document aims at bringing various gender aspects of tourism to the attention of policy-makers, especially the issues of women's employment in the tourism industry and women's local participation in tourism planning and management.

Morrow, M., P. Armstrong, L. Galvin, O. Hankivsky and H. Grinvalds, **Status of Women, Canada, 2004**

Trade Agreements, Home Care and Women's Health

www.swc-cfc.gc.ca/pubs/pubspr/0662360565/200403_0662360565_e.pdf

This report seeks to further the understanding of the consequences of trade liberalization for Canadian women in the specific health sector of home care.

Wyss, B. and M. White, **Women's Edge Coalition (WEC), Washington DC, 2004**

The Effects of Trade Liberalization on Jamaica's Poor: An analysis of agriculture and services

www.igtan.org/pdfs/294_Jamaica%20Case%20Study.pdf

The Women's Edge Coalition used their Trade Impact Review (TIR) to assess the impact of trade on Jamaica's poor and forecast the potential effects of the Free Trade Area of the Americas (FTAA) on those living in poverty in Jamaica, particularly women.

Web resources on women and trade

APRODEV

www.aprodev.net/trade/gender.htm

Aprodev works on trade issues within the Cotonou Agreement between the European Union and the ACP States, with particular regard to the negotiation of Economic Partnership Agreements with regional groupings of ACP States. It has set up a Joint Advocacy Project to work on trade and food security issues from a gender perspective.

Association for Women's Rights in Development (AWID)

www.awid.org

AWID's Women's Rights and Economic Change Programme focuses on the growing insecurity faced by women due to trade liberalization, privatization and structural adjustment.

Business and Professional Women's Organization (BPW International)

www.bpwusa.org/i4a/pages/index.cfm?pageid=3267

BPW works to achieve equity for all women in the workplace through advocacy, education and information.

Business Women's Network (BWN)

www.bwni.com

BWN provides access to over 6,500 national or international women's professional organizations, networks, associations, government agencies and resources along with leading publications for women including the BWN Directory of Women's Associations.

Center of Concern Global Women's Project: Gender, Trade and Development

www.coc.org/focus/women/trade.html

This programme hosts the international secretariat of IGTN and the United States Gender and Trade Network. The website features trade literacy and educational materials, including factsheets, reports and networking information relating to trade in the United States.

Development Alternatives with Women for a New Era (DAWN)

www.dawnnet.org

DAWN works on issues of gender at regional and global levels. One of the areas it focuses on is gender and trade.

ELDIS Gender Resource Guide: Trade and Gender

www.eldis.org/go/topics/resource-guides/trade-policy/trade-and-gender

This website is a resource guide on gender and trade related issues offering quick access to key documents, organizations, research themes, discussions and other key resources.

Electronic database of gender statistics and indicators (World Bank)

<http://genderstats.worldbank.org/>

GenderStats is an electronic database of gender statistics and indicators. It is updated continuously as new information becomes available.

Employment through Small Enterprise Development (SEED)

www.ilo.org/dyn/empent.Portal?p_prog=S

SEED seeks to unlock women's potential by creating more and better jobs in the small enterprise sector. The website includes information on women's entrepreneurship.

Gender and Economic Reforms in Africa Programme (GERA)

www.twnafrica.org/gera.asp

GERA is a pan-African research and advocacy programme established by women from across Africa in order to influence economic policies and decision-making processes in Africa from a gender perspective. Its website provides information on the research programme, policy briefs and a newsletter.

GenderNet

www.worldbank.org/gender/

This website provides information on World Bank policy, strategy and implementation, as well as tools useful for integrating gender issues into analytical work, development operations and capacity building.

Global Fund for Women

www.globalfundforwomen.org/

The Global Fund for Women is an international network of women and men committed to a world of equality and social justice. It advocates for and defends women's human rights by making grants to support women's groups around the world.

IANWGE task force on gender and trade (IANWGE)

www.un.org/womenwatch/ianwge/index.html

IANWGE is a network of gender focal points in United Nations offices, specialized agencies, funds and programmes.

International Association for Feminist Economics (IAFFE)

www.iaffe.org/

IAFFE is a non-profit organization that seeks to advance feminist inquiry of economic issues and to educate economists and others on feminist points of view on economic issues.

International Finance Corporation (IFC) Gender Entrepreneurship Markets (GEM) Programme

www.ifc.org/gem

The IFC GEM website provides a directory of women's business associations, together with tools for gender analysis and examples of best practice. GEM also publishes the Women in Business newsletter.

International Gender and Trade Network (IGTN)

www.igttn.org/

The IGTN website provides an extensive collection of documents on all aspects of gender and trade. The IGTN electronic bulletin also provides analysis on gender and trade issues and updates on the WTO negotiations from Geneva.

Organization of Women in International Trade (OWIT)

www.owit.org

OWIT provides a forum for its members to exchange their views, ideas and information, to keep them informed of trends and developments in the field of international trade.

Siyanda

www.siyanda.org

This is the BRIDGE-hosted gender and development web resource. It consists of an extensive online database of over 1,400 gender and development resources from across the world. It includes numerous summaries and links to online resources on gender and trade.

Trade Liberalization and Women (UNIFEM)

www.unifem.org/trade/

'Trade Liberalization and Women' is part of UNIFEM's programme on women and international trade. The aim is to bring together relevant data on trade issues and their gender-differentiated impact on women. It provides accessible resources for understanding the relationship between gender and trade.

The International Working Group on Gender, Macroeconomics and International Economics (GEM-IWG)

www.genderandmacro.org

GEM-IWG is an international network of economists that was formed for the purpose of promoting research, teaching, policy-making and advocacy on gender-equitable approaches to macroeconomics, international economics and globalization.

The African Women's Development and Communication Network (FEMNET)

www.femnet.or.ke

Website set up to share experiences, information and strategies among African women's NGOs, focusing on women's development, equality and other human rights through advocacy, training and communications.

United Nations Division for the Advancement of Women (UNDAW)

www.un.org/womenwatch/daw

Together with governments, other entities of the United Nations system, and civil society, including NGOs, UNDAW actively works to advance the global agenda on women's rights issues and gender equality and ensure that women's voices are heard in international policy arenas.

Women in Development Europe (WIDE)

www.wide-network.org/

WIDE has worked extensively on issues on gender and trade. It has also developed curricula and training resources on trade and globalization that provide links to key resources.

Women in Informal Employment: Globalizing and Organizing (WIEGO)

www.wiego.org/

WIEGO is a global research-policy network that seeks to improve the status of the working poor, especially women, in the informal economy.

Women Working Worldwide (WWW)

www.poptel.org.uk/women-www/

WWW works with an international network of women workers and focus on supporting the rights of women working in supply chains that supply the United Kingdom and other European countries with consumer goods. It support the rights of women workers in an increasingly globalized economy in which women are used as a source of cheap and flexible labour.

Women's Edge Coalition (WEC)

www.womensedge.org/

WEC was created to advocate for the needs of millions of women and poor people around the world left destitute and desperate by unfair trade policies.

Women’s Entrepreneurship Development and Gender Equality (WEDGE)

www.ilo.org/dyn/empent/empent.portal?p_lang=EN&p_prog=S&p_subprog=WE

The WEDGE team is part of ILO’s SEED programme. Its publications are a combination of working papers, research papers, reports and fact sheets, and cover various countries. WEDGE also identifies global best practice policies, programmes and projects that effectively support women entrepreneurs.

Women Entrepreneurship Portal

http://ec.europa.eu/enterprise/entrepreneurship/craft/craft-women/womenentr_portal.htm

This portal provides links to the websites of women entrepreneurs’ representative organizations, networks, projects and events that relate to the promotion of female entrepreneurship in the European Union.

Women’s Environment and Development Organization (WEDO)

www.wedo.org/

WEDO advocates for women’s equality in global policy. The website provides extensive information on economic and social justice, gender and governance, sustainable development and United States global policy.

WomenWatch

www.un.org/womenwatch

WomenWatch is the central gateway to information and resources on the promotion of gender equality and the empowerment of women throughout the United Nations system, including the United Nations Secretariat, regional commissions, funds, programmes, specialized agencies and academic and research institutions.

World Bank’s Economic Policy and Gender: Trade and Competitiveness Programme

<http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/EXTGENDER/0,,contentMDK:20631274~menuPK:489451~pagePK:148956~piPK:216618~theSitePK:336868,00.html>

This programme has produced a number of materials to support the use of a gender perspective in analysing the impact of trade liberalization. The website contains background documents, analytical papers and research and operational experience from a range of regional and country contexts.

International associations of women in business and trade**Arab International Women’s Forum (AIWF)**

www.aiwfonline.co.uk/aboutus.htm

AIWF is a non-profit organization based in London that brings together international businesswomen and women community leaders to provide a unique network for them to build their knowledge, develop their business and work potential, and promote their organizations.

American and African Business Women’s Alliance (AABWA)

www.aabwa.com

Businesswomen’s organization focusing on skills development for women resulting in private sector-led trade between Africa and the United States.

Business and Professional Women’s Organisation (BPW)

www.bpw-international.org

BPW International actively initiates and promotes legislative action to lobby for the ratification of CEDAW. Projects and programmes designed to assist women by providing credit facilities and training and employment schemes.

Canadian and African Business Women’s Alliance (CAABWA)

www.caabwa.com

Businesswomen’s organization focusing on skills development for women resulting in private sector-led trade between Canada and Africa.

Egyptian Business Women Association (EBWA)

www.ebwaegypt.com/whatisebwa.html

National organization, advocacy and representation of businesswomen – gives guidance and support to those who want to start a business.

Femmes Chefs D'Entreprises Mondiales (FCEM)

www.fcem.org

The oldest international association of women business owners.

Global Development Research Centre (GDRC)

www.gdrc.org/icm/wind/wind.html

Improving women's access to credit in community development programmes. Links to case studies, projects, research papers and bibliographies on the subject of women's access to credit.

International Gender and Trade Network (IGTN)

www.gwit.ch

Initiative related to women and trade, advocacy for women's concerns in the multilateral trading system, research and resources on gender and trade.

National Association of Women Organisations in Uganda (NAWOU)

www.nawou.interconnection.org/

NAWOU's mission is to promote a coordinated network of member organizations for efficient use of resources in order to improve the status and living conditions of women in Uganda

Organization of Women in International Trade (OWIT)

www.owit.org

Non-profit organization of members united around the globe to foster trade and the advancement of women in business. Sharing trade information, providing networking and educational opportunities.

Uganda Women Entrepreneurs Association Limited (UWEAL)

www.uweal.co.ug

UWEAL's mission is to economically empower women to create wealth by providing business services, building capacity of members and creating awareness through information collection and dissemination. UWEAL is building a cohesive organization of sensitized businesswomen who work to bring about economic change in Uganda.

Women's Association of Small and Medium Businesses (WASMB)

www.wasmb.org/default.asp

WASMB aims to contribute to sustainable development by uniting businesswomen in Cambodia and encouraging them to share their knowledge and expertise. The association, launched in 2005, plans to disseminate information among a greater number of (potential) businesswomen by opening a business information centre.

Women's International Networking Conference (WIN)

www.winconference.net

International networking conference and community for women entrepreneurs, supervisors and workers.

Women's Edge Coalition

www.womensedge.org

Initiatives related to women and trade. Development of gender and trade impact assessment tool.

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ITC: The Development Partner for Export Success

ITC mission

ITC enables small business export success in developing countries by providing, with partners, trade development solutions to the private sector, trade support institutions and policymakers.

ITC strategic objectives

- ▶ **Enterprises:** Strengthen the international competitiveness of enterprises.
- ▶ **Trade support institution:** Develop the capacity of trade service providers to support businesses.
- ▶ **Policymakers:** Support policymakers in integrating the business sector into the global economy.



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