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Advances in the Process of Gender Mainstreaming in Trade Operations

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I. Introduction

The purpose of this technical note is to present the work done under the Trade and Gender Initiative led by the Integration and Trade Sector of the Inter-American Development Bank (“the Bank”). The technical note emphasizes the process of incorporating a gender perspective into trade operations conducted by the Bank and in knowledge generation in the trade and gender area.

The Integration and Trade Sector (INT) began to promote a line of work in trade and gender in mid-2010. There were several motivating factors. First, the topic has been gaining importance on international development agendas, which was also reflected in the demand from the countries of Latin American and the Caribbean (“the region”) themselves. Second, the approval of the Bank’s [Operational Policy on Gender Equality in Development](#)¹ led by the Gender and Diversity Division, which establishes new operational commitments and commitments by the sectors working with the policy and reinforces the activities monitoring these commitments. Third, several of the Bank’s donors contributed funds under new more sensitive and stringent conditions for incorporation of a gender perspective in operations. For example, one of the donors to the Aid for Trade Fund, managed by INT, with the objective of strengthening trade as a tool for promoting development, requires incorporation of a gender perspective in at least 25% of the activities financed by the fund.

INT’s work in the trade and gender area produced the following lines of action, partly based on initial research on experiences in gender and trade in the region as described in this technical note:

- Development of knowledge on trade and gender, supported by building partnerships and collaboration with specialists in the topic in the region (supported by the Community of Practice on Trade and Gender, an online tool for communication and knowledge dissemination);

¹ This document aims to strengthen the institution’s commitments to the countries of the region to promote gender equality and empowerment of women. The policy incorporates gender mainstreaming in an effort to give women and men the same conditions and opportunities to reach their potential in social, economic, political, and cultural terms (<http://idbdocs.iadb.org/wsdocs/getdocument.aspx?docnum=35428399>).

- Elaboration of methodological tools to help stakeholders in trade become familiar with gender mainstreaming and introduce a gender perspective into the practice of trade operations; and
- Incorporation of the gender perspective in various INT operational initiatives, promoting a process of internal awareness among sector specialists.

These lines of work are already producing concrete results:

- Preparation of this sectoral technical note
- Production of a manual on how to incorporate a gender perspective into specific trade operations to be used by specialists of the Bank and the region
- Creation and administration of the Community of Practice on Trade and Gender, encouraging fluid communication between various experts on gender and trade
- Introduction of a gender perspective into the Aid for Trade Fund strategy and in various INT operations in design or implementation phase
- Identification and design of specific trade and gender projects for the Bank's technical cooperation pipeline for 2011 and 2012
- Awareness activities with sector officials
- Incorporation of gender criteria in the call for proposals for the Regional Public Goods Program

This technical note is divided into three main parts. The first part compiles and presents the conclusions of the literature review on representative initiatives in the trade and gender area implemented in the region, which are the basis and guide for gender mainstreaming in INT operations,² and identifies opportunities for future intervention by the Bank. The second part presents the process of gender mainstreaming in three types of trade interventions in INT. The last part outlines the knowledge and dissemination products, besides this technical note, that have been developed to supplement the knowledge and methodological needs identified: (1) a manual for mainstreaming gender in trade interventions; (2) a working paper on mainstreaming gender in the process of preparation, negotiation, and implementation of trade agreements; (3)

² Such as the Trade and Integration Support Program in Guatemala—GU-L1037, in implementation phase, and the Trade Sector Support Program in Bahamas—BH-L1016, in design phase.

analysis of specific trade agreements and proposed preparation of clauses with gender perspective; and (4) the Community of Practice on Trade and Gender.

II. Trade and Gender: Experiences in Latin America and the Caribbean

In the last two decades, the trade liberalization in the region has generally had positive consequences for growth, productivity, and employment. In many countries, the increase in export activity has been instrumental in creating new business opportunities and new jobs, which in turn have generated more revenue for states, companies, and workers and their families. Despite the obvious benefits of trade expansion, it does not have the same impact on all sectors and populations. On the contrary, it can have unfavorable consequences for certain population groups and economic activities. Expansion of trade has differentiated impacts on men and women due to a series of factors, such as availability of resources, labor regulations or institutions, systems of property rights, access to markets, and other social and economic conditions (Fontana, Joekes, and Masika 1998; Fontana 2009a). Women are still the poorest and most marginalized population group in many countries (Gibb 2012), a situation that is a major obstacle to their obtaining the benefits that trade can generate. Trade expansion can have a direct impact on women's access to employment, reducing discrimination in pay, opening access to better jobs, and increasing or reducing barriers to access to resources (financial, technological) or services (training, export promotion). In turn, trade agreements can also be instruments that promote or hinder adoption of measures favoring gender equality (by governments) (UNCTAD 2004).

Recognition of this differentiated impact of trade on women has opened a space for generation of knowledge on the existing relationship between trade and gender, as well as on implementation of initiatives to promote women's access to the opportunities created by trade liberalization and expansion in the region. The international development organizations operating in the region through governments, social organizations, NGOs, and universities are making efforts to position the issue at political level and generate and implement specific policies and programs in the area.

As mentioned in the introduction, gender mainstreaming in INT began with a literature review and mapping of trade and gender initiatives in the region. This task has not been

exhaustive, but the sample of initiatives reviewed is sufficiently representative, because of their number and thematic and regional diversity, for conclusions to be drawn about the scope of the incorporation of a gender perspective in trade initiatives in the region and possible future action by the Bank.³ In terms of methodology, this activity involved the search and review of academic research, case studies, project documents, websites of government development agencies, and multilateral agencies, and contacts with research institutes, academic institutions, NGOs, and various governments. Contacts and dialogues were also initiated with expert consultants, development professionals, researchers, and officials of public institutions that support trade of the countries of the region, as well as specialists from international organizations involved in the area of trade and gender.

Examples identified and reviewed in the region can be grouped into two types:

1. Academic research on the impact of trade on women, and
2. Descriptions of projects that promote business and market access in production sectors where the main beneficiaries are women.

2.1. Literature review on the impact of policies, trade agreements, and trade expansion on women

The objective of the research reviewed was to analyze and evaluate the impact of trade expansion, originating in trade agreements and policies, on the everyday life, economic activities, and development of women. Research has found that trade liberalization and expansion have a differentiated effect on the female population and attempted to draw conclusions about the benefits or harm in terms of job opportunities, pay or working conditions, family or personal situation, and the formal and informal limitations that prevent women from obtaining the benefits of trade.

The studies reviewed are significant because (1) they are recent analyses of the impact of specific trade agreements; (2) they relate to countries and/or regions with solid processes of trade integration; and (3) they address the issue of gender and trade from a methodological

³ The sample comprises eleven countries and forty-five research works or projects and includes topics such as the impact of trade agreements on labor markets, economics of care, development of methodological gender tools in relation to trade, projects with women entrepreneurs, projects with craft and agricultural production groups, projects promoting good business, and institutional practices with gender focus. See Annex I for detail of research works and cases reviewed.

perspective, contributing with proposals on how to gender mainstream policy analysis and trade agreements, which is very useful for the work of the Trade and Gender Initiative developed by INT.⁴

The Latin American Chapter of the International Gender and Trade Network⁵ is making a constant effort to conduct and disseminate analyses of the relationship between trade and gender. These efforts include the research project Trade, Gender, and Equity: Generating Knowledge for Political Action, which involved Argentina, Brazil, Colombia, Chile, Mexico, and Uruguay. The objective was to improve “understanding of the channels through which international trade impacts gender relations” (Azar, Espino and Salvador 2007, 2). To do this, the study estimates the employment content of the countries’ exports and imports disaggregated by gender and educational level, and incorporates the care economy as an element to be considered in the analysis of access to economic opportunities for the female population. The conclusions of the study show that expansion of international trade activities has not incorporated female employment in any significant way,⁶ nor has it helped to break sex segregation or taken advantage of the qualifications of female labor supply. Moreover, the measures taken to support women’s responsibility to care for their families have not been sufficient, leaving women with increased daily workloads.

The potential impact of the Economic Partnership Agreement (EPA) signed between the European Union and Jamaica was analyzed from a gender perspective by Marzia Fontana (Fontana 2009b).⁷ The analysis concludes that the probability that the most vulnerable women take advantage of the economic opportunities arising from the agreement is low, because they have scant infrastructure and face restrictions on access to credit and land, suffer employment discrimination, and have limited control over resources. Similarly, as consumers, women do not benefit, because the cheap goods imported under the agreement, such as washing machines and

⁴ In 2011, WomenWatch (United Nations Inter-Agency Network on Women and Gender Equality) prepared an overview of key questions, concerns, and policy recommendations on the relationship between gender equality and trade policies (WomenWatch 2011).

⁵ The Latin American chapter of the International Gender & Trade Network is a network of women's organizations that promote fair and equitable alternative economic integration.

⁶ The exception is in Colombia and Mexico because of the importance of the clothing and *maquila* sectors.

⁷ The study examines the Economic Partnership Agreements signed between the European Union and the Group of African, Caribbean, and Pacific countries, specifically the cases of Jamaica, Mozambique, and Tanzania. Fontana reviewed the list of goods to be liberalized and the list of exemptions, and examined the gender characteristics of production and consumption of the products selected in the lists. The impact of the EPAs was measured in four areas: (1) effects on production and employment; (2) effects on consumption; (3) gender restrictions in response to the impact; and (4) loss of revenue.

gas stoves, can only be bought by middle- and high-income families with easy access to a power supply. In terms of methodology, Fontana encountered many difficulties in developing the study because of insufficient gender-disaggregated data.⁸ She emphasizes the need for a deeper analysis of the economic sectors and population groups potentially more vulnerable to these agreements.⁹

On the impact of trade expansion on women's employment, we can mention the study by Jorge Deschamps and Ricardo Hernández (2007) on the free trade agreements signed by Mexico with North America and the European Union.¹⁰ This study makes a detailed analysis of the composition of female employment linked to export and import activities in free trade zones, taking into account the productive sectors in which women participate and the workers' educational level, comparing the effect of both trade blocks. The authors conclude that both trade agreements created significantly more jobs for women than for men.¹¹ However, the study finds that "information on educational level shows a net loss of 52,000 jobs for women with higher education, the hiring of 604,000 new female workers with intermediate studies, and 245,000 with basic capacity, to do the work of 770,000 men with basic instruction whose jobs were eliminated and 448,000 hired for middle and senior management positions." That is, there is an evident lack of recognition of workers' educational level for promotion in the employment hierarchy and in pay, and consequently, this affects the improvement of the quality of women's personal and family life.¹²

The study by Bussolo, de Hoyos, and Nuñez (Bussolo, de Hoyos, and Nuñez 2009) on the *maquila* industry boom in Honduras incorporates the gender variable in the relationship between trade expansion and poverty reduction. In Honduras, between 1990 and 2006, poverty fell significantly in parallel with a major expansion of the *maquila* sector, whose workforce was mainly women. According to the study, this poverty reduction was due to the improved

⁸ Although in Jamaica the EPA also included liberalization of services that contribute about 66% of GDP and employ over 85% of the female workforce, the study did not have sufficient information to develop an evaluation with appropriate gender focus on the impact of liberalization of services in this country.

⁹ An analysis that supplements the Fontana research can be found in the paper "Mainstreaming Gender in Trade Policy: Case Studies"(UNCTAD 2009a).

¹⁰ Free Trade Zone Mexico–North America and Mexico–European Union.

¹¹ The study determined that trade integration policies in Mexico in the ZLCAN and ZLCUEM created 797,000 jobs (net), three times more than the jobs created for men.

¹² For a description of female employment in the agro-export sector in Peru see León (2009a).

opportunities that the sector offered women where, for example, companies appeared to be less discriminating in terms of pay.

Another group of studies focuses on the development of methodological and conceptual gender frameworks appropriate for analysis of trade policies and trade agreements, and on the identification of indicators to measure the impact of these instruments on the female population with more precision. The work of Rebeca Salazar, based on thorough analysis of the European Union–Mexico Free Trade Agreement, develops an analytical matrix from a gender perspective for analysis of the free trade agreements.¹³ Salazar emphasizes the “differentiated consequences for women and men of the adopted trade liberalization policies, revealing women’s contributions to the economy and evaluating opportunities and risks that implementation of these agreements presents for women” (Salazar 2005, 1).¹⁴

On construction of indicators,¹⁵ Irene van Staveren (van Staveren 2007) develops a set of eleven indicators to measure the relationship between trade and gender in areas such as employment, income, pay, and domestic work, and applies them to the bilateral agreement between the European Union and MERCOSUR (Argentina, Brazil, Paraguay, and Uruguay). On this basis, the author concludes that the traditional pattern of trade between MERCOSUR and the EU can be reinforced by the gender inequalities in the labor market of the South American countries. Women have higher levels of education but have lower pay than men and are employed in sectors most vulnerable to the European exports developed under the trade agreement. Van Staveren also emphasizes the need for gender-disaggregated data on employment and pay, as well as unpaid work. Finally, the author concludes that these indicators are only one of the tools used to understand the relationship between gender and trade. A detailed analysis of the impact of trade is needed—at regional, national, and sectoral levels—as a support tool for the negotiations and evaluations of trade agreements.¹⁶

¹³ This matrix proposes the inclusion of a gender framework, a review of studies on treaties from a gender perspective, an analysis of economic changes arising from the trade agreement, identification of stakeholders, and indicators.

¹⁴ In another study, Salazar (2007) identified the progress and limitations in incorporating a gender perspective in the impact studies of free trade agreements on Mexican agriculture. In this research Salazar systematized these studies to formulate a proposed linkage with studies on gender relations.

¹⁵ On indicators for analysis of the link between trade and gender equity, Alma Espino (2010) has identified three types of indicators: (1) situation indicators; (2) indicators of political will; and (3) impact indicators.

¹⁶ Van Staveren (2005) also develops methodological suggestions for analyzing the topic of gender and trade and financial liberalization in Latin America.

UNCTAD calls for preparation of *ex-ante* or simultaneous diagnoses with trade negotiation processes or adoption of trade policies that address potential impacts in areas such as employment, small business, prices, and productivity in agriculture, subsistence agriculture, and migration. In a 2009 note on gender mainstreaming in policies and trade agreements, although not specifically referring to Latin America and the Caribbean, UNCTAD highlights the important need to include gender considerations—skill acquisition, non-discriminatory labor markets, and equal access to resources, including property—in trade agreements as a way of ensuring that the agreements are beneficial to women (UNCTAD 2009b).¹⁷

The studies reviewed are a basic source of knowledge on key issues linking trade to gender. These studies show, for example, how adoption of a trade agreement and the consequent expansion of trade activities can improve or worsen the working conditions and lives of women. As positive effects, the studies reveal pay increases and reduction of the pay gap or the increase in female employment, and as negatives, reduction of markets for small businesses headed by women or decrease in their free time because of the amount of responsibilities at work and home. The studies also demonstrate the limitations that women face in taking advantage of the opportunities offered by trade in their countries, arising from factors such as lack of technical training for better jobs, lack of public services to alleviate household responsibilities, and restricted access to resources and information, among others. Lastly, the studies identified are also an example of the effort being made to include gender equity in the debate on trade, and to use gender mainstreaming as a tool in the analysis of trade issues in the region.

However, the positive effects of trade on the population, particularly women, depend in turn on the implementation or strengthening of a series of public policies designed to exploit these positive effects in areas such as employment or business startups. The literature on gender and trade is lacking more practical case studies on the key issues and the strategies for dealing with them (Carr and Williams 2010, 4). The research could not identify case studies on public policies implemented to address specific effects of trade on women or to take advantage of their opportunities. Moreover, dissemination of methodological tools to guide incorporation of a gender perspective in trade studies and projects in Latin America and the Caribbean is still weak.

¹⁷ Woman's Edge Coalition developed the tool Trade Impact Review (TIR) to evaluate the direct and indirect economic effects that can generate changes in trade, investment, regulatory policies, or laws. This evaluation framework, unlike others, incorporates both the economic and the legal and regulatory analysis. An application of this analytical framework appears in the work of Marceline White, who evaluates how the North American Free Trade Agreement positively or negatively affected poor women in Mexico (White 2004).

The lack of gender-disaggregated data is a limitation mentioned repeatedly by researchers. Public institutions, in particular those related to trade management, do not collect gender-disaggregated data. This greatly complicates the task of identifying the extent of women's participation in economic activities, or measuring the differential impact of specific policies or trade agreements on the female population, and evaluating changes that may occur in a particular economic activity due to a specific trade policy. In some countries the lack of information is a serious problem that goes beyond gender disaggregation—many countries lack the technological or methodological tools needed to collect quality information on economic or trade activities, and the impact they generate on the general public, let alone the female population.

Finally, despite efforts to develop studies that incorporate a gender perspective on trade in the region, there is no evidence, at least not systematized, that the results or recommendations contained in those reports have been reflected in trade policy decisions or public policies supplementary to trade agreements. This opens a space for discussion and analysis of the capacity of the actors involved in gender issues to influence the area of trade and the openness of trade support institutions to discuss gender issues in the region.

2.2. Illustrative mapping of projects on women's business development and access to markets

The region has numerous business development projects whose target public is the female population. They are implemented by either governments or non-governmental organizations with funding from national, multilateral cooperation organizations and the private sector. This mapping has identified trade initiatives related to technical support and training for women entrepreneurs and productive groups, promotion of marketing and exporting, and promotion of networks of small and medium enterprises (SMEs). The cases analyzed were classified into two main groups: (1) those in which the support is for an individual or a selected company; and (2) projects with women's groups where the business unit consists of several women who are part of a productive group, cooperative, or association.

a. *Individualized support projects for women entrepreneurs*

Since 2009 the International Trade Center (ITC) has been operating two programs to build business skills and promote market access for women entrepreneurs in Mexico and Peru.¹⁸ In Mexico, ITC, with the cooperation of Mexican government institutions, has concentrated on the jewelry sector, helping women entrepreneurs from different regions gain access to the market in the United States.¹⁹ With results to 2011, ITC reported that forty enterprises headed by women had received training through the National Support Fund for Enterprises in Solidarity (FONAES). In Peru, specifically in Arequipa department, ITC's work was aimed at strengthening the business skills of women entrepreneurs in the textile sector with development of business and marketing plans, product development, and design strategies for accessing international markets. In 2011, ITC reported that fifteen women entrepreneurs from Arequipa had business plans and strategies.²⁰

WEConnect International is an organization that promotes the participation of women's enterprises in global value chains in the region. In March 2011 WEConnect began implementation of the Pathways Access Initiative of the U.S. Agency for International Development (USAID) in Peru. The aim of the project is to identify, train, and certify women-owned businesses in an effort to promote access to new and wider local and international markets.²¹

¹⁸ In addition to the programs mentioned in the main text, in September 2010 the ITC Women and Trade Program launched The Platform for Action on Sourcing from Women Vendors brings together trade facilitation institutions and multinational corporations to support, initiate, or improve efforts to integrate women vendors into value chains, create shared value through outsourcing to women vendors who offer competitive products and services, promote the benefits of contracting women vendors and educating multinational corporations in this respect, and share this knowledge on policies and practices to increase contracting of vendors. The platform was the result of the First Senior Executives Roundtable on Sourcing from Women Vendors held in Chongqing, China, in September 2010. This platform incorporates buyers with an annual budget of over USD 700 billion and a network of vendors of 50,000 entrepreneurs and professionals. In the first Women Vendors Forum and Exhibition organized by the Platform held in Chongqing, China, participating women entrepreneurs signed contracts for USD 14.8 million for provision of goods and services. Although this initiative is not exclusively targeted at countries in the region, it is important because ITC is planning to increase the number of companies in the region in future forums.

¹⁹ The project lasts a year and a half and is scheduled to end on December 31, 2012. The budget is USD 300,000.

²⁰ ITC is currently executing in Peru the second phase of the project with a budget of USD 400,000. A component to support PROMPERU, the national export promotion agency, has been included in this second phase to ensure the sustainability of the intervention.

²¹ The duration of the project is fifteen months. The first results (to October 2011) include sensitization of 125 women-owned businesses, inclusion of forty of them in the database of WEConnect International and presentation of Peruvian women entrepreneurs to managers of Walmart.com.

b. Projects with productive women's groups

One of the first findings of the cases reviewed is that this type of project is concentrated in two sectors of the economy: crafts and agriculture. The craft sector is one of the economic sectors where women have strong participation, although this does not necessarily result in better income opportunities or possibilities of family and community development. Significant efforts are being made in the region to support this sector and convert it into an export activity that provides a sustainable income and creates development opportunities for communities and families.

The Program to Promote the Competitiveness of Craft Associations of Cusco in Peru,²² financed by the Bank, involved 425 beneficiaries in its initial phase, 90% of whom were women. The program's objective was to develop the technical and business skills of textile artisans in coordination with commercial operators on national and international markets, but it did not include specific goals of female empowerment or gender equality. The results obtained so far are focused on creation of a trademark (KAMAQ) that identifies products and on development of new designs more in line with market trends. The first phase of the project, however, failed to achieve sustained export of the products.²³ Nevertheless, the positive results obtained have led to approval of a second phase of the program aimed at building the capacities of the associations and strengthening their export capacity.

In Ecuador, also in the craft sector, the objective of the Program to Export Toquilla Straw Hats in Azuay and Cañar²⁴ was to improve the entire hat value chain by establishing quality standards for the product, training for weavers, and partnerships to obtain a level of export quality and better systems of collection and distribution. Following this intervention, the artisans doubled their income due to the increase in the quality, and therefore price, of their products and incorporated and trained other weavers from surrounding areas (USAID-Ecuador and REDPRODUCTIVA 2009).²⁵

The case of the Casa de la Mujer Artesana (Craftswomen's Center) demonstrates a long-term partnership between six craftswomen's associations in Puno (a region in southern Peru) and

²² Executed by the Ministry of Foreign Trade and Tourism, with a budget of USD 165,680 and a duration of eighteen months, from June 2009 to December 2010.

²³ See León (2009b) for a case study on women's participation in the crafts sector in Peru.

²⁴ The program is part of the REDPRODUCTIVA Project: Innovation in Development implemented by USAID. The project implementation period is three years (October 2010–August 2013).

²⁵ As a result of the project, weavers' income increased approximately 120% per hat.

the Manuela Ramos Movement (MMR).²⁶ In this case, through various projects financed by international cooperation and the Peruvian government over nearly twenty years, the MMR has succeeded in setting up a production, marketing, and export chain for crafts made by women artisans who have received technical training, development workshops, and personal and family care, as well as participating in national and international fairs as part of those projects.²⁷ This initiative is a model of continuity in terms of the institution's capacity to channel cooperation and government resources on a permanent basis to support artisans' activities in Puno, and expand the marketing of their products through the Casa de la Mujer Artesana. Unlike previous cases, this case has gone through a long implementation process and is evidence that the crafts sector requires long-term support to reach the level of quality and production needed for sustainable export of products.²⁸

In agriculture, Walmart supports programs in several countries in the region for improving the productivity of smallholder farmer groups, many of them formed by women or with high female participation and leadership. These programs are designed to promote compliance with national and international agricultural standards, improve business skills, and scale productive activities in order to place production in Walmart stores and with other retailers on local and international markets, thus improving the farmers' quality of life.²⁹ Table 1 lists some of Walmart's activities in the region.

²⁶ The Manuela Ramos Movement is a Peruvian nonprofit feminist organization that began its activities in 1978 with the aim of improving the situation and position of women in Peruvian society and economy.

²⁷ Some of the most recent projects include: Merco Mujer (2001), Positioning in the Local and International Craft Market, with rural women in Puno (2004–2006), and the Project Expanding Opportunities for the Sustainable Economic Participation of Rural Women in Puno (2008–2011). The last two projects have been funded by the National Fund for Job Training and Employment Promotion.

²⁸ See working paper "Systematization of the Project Expanding Opportunities for the Sustainable Economic Participation of Women in Puno" (Arnillas 2012).

²⁹ Walmart supports programs in Guatemala, El Salvador, Brazil, Nicaragua, and Colombia, among others, through partners such as CARE, Vital Voices, Mercy Corps, and USAID. See <http://walmartstores.com/Sustainability/9173.aspx> and <http://walmartstores.com/sites/ResponsibilityReport/2011/WalmartGRR.pdf>.

Table 1. Walmart’s Women Businesses Support Projects

Country/Partner/Budget	Project Characteristics	Women Benefited
Colombia Aid to Artisans \$487,405	Training women artisans in business development, product improvement, design innovation, and trade networking.	825 women in 16 Wayuu communities (USD 500 increase in income)
El Salvador Save the Children \$407,845	Improving value chains through training in business and marketing plans, support for registration of cooperatives, removal of barriers to market access, and improving negotiating skills.	3,000 women beneficiaries
Nicaragua TechnoServe \$488,000	Training in business, marketing, and market access. Individualized support for access to credit.	750 women beneficiaries associated in business groups

A specific example of the positive evaluation of female labor by markets is the case of the Women’s Coffee Seal (Sello Café Mujer), a certification developed by the Association of Cooperation for Integrated Development of Huehuetenango (ACODIHUE)³⁰ and supported by the Guatemalan Exporters’ Association (AGEXPORT).³¹ AGEXPORT’s support through the Business Linkages Program consists of strengthening the business and administrative effort, implementing a system of traceability and certification of the plant, design and business image, participation in international trade fairs for brand positioning, and search for special market niches. It is important to mention that AGEXPORT, given the significant participation of women in the rural economy, has initiated a gender mainstreaming process in projects under this program through an agreement with Vital Voices, an organization that will provide technical support for the process through business training, personal empowerment, and study trips to get to know similar chains.

In the coffee sector³² the *International Women’s Coffee Alliance* (IWCA) is doing important work to position women in this sector and improve their chances of participating and setting up sustainable and profitable businesses. The IWCA works with six chapters in the region (Colombia, Costa Rica, El Salvador, Guatemala, Nicaragua, and the Dominican Republic) to

³⁰ This association is formed by small women coffee producers of Huehuetenango. In most cases women are in charge of the administration and management of the production units of coffee and other crops.

³¹ AGEXPORT develops the Business Linkages Program, which works to increase the supply of exportable production of SMEs in an effort to generate employment and income, and support poverty reduction and environmental sustainability. See <http://www.encadenamientoempresariales.com/Portal/Home.aspx?secid=1639>.

³² For a case on the limitations faced by women coffee producers in accessing markets, see Rowen-Campbell (2010).

reduce the barriers facing women in this sector, create a support network for women in the coffee business, and provide resources for technical and business training.³³

The business development Project of the Federation of Cooperatives in Guatemala,³⁴ implemented by the Canadian International Development Agency (CIDA), has been identified as a case of gender mainstreaming by the World Trade Organization in the area of Aid for Trade. The objective of this project was to ensure the sustainability of the agricultural production of the Verapaces Federation of Cooperatives, improve the productivity and competitiveness of small farmers, and guarantee food consumption for men and women in the area. The project achieved very significant results: from zero export activity, the Federation began exporting to twenty countries and increased the income of farming families by between 27% and 34%. The gender perspective was not included in the initial design of the project but was brought in only after an external evaluation in 2003. Even so, the project has included women in key activities since 2005, and brought women into decision-making positions in the cooperatives.³⁵ Additionally, through the work of a permanent gender specialist in the project, gender indicators were included in the logical framework and work plans with specific activities and services to guarantee results for women and men.³⁶

The projects reviewed, in general, have aimed at improving the products developed by women's groups to place them on local and international markets and thereby increase their incomes. The projects included training activities designed to upgrade technical skills, improve productivity, and provide tools to control the quality of products and marketing, in an effort to convert a traditionally subsistence or low-income activity with low-quality products into a commercial activity that provides resources for the women beneficiaries, their families, and their communities.

³³ See http://womenincoffee.org/?q=About_Us. According to the website of the Costa Rican chapter, the Women's Coffee Alliance in that country conducts training in business management, management of coffee farms, business finance, production techniques, knowledge of coffee, and "self-esteem." The Guatemalan chapter carries out similar activities to strengthen the technical and business skills of women and women's associations involved in coffee production and marketing (see http://www.mujirescafe Guatemala.org/images/memorias_de_labores/memoria_de_labores_%202010.pdf).

³⁴ The budget for this project was USD 7 million executed between 2002 and 2011. It should be noted that this project was not exclusively geared toward productive groups of women as beneficiaries.

³⁵ In two of the cooperatives, women hold the highest positions.

³⁶ The aspects incorporated included child care services, language facilitation, and appropriate timetables for activities. Nevertheless, the project recognized the need to incorporate the gender dimension from the start (design phase) given the overall lack of this dimension in projects to strengthen agricultural trade. For more details see <http://www.oecd.org/dataoecd/9/55/47713645.pdf>.

Although women have been the main beneficiaries of the initiatives reviewed, and have obtained positive outcomes in relation to improving their own economic conditions and that of their enterprises, it is not clear that all the cases have methodologically and specifically included gender objectives in their design or implementation, apart from those related to the success of the business, whose relevance and necessity are undeniable.³⁷ The setting of gender goals and indicators (including a baseline with gender focus) must take into account factors such as women's autonomy in the use of their income generated by the business and their role in the business's decision-making process. A deeper intervention could identify the impact on their social or community roles, the relations within the family, self-esteem, or sharing of housework. The absence of gender goals that address these issues prevents this type of project or program from being used as a tool for promoting gender equality and empowerment. Inclusion of gender indicators would mean progress could also be measured in terms of empowering women through such projects.

Examples of the initiatives compiled mostly relate to implementation of programs or projects with women (artisans, farmers, micro-entrepreneurs), but there is no evidence that any specific analytical effort has been made to deepen their impact on the group of women beneficiaries in terms of gender equality and empowerment.³⁸ Hence, it is possible that results and effects related to these topics could be assimilated by the women beneficiaries, such as increased business or technical skills, taking on roles with more responsibility in the organization or community, and higher self-esteem, without a specific evaluation to identify how far-reaching these effects have been.³⁹ With respect to the new capabilities that these projects often contribute to areas such as product design, quality productive processes, marketing strategies, or

³⁷ For example, see “Evaluación ex post del Programa de Competitividad para el Desarrollo de Asociaciones de Exportación de Artesanos Textiles de Cusco” (Pastor Carvajal 2010), which sets out the program's objectives. Also, the systematization document of one of the projects with women artisans of the Manuela Ramos Movement in Puno (Peru)—linked to the Casa del Mujer Artesana—clearly shows that the four areas of intervention focus on improving the productive, business, and trade capacities of the artisans and their associations (Arnillas 2012).

³⁸ The Project Expanding Opportunities for Sustainable Economic Participation of Women in Puno included a group of activities aimed at reinforcing self-esteem and recognition of rights. However, the project did not include indicators to measure progress on these topics. The project systematization document does include participants' statements that reflect changes in the decision-making process with respect to their income and social recognition of the artisans' associations. In the case of the CIDA program with the Verapaces Federation of Cooperatives, there is recognition of the lack of analysis and inclusion of gender mainstreaming in the design of the intervention. Gender results were included only halfway through the project. One of the recommendations in the case study prepared for Aid for Trade states that gender mainstreaming must be incorporated from the start of the project. See <http://www.oecd.org/dataoecd/9/55/47713645.pdf>.

³⁹ For example, the report of *Mujeres en Café—Guatemala* (2010) only shows activities related to training in the areas of production and business management.

organizational schemes, it is relatively common to find that these new skills are only partially assimilated, and in only a few cases become a tool for encouraging women beneficiaries to take on more responsibility in the business or take on new roles, rather than always remaining in the lowest positions in the production process. This would make better use of the opportunity offered by these projects and achieve a more significant impact in terms of empowerment or gender equality.⁴⁰

Moreover, the initiatives do not clearly show the relationship between the improvements made in the businesses or productive and commercial activities of the women beneficiaries and the improvement of their position in their families and communities—that is, how the women beneficiaries' increased income has resulted in economic and social empowerment, understood as achievement of autonomy in managing their resources, space, and lives. This may be due, as mentioned above, to the absence of specific gender goals in the design phase, lack of activities introduced expressly in the implementation plan, and no adequate indicators to measure the progress of the activities and achievement of these objectives. It is necessary to promote the potential of the programs for furthering the internationalization of businesses as tools for promoting gender equity and female empowerment.

The conclusions of this section are the starting point in INT for defining the plan of activities of the Trade and Gender Initiative for future years. The conclusions help identify priority areas for intervention for the region and point to a potential intervention by the Bank in several areas:

- Methodological development of gender mainstreaming into INT operations, beginning with the practical exercise to be implemented in some selected operations during 2011 and 2012
- Development of practical tools, based on lessons learned from the previous year, as a guide for trade officials in the process of mainstreaming gender in trade operations

The next section shows how it is possible to incorporate a gender perspective in trade operations conducted by INT based on the results of the exercises implemented as part of the

⁴⁰ In the cases reviewed in the crafts sector, for example, there is no evidence that women beneficiaries have in fact taken on new roles in the business based on the knowledge acquired or have undertaken new activities in the community. See document of the REDPRODUCTIVA Project: Innovation and Development and Lessard (2010) for the case of the Verapaces Federation of Cooperatives (<http://www.oecd.org/dataoecd/9/55/47713645.pdf>).

Trade and Gender Initiative on specific projects. These exercises also led to the development of various knowledge products, whose content we will develop and describe in Section 4 of this technical note.

III. Mainstreaming Gender in Trade Operations

Following the commitments made by INT in the Action Plan of the Bank's new Operational Policy on Gender Equality in Development, in 2011 the gender mainstreaming process began in different areas of work in the sector, with the financial and technical support of Gender and Diversity Division. The three work areas where this practical and novel exercise was implemented were selected taking into account the factors detailed below.

The first area selected was sovereign guarantee loans to support trade and integration with regional governments, which are basic and very common operations for the INT Sector that needed to be prioritized. The second area selected was projects with groups of producers to promote exports and access to markets, which responds to the need to establish rigorous methodological guidelines on gender mainstreaming so that these operations become solid tools for empowerment of women. Both this type of operation and technical support for the Aid for Trade national strategies, which was the third area selected, are linked to the Bank's commitment to donors of the Aid for Trade Fund (specifically with CIDA) to focus part of the new technical cooperation portfolio on trade and gender.⁴¹ This selection was also guided by the information obtained from the literature review and mapping shown in the first section of this technical note, which gives us a better understanding of the methodological and operational gaps existing in trade and gender interventions in the region.⁴² The exercise was implemented in specific INT operations that belonged to the selected work areas, which had spaces for incorporating a gender perspective (in the objectives or activities) and which were led by teams open to this new approach.

⁴¹ The Canadian donor Aid for Trade Fund insisted that at least 25% of the IDB's operations financed by the Fund be specifically related to gender and trade.

⁴² The literature review shows that trade agreements have a particularly significant impact on the female population in the region. To demonstrate the possibilities of introducing gender mainstreaming in this area, the working document explains how it is possible to analyze and evaluate a trade agreement from this perspective at different stages: developing the proposal to negotiate, negotiation and consultation on the contents of the agreement, and during implementation. This document will be described in Section 4 of this technical note.

“Gender mainstreaming” refers to the application of a new approach to the objectives and activities of projects, where the stakeholders ask, starting with design of the operations, the following questions: Do the topics affect the beneficiaries in the project differently according to their gender (topic to be evaluated during development of diagnosis of need)? And if so, how? And once this question is answered, what specific measures can be included in the design and implementation of the intervention to avoid potential inequities or to positively promote gender equity and female empowerment?

This section describes the processes of gender mainstreaming for the three operational areas described above. In each case a proposal is presented to introduce a gender perspective into the traditional objectives, activities, and indicators of the operations, instead of incorporating a gender component or gender-exclusive activities, with a view to obtaining outcomes that impact gender relations through the inherent objectives of the operation. For the first two operations, exposure of this process follows the structure of the logical framework, identifying the various phases the trade actor goes through in the design of their intervention. The proposed objectives, activities, and indicators are intended to offer a broad selection from which those that best suit a particular project can be selected. The aim is to show practical examples that can be replicated in other types of projects in the future.

3.1 Sovereign guarantee loans to support trade and integration

The general purpose of this type of operation is to help take advantage of the business opportunities in the country through building the capacity to manage foreign trade and promote exports, investments, and business development. Although this definition is broad and can encompass a variety of areas, for this exercise a type of instrument from the INT operational area was taken as reference in which inclusion of a gender perspective is more feasible. In general, this type of loan includes the following content areas:

- Building management capacity in administration of trade agreements and negotiations
- Building technical capacity for export promotion and attracting investments
- Support for processes to internationalize SMEs
- Promote off shoring sectors
- Modernization of technology and processes of the institutions involved in trade management (customs)

- Strengthening processes of standardization, metrology, laboratory equipment, and sanitary and phytosanitary measures (SPS).

The direct beneficiaries of this type of project are the trade ministries, export and investment promotion agencies, customs agencies, and other agencies involved in trade management. Another aim of the activities implemented with these institutional actors is to benefit private actors such as business owners, trade associations, producer organizations, and associations representing the interests of women, among others.

For this exercise, details of the components, products, and activities of this type of operation were studied using the following projects as examples: Trade and Integration Support Program in Guatemala (GU-L1037), Foreign Trade Management Support Program in Uruguay (UR-L1015), Competitiveness and Trade Opening Program in Panama (PN-L1014), Paraguayan Export Support Program (PR-L1018), Strengthening of Foreign Trade Sector in Panama (PN-1001); Productive Development for International Participation Support Program in El Salvador (ES-L1057), Foreign Trade Support Program in Nicaragua (NI-L1016),—Trade Sector Support Program in Bahamas (BH-L1016); and Project for Customs Modernization of Puerto Cortés in Honduras (HO-L1055).⁴³

Step 1: Identify the need and establish the general objectives of the project

Identification of the need for intervention requires analysis of the trade conditions of the country to which the project is destined. Thus, to prepare the project, information is collected and analyzed on the sectors, activities, and institutions related to the objectives: export sector, trade negotiations, institutional framework for trade management and investment promotion, customs management, and private business sector, including MSMEs (Micro, Small, and Medium Enterprises), among others. The incorporation of a gender perspective at this stage can be established by using gender-disaggregated data on specific sectors of the national economy impacted by trade, and information on women’s participation in the export sector, on women’s

⁴³ The detailed documents of these projects (PEP profiles, operational plans, progress monitoring reports, and operations manuals, among others) were analyzed. The loans were at various stages of development. The specific work in operations in this area of INT work was carried out in the Trade and Integration Support Program in Guatemala—GU-L1037, which was in the implementation phase, and in the Trade Sector Support Program in Bahamas—BH-L1016, which was in the design stage. Both projects received technical support in situ from a gender and trade specialist who met with each project team and the counterpart on each activity, proposing indicators and building consensus with the implementers.

participation in trade management institutions, and on the characteristics of MSMEs headed by women, among others. Despite the limitation on obtaining gender-disaggregated data, it is the most appropriate way of taking into account the characteristics and needs of the female population linked to the trade sector and setting goals that have a beneficial impact on this population group.

The general objective of these projects is usually to strengthen and improve overall trade management in an effort to increase the country's export activity and promote investments more effectively and thus take advantage of the opportunities that trade offers for growth and development. Table 2 shows how the general objective of this type of project can be established with a gender perspective.

Table 2. General Objective of the Project

GENERAL OBJECTIVE OF THE PROJECT	
WITHOUT A GENDER PERSPECTIVE	WITH A GENDER PERSPECTIVE
Help take advantage of trade opportunities by building the foreign trade management capacity of national public institutions	Help take advantage of trade opportunities by building the foreign trade management capacity of national public institutions, promoting an equitable allocation between men and women of the responsibilities and benefits generated by the project

From the general objective, specific objectives are established whose content varies according to the characteristics of each country. In general, the specific objectives are to increase exports; strengthen government support services for businesses, particularly for MSMEs; improve technologies, infrastructure, and customs services; prepare national and sectoral trade plans; and improve management of trade agreements, among others. To incorporate a gender perspective in specific objectives it is necessary to identify which of these objectives can have an impact on the female population and can be achieved through activities involving this population. For example, see the specific objectives described in Table 3.

Table 3. Specific Objectives of the Project

SPECIFIC OBJECTIVES OF THE PROJECT	
WITHOUT A GENDER PERSPECTIVE	WITH A GENDER PERSPECTIVE
Develop programs to promote export capacity, particularly of SMEs	Develop programs to build export promotion capacity, particularly of SMEs, specifically considering the characteristics and needs of SMEs headed by women and promoting programs for women entrepreneurs
Improve management and implementation of trade agreements	Improve management and implementation of trade agreements taking into account the impact on sectors with significant participation of the female population
Modernize and build the institutional capacities of the entities responsible for trade management	Modernize and build the capacities of public institutions responsible for trade management, promoting participation of women and developing practices that promote equal opportunities in the institutions

Step 2: Establish impact indicators

The next step is to review the impact indicators and evaluate how a gender perspective can be incorporated into them. Table 4 shows an example of impact indicators with a gender perspective for this type of project.

Table 4. Impact Indicators

	WHAT IS THE INITIAL SITUATION? (T=0)	UNIT OF MEASUREMENT	WHAT SITUATION DO YOU WANT TO ACHIEVE?	IMPACT INDICATORS WITH A GENDER PERSPECTIVE
Exports of goods and services	X	USD	X value of exports generated by the project	Y% of total value was generated by women owners of export firms
Investments	X	USD	X value of investments generated by the project	Y% of total investment generated or received by women-owned businesses

The values X and Y will be defined in each case according to the project's design. In this case, the participation of women business owners as beneficiaries of the project in question can be established as a desirable and measurable impact. When the main objective of the project is to improve trade management in public institutions while promoting gender equity, other impact indicators could be the number of professional women in the institution and/or the number of

women who have been trained to hold more responsible positions in the institution by the end of the project.

Step 3: Define monitoring activities and indicators

This step consists of analyzing the spaces offered by the project for gender mainstreaming activities that lead to achieving the established goals and the respective indicators to measure progress and compliance. The gender indicators proposed in Annex II of this technical note are intended to be a comprehensive list of examples, which can be used to select those that best suit each particular project. This proposal is initially developed from analysis of some groups of thematic activities, breaking each down into their products to see, one by one, to what extent the question of whether gender mainstreaming can be considered makes sense. As we stated earlier, a good continuation of the exercise should include customs activities, SPS measures, standardization, off shoring, and financial support for trade through Policy-Based Loans (PBLs) operations, which the sector is beginning to implement. Gender goals (like all goals) should be set in conjunction with the beneficiaries, reflecting the project participants' commitment to achieving them.⁴⁴

An interesting example of this type of project with a gender perspective, both in terms of objectives and activities, is the establishment of support services for the private export sector with emphasis on the participation of women-led companies. One of the activities in the Trade and Integration Support Program in Guatemala (GU-L1037) is to offer matching grants to companies for development of innovation projects, market expansion, and product development, among others. In order to award the grants, the project presented by the company is appraised, and a score is given based on compliance with the criteria established by the project. The project has established that if the applicant company is led by a woman, an additional score is given to promote access by women entrepreneurs to project resources.

3.2 Projects with groups of producers to promote exports and access to markets

The exercise for this type of operation is performed on the basis of various prior work experiences with operations with women producers. The practical case in which a gender

⁴⁴ The targets, which should be numerical and specific figures, can be reviewed and adjusted during implementation of the project.

perspective was incorporated was the design of the second phase of the program Export Development of Cusco Region: KAMAQ Women Artisans.⁴⁵

The purpose of this type of project is to transform a subsistence productive activity into a profitable, sustainable,⁴⁶ and export-oriented business. The counterpart for implementing this type of project can be a government institution (trade ministries, export promotion agencies, sub-national government bodies) or a private or mixed institution. Unlike the previous category, more comprehensive and national, this type of project targets a specific group of beneficiaries, generally confined to a geographic area and specific sector of productive activity.

The following discussion is intended to show how gender mainstreaming can be conducted to strengthen gender empowerment and equity in the beneficiary groups in the diagnosis (identification of need) that is carried out to measure the objectives, activities, and indicators of the intervention.

Step 1: Identify the need and establish the general objectives of the project

Identification of need in projects of this type requires analysis of the economic and trade conditions of the intervention area, existing business structure, potential of the economic activity undertaken by the beneficiaries (agriculture, crafts, services), cultural practices related to the economic and trade activity, possible links with value chains, and characteristics of the beneficiaries, among other aspects. As in the previous type of project, gender mainstreaming in this step is verified by use of gender-disaggregated data related to the productive activity covered by the project; information on the type of female participation in the activity—that is, if the participation is mainly concentrated in production, or in management or leadership positions; information on women’s participation in representative institutions of the intervention area (for example, community organizations); and information on characteristics of women-led MSMEs in the intervention area, among others. Regarding the setting of objectives for this type of

⁴⁵ As noted in the first part of this technical note, the first phase of this program began in 2009 with the objective of promoting coordination and trade development in five communities of artisans in the Cusco region in Peru. The group of beneficiaries of the program is over 90% women artisans who mainly work on making the products. The program included training in business management, quality management and design, and promotional activities for products, and initiated a business partnership of the five participating communities in order to market and export products in a sustainable way.

⁴⁶ The term *sustainable* means a business that is able to generate funds to cover its operating costs and generate economic benefits, and which does not rely on external resources (public or international cooperation) to operate.

project, the following table shows an example of how to introduce a gender perspective into them.

Table 5. General Objective of the Project

GENERAL OBJECTIVE OF THE PROJECT	
WITHOUT A GENDER PERSPECTIVE	WITH A GENDER PERSPECTIVE
<ul style="list-style-type: none"> ➤ Transform productive activity into a sustainable business by expanding into regional and international markets 	<ul style="list-style-type: none"> ➤ Transform productive activity into a sustainable business by expanding into regional or international markets, making improvements in the levels of empowerment of beneficiaries (small farmers, MSMEs, productive or business associations)

At this stage the concept of empowerment has to be defined for each specific project. This should be done with the active participation of the beneficiaries so that from then on it is possible to determine the activities that need to be implemented to achieve the objectives. For this task, it is also important to consider the disposition of the executing agency and the other actors involved in implementing the gender mainstreaming in the project. By this means, and according to the capabilities of the actors, it may be possible to propose more realistic goals.

To specify the project’s objectives in terms of empowerment, some of the following areas where this concept can be achieved have to be prioritized and selected:

- personal (increased self-esteem);
- family (greater autonomy in decisions on use of resources, reduced domestic workload by reorganizing with other family members, better distribution of tasks related to the care of children or elderly);
- labor (higher income, improved capabilities, holding management positions); and
- social (assuming new roles and leadership in the community).

The project design team has to strike a balance between obtaining this objectives and realistic expectations of what the project will achieve (depending on its duration, resources, skills, stakeholder awareness, etc.).

One way to identify the needs of the target group and the scope of the concept of empowerment for the group is to hold interviews (or other ways of collecting qualitative information) with the beneficiaries. This exercise was conducted with some women beneficiaries during the design of the second phase of the program Export Development of Cusco Region:

KAMAQ.⁴⁷ These interviews provided valuable information on the situation of the women, their expectations of the project, and what ideas they had on the concepts of empowerment and gender equality. This prior basic information is essential for deciding what gender goals to establish, respecting the limitations of the project's action framework, and for deepening the impact of this type of program from the point of view of gender equality, aside from the results achieved with respect to the productive activity (business).

Step 2: Establish impact indicators

After defining the project objectives, it is necessary to establish indicators that verify the results. The incorporation of a gender perspective in this step involves analysis of the roles and participation of the beneficiaries in the business, the return they receive, and the relationship between the business and relationships and obligations in the family and home. The baseline required to collect gender-disaggregated data (income level, level of organization of associative or productive group, productive capacity, and level of management skills of group members) must be constructed, and measurement of the indicators differentiated by gender established wherever possible, so that the expected outcome of the project can be quantified. The goals will have to be established in conjunction with the beneficiaries and should be numeric and specific.

Table 6 shows the traditional indicators for the type of project under analysis in the first row. The second row of the table shows how other indicators can be included in addition to the above to give a new depth and reflect a gender perspective.

⁴⁷ The interviews were conducted through the Ministry of Foreign Trade and Tourism, executing agency of the project in Peru.

Table 6. Indicators for Measuring Outcomes⁴⁸

	Revenue from an activity or business	Access to local or international markets	Production of an activity or business	Organization (formalization, cohesion) of the productive group/association	Capacities in administration, production, and trade management	Additional social/personal empowerment indicators⁴⁹
WITHOUT A GENDER PERSPECTIVE	Monthly revenues from business	Degree of internationalization (% of production exported)	Number of beneficiaries	Management instruments approved/in use (statutes, operations manuals)	Positions in production or trade management held by the beneficiaries themselves	
			New product designs	Board meetings and member meetings attended by more than 50% of members		
WITH A GENDER PERSPECTIVE	Monthly income from sales received by women	Percentage of women in marketing roles	Percentage of female beneficiaries	Percentage of women on the board	Percentage of women in administration, production, or trade management positions	<ul style="list-style-type: none"> ➤ Hours women spent on housework ➤ Percentage of women that take household decisions, for example regarding savings, buying furniture or family outings ➤ Percentage of women in leadership positions⁵⁰ within the community
	Percent of household-monthly-income that women use with autonomy		Percentage of designs elaborate by women	Percentage of that attend member meetings		

⁴⁸ To establish goals related to capacity building indicators we should take into consideration the skills required to take on different roles and tasks within the business.

⁴⁹ Measuring this type of indicator will require qualitative tools (in-depth interviews, focus groups, case study) whose preparation and implementation is often more complex and requires more time and resources.

⁵⁰ Framing of leadership in “social organization” should consider the specific social context of each intervention. Additionally, we should avoid considering organizations with predominantly female leadership. For example, leaders of community kitchens are usually women.

Step 3: Define monitoring activities and indicators

Gender mainstreaming at this stage consists of determining which activities lead to meeting the proposed objectives, and establishing indicators to measure implementation of activities and their derived products. The chosen activities will also be aligned with the content of the gender goals prioritized by the beneficiaries (personal, family, social, or labor). The proposed activities and indicators—see Annex III—are not intended to be exhaustive and their selection depends on the objectives of each project and its scope, resources, and duration. Although some of these indicators coincide with those included in the table of outcome measurement indicators (Table 6), here they are measuring products obtained in a further level of disaggregation.

Identification of gender indicators and gender goals helps to measure these aspects in the processes of monitoring and evaluation, not as additions to the responsibilities of the evaluator, but embedded in the actual measurement of the project outcomes evaluated.

3.3 National strategies of the Aid for Trade Initiative

The main objective of the Aid for Trade (AfT) initiative is to build the productive and infrastructure capacities of governments and the private sector needed to take advantage of trade liberalization and expand their participation in international trade. The Bank actively supports the AfT initiative and, through INT, leads support for its implementation in the region. In this framework, the AfT strategies are designed to assist governments with identifying priorities for creation of trade capacities by improving coordination between ministries, creation and implementation of a portfolio of projects, design of monitoring and evaluation mechanisms, and the start of a dialogue with donors and investors, domestic and foreign.

To incorporate a gender perspective in this type of operation, the example used was the project Bridging the Gap in Development Assistance: Belize's Aid for Trade Strategy. In this case, the priorities identified in the AfT strategy, whose development received technical support from the Bank, include infrastructure and trade facilitation, regional integration and implementation of trade agreements, MSF/technical standards and regulations, and private sector competitiveness. For this exercise, after the analysis from a gender perspective of the strategy

prepared by the Belize government, the following specific ideas were proposed for incorporating a gender perspective in the recommendations and pillars of the strategy.⁵¹

- Collection and use of gender-disaggregated data on the activities and studies to be performed;
- Inclusion in the implementation process of the strategy of government institutions, and social and business organizations involved in protection and promotion of women's rights and their representation;
- Development of an infrastructure for the institutions involved in trade management considering the gender differences of their staff and users;
- Development of trade impact evaluations, emphasizing impact on the female population;
- Inclusion of women entrepreneurs as beneficiaries of the activities to be developed as part of the strategy; and
- Incorporation of gender equity criteria in the selection process of new staff of public institutions involved in the strategy.

The suggested gender indicators were based on the indicators established for monitoring the AfT strategy, to support the monitoring of the progress of gender outcomes:

- Specifically include monitoring of the activities and outcomes involving the female population;
- Specify the number of trade projects that target the female population;
- Identify those systems, processes, and training activities that incorporate a gender perspective in order to monitor the participation of women;
- Develop materials taking into account the female user population;
- Collect and use gender-disaggregated data; and
- Count the number of women-led small and micro-enterprises included in the identified value chains.

The gender mainstreaming exercise carried out for the three types of trade operations described in this section has led to certain findings and lessons that have been integrated into various knowledge products. In the next section we briefly describe these products.

⁵¹ The details of the suggestions for the matrixes of the Aid for Trade national strategy and monitoring activities and indicators are presented in Annex IV.

IV. Knowledge Products Developed from the Process of Gender Mainstreaming in Trade Operations

4.1. How to incorporate a gender approach into trade interventions: A handbook for trade practitioners⁵²

The handbook on how to incorporate a gender perspective in trade promotion interventions is a practical tool for any actor involved in trade in the Bank or in the region that participates from public or private institutions in the design or implementation of trade interventions and faces this challenge.

The types of trade intervention on which this manual focuses are: (1) projects to support trade and integration with national governments; (2) projects with groups of producers to promote exports and access to markets; and (3) processes of negotiating trade agreements. The contents of the handbook coincide with the contents outlined in section three of this technical note. It is not, however, the same product, but a practical methodological tool for guiding the incorporation of gender objectives, activities, and indicators in the design or implementation of projects in the work areas mentioned. The handbook is a unique product because of its structure as a manual, its format (an attractive and easy-to-use consultation brochure), and its use.

The processes of incorporation of a gender approach for each intervention category presented in the handbook have been developed from real practical cases and available studies. The proposed objectives, activities, and indicators offered are intended to offer a wide selection for readers to choose from and apply those best suited to their particular project. The explanation of the process follows the structure of the logical framework, identifying the phases that the trade actor passes through in designing the intervention and considering how to introduce a gender perspective into each step.

4.2 Incorporation of a gender perspective in the processes of preparation, negotiation, and implementation of trade agreements

The collection of trade and gender interventions described in the first section of this technical note motivated the INT Trade and Gender team to deepen the analysis of the differential impact of trade agreements on the well-being of men and women, as a way of continuing a line of work

⁵² The handbook was going through review and editing at the time this paper was written (August 2012).

initiated in the region on the impact of trade agreements on gender inequalities. In this line of work, although numerous studies have been developed, they have barely been disseminated and used by the relevant trade actors, specifically by officials of trade ministries and other national government entities involved in negotiation of trade agreements. Thus the idea emerged of investigating how a gender perspective could be included in the process of preparation and negotiation of a trade agreement.

With the collaboration of Alma Espino, an expert on gender and trade, a document was developed that identifies the points in the process of a trade agreement when the official negotiators and other officials and stakeholders have the opportunity to consider the positive impact of gender mainstreaming, along with the specific contents of the analysis that has to be done and the suggested indicators for the process so that this approach becomes embedded in the process.⁵³

Espino's proposal incorporates a gender perspective at three points in the process of preparation and negotiation of a trade agreement: (1) during the development stage of the proposal to negotiate; (2) during the negotiation and consultation on the contents of the agreement; and (3) during implementation of the agreement. The exercise consisted of creating and applying a checklist of questions during the analysis of the agreement and construction of indicators to help measure the real potential impacts on the female population and on the identified gaps between men and women.

As Espino established, there are limitations on the availability and use of gender-disaggregated data, evaluation methodologies that incorporate a gender perspective, and the lack of preparation of trade actors on gender issues.⁵⁴ The fact that we can apply this tool is an advance that contributes to relating macroeconomic policy objectives with those of social and gender equity.

The suggestions and recommendations of Espino's work are set out in the tables of Annex V and VI that show the questions that should be asked as an initial step for incorporation of a gender perspective in the preliminary evaluations of the potential impact of a trade agreement (*ex-ante*), in the real-impact evaluations of a trade agreement during its implementation (*ex-post*), and in the consultation and negotiation processes. These questions are

⁵³ This technical note is an input for preparation of the handbook on how to incorporate a gender approach in trade interventions.

⁵⁴ The limitations mentioned by Espino coincide with the limitations identified in Section 2.1 of this technical note.

accompanied by indicators that can determine the impact of an agreement on the female population, such as the potential incidence of organizations representing women's rights in the agreement.

Despite the limitations mentioned, which mean that this exercise is not always easy for negotiating teams to implement; this set of issues and suggested indicators is a first approach to the way a gender perspective can be systematically introduced in three phases of a trade agreement.

4.3 Review and analysis of specific trade agreements and proposed incorporation of a gender perspective

In the process of preparing and receiving comments on the knowledge products mentioned so far, a need was identified to expand the work on trade agreements. Specifically, it was considered appropriate to review and analyze these trade instruments in order to identify suitable spaces where a gender perspective could be incorporated and offer the region's negotiators examples of this exercise. We made suggestions on how to deepen inclusion of a gender approach in the text or proposed new clauses that incorporate a gender perspective for future negotiating processes in the region.

The conclusions of this product outline proposals designed to help the trade negotiators facilitate and promote incorporation of gender clauses in trade agreements in line with the possibilities and characteristics of their political, institutional, and trade context. The following summarizes some of the findings of the work:

- Proposed text for inclusion in the preamble of a trade agreement: *“To promote integrated economic development with the objective of reducing poverty, and contributing to the creation of new employment opportunities and working conditions guaranteeing gender equity, and improving living conditions in the respective countries through liberalization and expansion of trade and investment, which are key tools for achieving development in their territories...”*
- Inclusion of gender issues on the agenda of the monitoring committees of the trade agreement⁵⁵ could encourage discussion on its implications for the female population, on

⁵⁵ A trade agreement involves creation of an institutional framework that supports and facilitates implementation and monitoring of the measures agreed between the partner countries.

promoting opportunities for women through trade, and on the design of public policies to counteract any negative effects of the agreement. Specifically, setting up a subcommittee for gender issues could be evaluated in certain contexts.

- Promote gender mainstreaming as a crosscutting topic to the strategies and activities arising from the agreement. To do this it is necessary to encourage the generation and dissemination of information on women's pay and employment conditions, information on human resource development and gender differences, and data on income generation and participation in gender-disaggregated economic sectors, among others.
- Promote incorporation of a gender dimension (gender indicators) in the impact evaluations established in the agreement, which would help identify the effects, positive and negative, of the agreement on the female population with a view to designing public policies to improve or strengthen exploitation of business opportunities by this population.
- Promote in the activities or committees arising from the trade agreement inclusion of public and private organizations and institutions that represent women's interests so as to take into account their proposals. We refer, for example, to ministries or institutes involved in women's issues, women's business organizations, and organizations defending women's rights, among others.
- Ensure gender equity in staff training in the public and private sectors under the trade agreement or arising from its implementation, to the extent possible.
- In some countries, government procurement is used, in part, as a mechanism to promote specific sectors of the economy, for example, the micro- and small enterprises sector. Some agreements provide for cooperation activities in the area of procurement involving strengthening and training for small and micro-enterprises. Along these lines, as part of these cooperation actions it is possible to consider involving sectors with a high participation of women, promoting participation of women vendors (services) or women-led enterprises, and identifying and considering the special circumstances they face in the market, in an effort to facilitate their access to business opportunities arising from government procurement processes.

4.4 Community of Practice on Trade and Gender

The Community of Practice was launched in December 2010 as a support tool for creation and dissemination of knowledge in the trade and gender area. The tool was designed to (1) sensitize Bank specialists to the importance of incorporating gender criteria in operations; (2) promote coordinated gender mainstreaming into the Bank's activities related to trade, competitiveness, and business development; (3) identify the main actors and institutions working in the field of trade and gender in the region to create partnerships and networking; and (4) stimulate debate among experts and professionals on approaches, best practices, and initiatives. So far the Community has a representative group of members with varied backgrounds (academics, development practitioners, and specialists) and is one of the most important means of creating and disseminating knowledge in this area for the Trade and Gender team, as well as being a meeting place that facilitates creation of partnerships and networks between experts on the area.⁵⁶

V. Conclusions on the Process of Gender Mainstreaming in Trade Operations

The analysis presented in the second section of this paper shows that projects and interventions in trade can be tools to promote women's empowerment and gender equality. Along these lines, this technical note shows INT's priorities within the Trade and Gender Initiative: (1) development of a methodology for including the gender perspective in in sector projects' objectives, activities, and indicators, and (2) development of knowledge products that sensitize trade stakeholders in the Bank and in the region to the issue of trade and gender.

The main conclusion of the process of gender mainstreaming described in this technical note was that it requires an effort specifically aimed at making trade operations have an impact on gender equality. It is not enough, for example, to assume that because the beneficiaries of a project are mostly women that the project produces an immediate impact in terms of gender. The intention to have a gender impact should be reflected in the project objectives and activities, and it should be translated into predefined goals and indicators that show what is sought in terms of empowerment and gender equality.

⁵⁶ See Annex VII for some of the statistics of the Community of Practice in Trade and Gender.

The effort to incorporate a gender perspective will depend on the phase of the operation. That is, the effort will be different in the design, implementation, and evaluation phases. If the gender perspective is introduced at the design phase, this will be an integral and cross-cutting topic in the project and will be part of both the general and specific objectives. It could be further included in the activities, indicators, and targets. During the implementation phase, the introduction of a gender approach implies the analysis and identification of activities to evaluate to what extent they, and the project in general, are likely to have an impact on gender equality. In this case there is no room to modify the overall objectives or specific objectives. Therefore, only small changes would be introduced, mainly in the activities and monitoring indicators, on the basis of a consensus reached with the project's stakeholders. Gender objectives are parallel but confined to traditional trade project objectives. In that sense, incorporating a gender perspective in a trade project means that the project will require additional effort in implementation and will have greater depth in the results—but without deviating from the objectives set to achieve the expected positive impacts.

To mainstream the gender perspective in a project, we have to begin by introducing the gender perspective in the baseline. This involves specialized staff to provide technical support in this task. The baseline is also critical for getting information on the characteristics of the beneficiaries, which will later define the concept of empowerment and gender equity to be used in the project with the beneficiary community. Thus, empowerment and gender equity can be translated into indicators that measure the impact of the project on the target population in those terms.

Monitoring is critical and requires having a set of indicators that provide different options to introduce a gender perspective. Choosing a specific indicator is more or less appropriate as the project evolves and as it indicates to what extent an impact on gender is still possible within the project's limits. The indicators suggested in the third section of this technical note are dynamic and show that each trade operational area has different places for the incorporation of a gender perspective. Consequently, as we continue to explore how to introduce this particular perspective in new areas, we can build appropriate indicators for each area of intervention.

So far we have discussed the beginnings of the process of gender mainstreaming in some operational areas of INT. These early experiences have given us clues about what to do, how to do it, and what works best. We have to continue doing this exercise in each operational area of

the sector, because once the operation and its specific activities are analyzed in depth, there are few areas where it is unlikely we'll be able to incorporate a gender perspective. The topic had at first seemed like a challenge, but analytical research reveals many places where this perspective can be introduced, and different ways of introducing it.

We must also build a working methodology, generate standard indicators for each type of project, explore new areas of operation, and, above all, insist on monitoring the implementation and assessing the impact to ascertain to what extent the estimated level of impact translates into concrete reality after the project implementation period. Success in incorporating the gender approach depends not only on good design; it will be necessary to engage stakeholders in the implementation and have good monitoring and evaluation mechanisms, for which it is essential to provide additional funding in the project.

Gender mainstreaming will have more success the more advocates it has. It is important to conduct awareness activities for trade officials and professionals, so they can open needed space in projects for this new approach. The existing barriers have more to do with assumptions about the difficulty of coping with an unknown issue than with the reality of incorporating a gender approach once the right tools are available.

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Annex I: List of Analyzed Initiatives and Research Works on Trade and Gender in the Region

No.	Program/Project/Initiative	Country	Institutions Involved
1	Platform for Action for Women Vendors	Global	ITC
2	Pathways Access Initiative	Peru	WeConnect/USAID
3	Female Entrepreneurs: Strengthening Export Competitiveness	Peru	ITC
4	Empowering Mexican Women Business Enterprises in the Silver Jewelry and Beads Industry	Mexico	ITC
5	Initiative to promote the positioning of women in the coffee market	Colombia, Costa Rica, El Salvador, Guatemala, Nicaragua, Dominican Republic	IWCA
6	Results-Based Initiative: Training and Technical Assistance Program for Women Entrepreneurs in Peru	Peru	ONUMIJER, World Bank, and the International Center for Research on Women (ICRW)
7	Chile Women Entrepreneurs	Chile	Santiago Chamber of Commerce, IDB
8	Latin American Network of Women Entrepreneurs	Regional	Vital Voices, USAID
9	Program to Promote the Competitiveness of Artisans Associations of Cuzco in Peru	Peru	Ministry of Foreign Trade and Tourism, IDB
10	Network of Women Entrepreneurs	Regional	U.S. State Department
11	Project-enterprise Casa de la Mujer Artesana	Peru	Manuela Ramos Movement
12	Program to Export Toquilla Straw Hats in Azuay and Cañar	Ecuador	Productive Network Project, USAID, export enterprises
13	Tarahumaras Women's Rural Regional Traditional Artisans Micro-Enterprise Program	Mexico	FIDA
14	Gender certification in Latin America and the Caribbean—GEM	Mexico, Argentina, Chile, Dominican Republic	World Bank and local women's institutes
15	Support programs for local productive organizations	Guatemala, El Salvador, Brazil, Peru, Mexico	Walmart, CARE, Mercy Corps, USAID
16	Women's Coffee Seal	Guatemala	AGEXPORT
17	Innovative Strategies for Peruvian Women's Participation in Digital Economy: A Pilot Program for Women Entrepreneurs	Peru	IDB
18	Enhancing Rural Women Economy in Puno, San Martin, and Ucayali	Peru	Manuela Ramos Movement, CAF
19	Verapaz Community Empowerment Program (VCEP) Improving the value of agricultural production—Strengthening access to markets—Building greater local leadership capacity	Guatemala	Global Fairness Initiative
20	Development of gender indicators: capacities of the statistics	Regional	ECLAC

	institutions and women's offices		
21	Strengthening national mechanisms for gender equality and empowerment of women	Regional	ECLAC
22	Entrepreneurial development of cooperative federations	Guatemala	ACDI

No.	Study/Research	Country	Institution/Author
1	Diagnosis of the situation of women entrepreneurs (2008)	Mexico	Instituto de las Mujeres
2	Analysis of the coffee production, transformation and marketing system Case: Association of Women in Development of Nueva Segovia, Ocotal (AMDES)	Nicaragua	Association for research into sustainable development of "Las segovias"
3	Artichokes Value Added Chain in Peru: An Analysis in Favor of the Poor (2007)	Peru	Peruvian Center of Social Studies (CEPES), USAID
4	Evaluation of the CrediMujer Project 2001–2011 (2011)	Peru	Manuela Ramos Movement, Patricia Balbuena (PUCP)
5	Profits Fly the Coop: Gender Impacts of Trade Liberalization on the Jamaican Poultry Industry (2010)	Jamaica	The Commonwealth Secretariat, Carole Narcisse
6	Slipping on a Peel: The Effects of Changing Trade Regimes on The St. Lucia Banana Industry (2010)	Saint Lucia	The Commonwealth Secretariat, Carole Narcisse
7	Links Between Trade, Gender and Equity. an Analysis for Six Countries of Latin America (2007)	Argentina, Brazil, Colombia, Mexico, Uruguay	Latin American Chapter, International Gender and Trade Network (IGTN), Paola Azar, Alma Espino, and Soledad Salvador
8	Mexico: Content of Import and Export Work (2007)	Mexico	Latin American Chapter, IGTN
9	Gender Justice in Trade Policy: The Gender Effects of Economic Partnership Agreements (2009)	Jamaica	One World Action and The Commonwealth Secretariat
10	Agro-Exporting, Employment and Gender in Peru (2009)	Peru	Economic and Social Research Consortium (CIES)
11	Handicraft Trade and Women Entrepreneurs: A Case Study in Lima (2009)	Peru	North–South Institute
12	Gender, Time Use, and Change: Impacts of Agricultural Export Employment in Ecuador (2001)	Ecuador	The World Bank, Constance Newman
13	Cultivating Organic Coffee: Challenges for Small Farmers in Jamaica (2010)	Jamaica	The Commonwealth Secretariat, Dorianne Rowen-Campbell
14	Gender Relations in the Framework of the TLCUEM: Toward Construction of a Methodological Proposal for a Case Analysis (2005)	Mexico	Henrich Böll Foundation, Rebeca Salazar
15	Gender Relations in the Mexican Agriculture and Food Sector in the Analysis of Trade Policies and Free Trade Agreements (2007)	Mexico	Latin American Chapter, IGTN

16	Look FIRST from a Gender Perspective: NAFTA and the FTAA (2004)	Mexico	Oxfam/Marceline White
17	Gender Equality & Trade Policy (2011)	Global	WomenWatch
18	Gender Indicators for Monitoring Trade Agreements (2007)	Regional	Irene van Staveren, Diane Elson, Caren Grown, and Nilufer Cagatay
19	Methodological Approaches to Gender and Trade & Financial Liberalization (2005)	Regional	Latin American Chapter, IGTN, Irene van Staveren
20	Maquila Boom Reduce Poverty? Evidence from Honduras (2009)	Honduras	Rafael E. De Hoyos, Maurizio Bussolo, and Oscar Nuñez
21	Mainstreaming Gender in Trade Policy (2009)	Global	UNCTAD
22	Mainstreaming Gender in Trade Policy: Case Studies (2009)	Global	UNCTAD
23	Trade and Gender: Opportunities, Challenges and Policy Dimension TD/392 (2004)	Global	UNCTAD

Annex II: Monitoring Activities and Indicators for Trade and Integration Support Projects

OUTCOMES	ACTIVITIES	FINISHED PRODUCTS	INDICATORS		GOALS/TARGETS (Using gender indicators)
			TRADITIONAL INDICATORS	SUGGESTED ADDITIONAL INDICATORS TO ADD A GENDER DIMENSION	
1. Strengthened management of administration and trade agreements and businesses	Creation and/or reorganization of the responsible entity ⁵⁷	Entity created or reorganized	<ul style="list-style-type: none"> ➤ New organizational structures adopted 	<ul style="list-style-type: none"> ➤ The new or restructured organization includes mechanisms to: <ul style="list-style-type: none"> ▪ Promote gender equity in staff selection and recruitment ▪ Ensure gender equitable participation of officials in training programs ▪ Promote balance between work and family ▪ Ensure gender equity in pay 	<ul style="list-style-type: none"> ➤ Recruitment and hiring procedures incorporate guidelines to ensure respect for gender equity ➤ Institutional policy aimed at reconciling work and family ➤ Pay policy based on workload, experience, qualifications, and other objective criteria, regardless of a worker's gender
	Reengineering of agency processes responsible for trade management	Improved processes	<ul style="list-style-type: none"> ➤ Number of internal processes with improved functioning 	<ul style="list-style-type: none"> ➤ Number of improved processes that produce and/or use gender-disaggregated information 	<ul style="list-style-type: none"> ➤ X number of processes include a gender perspective as suggested

⁵⁷ In some cases, the project involves creation of an entity to carry out functions related to trade management such as administration of trade agreements, registration and protection of intellectual property, customs management, export promotion, and promotion of micro- and small enterprises, among others.

	Training of officials in trade negotiations	Trade negotiating team trained	➤ Number of officials responsible for trade negotiations trained	➤ Number of women officials responsible for trade negotiations trained	➤ X% of officials trained are women
	Development and systematic application of methodologies for evaluation of the economic, social, and legal impact of the trade agreements ⁵⁸	Methodologies prepared and in use	➤ Number of evaluations implemented (in specific economic sectors)	➤ Number of impact evaluations (economic, social, and legal) of trade agreements that incorporate a gender perspective	➤ X evaluations made incorporate a gender perspective ⁵⁹
	Design and implementation of an efficient model of administration of trade agreements	<ul style="list-style-type: none"> ➤ Model of administration of trade agreements in place ➤ Plan to implement trade agreements designed and implemented 	<ul style="list-style-type: none"> ➤ Number of initiatives (projects or programs) included in the implementation plan focused on fostering opportunities generated by trade agreements ➤ Number of proposed legal reforms to eliminate market access restrictions ➤ % of 	<ul style="list-style-type: none"> ➤ Number of initiatives (projects or programs) included in the implementation plan focused on strengthening women's potential for profit opportunities generated by trade agreements ➤ Number of proposed legal reforms that eliminate obstacles to women's market access. ➤ Number of initiatives that focus on compensating female population for negative impacts of trade agreements (if any). 	<ul style="list-style-type: none"> ➤ X number of data collection systems that obtain information disaggregated by gender ➤ X number of initiatives focus at strengthening women potentials to profit opportunities generated by the trade agreement ➤ X number of initiatives that focus on compensating women population for negative impacts of trade agreement

⁵⁸ Evaluations can be conducted prior to trade negotiation and during implementation of agreements.

⁵⁹ By incorporating the gender perspective, an evaluation tackles the impact of the trade agreement on the female population, in specific economic sectors where women make up most of the labor force, or where the consequences of the agreement could have a special and differentiated effect on women— employees, entrepreneurs and heads of households.

			<p>compliance with the commitments assumed by the country in the agreements</p> <ul style="list-style-type: none"> ➤ Safeguard and defense mechanisms function at national level 		
	<p>Training of officials of public institutions, entrepreneurs, and associations representing the private sector on the content of signed trade agreements and the opportunities derived from them⁶⁰</p>	<p>Officials and private sector actors trained in trade areas and trade administration</p>	<ul style="list-style-type: none"> ➤ Number of officials trained ➤ Number of leaders of enterprises participating in the training ➤ Number of participating business organizations 	<ul style="list-style-type: none"> ➤ Number of women officials trained ➤ Number of women owners or leaders of enterprises trained ➤ Number of organizations (business, social) of women participants in the trainings 	<ul style="list-style-type: none"> ➤ X% of officials trained are women ➤ X% of entrepreneurs trained are women business leaders⁶¹ ➤ X% of organizations trained are women's organizations

⁶⁰ This type of suggested training indicator can be used for any type of training in any topic area. Each time training is included in the design of a project, the same gender indicators can be considered. The more active the gender policy, the higher the values of the goals/targets indicator (column on far right), committing the institution to achieving these numbers of women participants in the training. It would make sense to establish the percentage as an a priori goal, as a compromise that coincides with the global percentage of representation of women relative to men in the institution, unless, in this specific topic in which the training is offered, the gender ratio varies with respect to the gender ratio across the entire organization.

⁶¹ The leader of an enterprise is the person who has the controlling interest in the enterprise or exercises its ownership and management.

2. Increased exports	Development and implementation of a plan to strengthen the competitiveness of export associations	<ul style="list-style-type: none"> ➤ Plan to strengthen competitiveness designed and implemented ➤ Exporters associations strengthened 	<ul style="list-style-type: none"> ➤ Plan to strengthen competitiveness of export sector ➤ Number of productive groups or enterprises that export ➤ Number of new markets accessed by export business 	<ul style="list-style-type: none"> ➤ Number of initiatives included in the plan that target women's productive groups and businesses ➤ Number of women producers or entrepreneurs' organizations that export 	<ul style="list-style-type: none"> ➤ Plan to strengthen competitiveness of export sector uses disaggregated gender data (such as enterprises owned by women, women's labor participation) ➤ X% of productive women's organizations or women-led enterprises that export
	Support for specialized trade fairs and reverse trade missions	Organization of specialized trade fairs and reverse missions and support (through cofinancing) for participation of enterprises	<ul style="list-style-type: none"> ➤ Number of fairs and missions organized ➤ Number of enterprises participating in events ➤ Number of enterprises that receive financial support from the program 	<ul style="list-style-type: none"> ➤ Number of women-led and women-owned enterprises that participate in fairs and missions ➤ Number of women-led or women-owned enterprises benefitting from the program that participate in fairs and missions 	<ul style="list-style-type: none"> ➤ X% of enterprises that participate are women-owned businesses ➤ X% of enterprises benefited by the program are women-owned business
	Development of information and monitoring systems	Information and monitoring systems designed and implemented	<ul style="list-style-type: none"> ➤ Number of information and monitoring systems in use ➤ Number of monitoring systems designed and 	<ul style="list-style-type: none"> ➤ Number of information and monitoring systems designed and implemented that use and generate information disaggregated by gender 	<ul style="list-style-type: none"> ➤ Information systems produce data disaggregated by gender

			implemented		
	Strategic plan for export promotion	Action plan for promotion of strategic sectors designed and implemented	<ul style="list-style-type: none"> ➤ Number of programs to support export businesses ➤ Number of businesses that access support programs Percentage of compliance with plan's implementation ➤ Percentage of new jobs generated by increased of exports 	<ul style="list-style-type: none"> ➤ Number of initiatives included in action plans that support women's participation in export sectors ➤ Number of women-owned businesses that access the support programs ➤ Number of specific initiatives that target sectors with high participation of women as workers or micro- and small enterprises ➤ Percentage of new female labor participation generated by increase of exports 	<ul style="list-style-type: none"> ➤ X number of initiatives that aim at supporting women businesses incorporation in the export sector ➤ X% of businesses that access export-support programs are women-owned businesses ➤ X% increase of employment due to increase of exports is female employment
3. Attracting investments	Plan to attract investments designed and implemented	<ul style="list-style-type: none"> ➤ Plan designed ➤ Activities of the plan implemented 	<ul style="list-style-type: none"> ➤ Number of strategic investment sectors selected ➤ Number of investment projects set up 	<ul style="list-style-type: none"> ➤ Selection of strategic investment sectors based on information disaggregated by gender ➤ Number of selected sectors has a high level of women workers of entrepreneurs ➤ Number of the investment projects designed have the objective of benefiting the female population participating in that economic sector 	<ul style="list-style-type: none"> ➤ X strategic sectors selected with information disaggregated by gender ➤ X sectors selected prioritize the factor of female participation ➤ X investment projects designed directly benefit women
	Strategic plan for strengthening and operating an Investment Promotion	<ul style="list-style-type: none"> Plan designed Agency in place and in operation 	<ul style="list-style-type: none"> ➤ Number of new personnel hired 	<ul style="list-style-type: none"> ➤ Number of women with the required qualifications hired by regular recruitment procedures. ➤ Number of complaints 	<ul style="list-style-type: none"> ➤ X% of new hires are women ➤ X% of complaints made by employees

	Agency			made by employees regarding discriminatory actions	that presented sufficient support were identified as gender discrimination (percentage should be the lowest possible and decrease over time)
4. Internationalization of MSMEs	Preparation of diagnoses of MSMEs with export potential and economic sector with potential exporter for MSMEs	<ul style="list-style-type: none"> ➤ MSMEs' diagnoses ➤ Sector diagnoses 	<ul style="list-style-type: none"> ➤ Number of diagnoses for MSMEs with export potential ➤ Number of diagnosis that identify economic sector with potential export opportunities for MSMEs 	<ul style="list-style-type: none"> ➤ Number of diagnoses of MSMEs that are owned by women ➤ Number of sector diagnoses that incorporated disaggregated data by sex regarding ownership and workforce and leadership roles in businesses 	<ul style="list-style-type: none"> ➤ X% of all diagnoses prepared have gender-disaggregated information ➤ X% of all diagnoses of MSMEs are for women-led or -owned enterprises
	Implementation of matching grant services to develop export-related areas of the enterprise: quality, productivity, environment, business partnership, technology and innovation, and development of markets	Matching grant services designed and executed	<ul style="list-style-type: none"> ➤ Number of enterprises that access the services of the program ➤ Number of programs offered, with supplementary coverage of the needs of enterprises 	<ul style="list-style-type: none"> ➤ Percentage of women-owned enterprises that access the services of the program ➤ Percentage of programs that contain an additional incentive to benefit women entrepreneurs 	<ul style="list-style-type: none"> ➤ X% of participating enterprises are women-owned businesses
	Evaluation of the impact of the matching grants service	Monitoring and evaluation system implemented	<ul style="list-style-type: none"> ➤ Identification of the increase in exports by beneficiary 	<ul style="list-style-type: none"> ➤ Percentage of increase in exports of women-owned or -led enterprises 	<ul style="list-style-type: none"> ➤ X% of the increase exports that the program has generated corresponds

			enterprises disaggregated by leaders and owners of enterprises (by gender)	<ul style="list-style-type: none"> ➤ Number of households where there has been a redistribution of time devoted to housework ➤ Identification of the increase in self-esteem of women entrepreneurs 	to women-owned businesses
5. Technological modernization	Modernization of information systems to support government foreign trade services	Institutional web portal constructed and in operation	<ul style="list-style-type: none"> ➤ Institutional web portal 	<ul style="list-style-type: none"> ➤ Number of tools to facilitate information on services for women entrepreneurs 	<ul style="list-style-type: none"> ➤ X% of increase in number of women entrepreneurs who access the information available ➤ X% of increase of specific programs to cover women-entrepreneurs groups' needs (based on new disaggregated information)
		Internal information systems of the institution modernized	<ul style="list-style-type: none"> ➤ Reduction of time of procedure management ➤ Higher degree of client satisfaction 	Gender disaggregation of information related to trade management	

Annex III: Table of Activities and Indicators for Projects with Groups of Producers to Promote Exports and Access to Markets

OUTCOME	ACTIVITIES	PRODUCTS	INDICATORS
1. Associative model and productive organization constituted and/or strengthened	Identification of appropriate business model	Management model agreed and adopted	The model adopted incorporates mechanisms that: <ul style="list-style-type: none"> ▪ Develop equitable allocation⁶² of roles in business management ▪ Prevents gender pay discrimination ▪ Promotes balance between work in the business and housework
	Formalization of the organization	Statutes of the organization	Number of women with required qualifications that are members of the board
		Registration of the organization in the appropriate registries	Registration obtained
	Establishment of functions and structure of the organization	Management instrument with organizational structure	Organizational structure approved and implemented, with equitable allocation of roles in the organization according to available human resources
		Members meeting, board/executive committee formed	Sessions of board and members meetings with attendance of over 50% of members Percentage of women that participate in board and members meeting
	Training and support for beneficiaries in their new roles (including workshops on self-esteem, leadership, and sensitization on women's rights)	Capacities created to manage the organizational and productive model	Percentage of women trained

⁶² We refer to an equitable allocation of roles when the goals representatively reflect the gender distribution in the beneficiary group, taking into account the possibilities and characteristics of the group and its business.

2. Management of the business improved	Training and knowledge transfer to the beneficiaries in areas such as accounting, finance, human resources, management, etc.	Capacities created in administrative and financial management	Percentage of women trained
			Number of gender-sensitive training materials developed
	New functions for the beneficiaries adopted	Percentage of women with required qualifications that assume administrative and financial roles	
3. Productive processes improved and expanded	Training in design of new products	Capacity to develop new designs transferred	<ul style="list-style-type: none"> ➤ Percentage of women trained ➤ New products ➤ Percentage of women with required qualifications that assume production roles
	Support in the production of new products		
	Support for the processes of quality certification of the products	Products with quality certification	Processes with quality certification
	Implementation of quality and training system	Capacities created for quality control	<ul style="list-style-type: none"> Gender distribution of beneficiaries trained Percentage of women with required qualifications that assume quality control responsibilities
4. Processes of trade management improved	Support for design and implementation of a marketing and business plan	Marketing and business plan	<ul style="list-style-type: none"> ➤ Marketing and business plan designed ➤ Percentage of women that participate in the design and approval of the marketing and business plan
	Training and knowledge transfer in marketing	Training programs created in marketing	Percentage of women with required qualifications that assume marketing roles in the business

Annex IV: Gender Entry Points for Belize’s Aid for Trade Strategy

Outcome	Indicators	Gender Entry Points	Sources of Information
Increased mainstreaming of trade-related objectives and activities in national development strategies	# of objectives/programs related to trade in strategies	# of objectives/programs related to trade in development strategies that target women	National/regional development strategies, development partner strategies and action plans
Better delivery of Aid for Trade	# of new trade-related projects initiated	# of new trade-related projects initiated that target or involve women	Aid for Trade Strategy Action Matrix Project pipelines with donors and development partners
Increased predictability of Aid for Trade resources	# of new trade-related projects initiated	# of new trade-related projects initiated that target or involve women	Aid for Trade Strategy Action Matrix Project pipelines with donors and development partners
	# of trade-related donor programs	# of trade-related donor programs that target or involve women	
Support Belize’s active role in the global trading system and to use trade as an instrument for growth and poverty alleviation by reducing the significant supply-side challenges	# of new or improved systems/approaches/procedures/processes/training activities implemented that are able to generate growth and contribute to poverty alleviation	# of new or improved systems/approaches/procedures/processes/training activities implemented with gender perspective # of new trade-related systems/processes/trainings that disaggregate data by gender if possible and relevant	AfT Monitoring Committee
Increased international and regional trade flows	Volume of imports Volume of exports # of products exported/imported		Customs, National Statistics offices
Increased competitiveness and business climate	Doing Business Ranking World Economic Forum Ranking Level of Foreign Direct Investment		World Bank, IFC, WEF, IDB World Trade Indicators National Statistics offices
Increased inter-institutional cooperation on trade	# of joint programs/initiatives	# of joint programs/initiatives involving women that incorporate a gender perspective/target women/involve the Women’s Department of the Ministry of Human Development and Social Transformation	Public announcements

Increased knowledge of market access opportunities by the private sector	# of new market entrants in existing markets	# of new market entrants led by women in existing markets	Communication networks, information tools and resources, Internet information, BELTRAIDE reports
	#of market entrants in new markets	#of market entrants led by women in new markets	
	# of new SMEs engaged in trade	# of new women SMEs engaged in trade	

Annex V: Examples of Questions and Indicators to Guide Incorporation of a Gender Perspective in the Evaluations of a Trade Agreement

PRELIMINARY EVALUATIONS		EVALUATIONS DURING IMPLEMENTATION	
Questions	Indicators	Questions	Indicators
Access and Employment Conditions			
<ul style="list-style-type: none"> ➤ Do employment opportunities increase or decrease for women? ➤ Do the gaps between female and male unemployment rates change? ➤ Are there policy initiatives aimed at improving the chances of reconciling family and paid work? 	<ul style="list-style-type: none"> ➤ Employment rate disaggregated by gender ➤ Proportion of women employed over total employment ➤ Proportion of unemployed women over total unemployed 	<ul style="list-style-type: none"> ➤ Will the new jobs have the same, greater, or lesser degree of segregation? ➤ How is job insecurity evolving in relation to social security coverage and job security? ➤ Is the income gap between men and women decreasing or increasing? 	<ul style="list-style-type: none"> ➤ Proportion of women employed in export-oriented lines and sectors over total employed ➤ Proportion of women with social security coverage in export-oriented activities over total employed ➤ Proportion of female to male pay in export-oriented lines and sectors
Access to Economic Resources and Income Generation			
<ul style="list-style-type: none"> ➤ In which productive segment (business size) are women concentrated? ➤ What is the situation of the male and female population in relation to control over productive resources (capital, technology, and property)? ➤ How are women affected in their role as consumers of gender-sensitive products (i.e., agricultural products)? 	<ul style="list-style-type: none"> ➤ Proportion of women over total micro- and small entrepreneurs ➤ Proportion of women receiving credit for production over total credit recipients; proportion of credit for production received by women over total credit ➤ Number of strategies or policies to promote marketing and innovation in women-owned enterprises over total strategies or policies for promotion of enterprises ➤ Proportion of women accessing advice and technological training in export-oriented activities over total number of people who access advice and training ➤ Purchasing power of women's income for gender-sensitive products (i.e., basic foodstuffs, agricultural products) 	<ul style="list-style-type: none"> ➤ Has there been any change in the concentration of women in the productive segments where they participate (business size)? ➤ Were measures implemented to improve marketing strategies and innovation in enterprises, in particular in women-owned enterprises? ➤ Were affirmative actions implemented for micro- and small enterprises, in particular for female-owned enterprises? ➤ How has women's access to credit for production evolved? ➤ Are women affected in their role as consumers of gender-sensitive products (i.e., basic food, agricultural products)? 	<ul style="list-style-type: none"> ➤ Number of strategies or policies to promote marketing and innovation of female-owned enterprises over total strategies or policies to develop enterprises ➤ Proportion of women to men who access advice and technological training in export-oriented activities ➤ Proportion of women receiving credit for export-oriented production over total ➤ Proportion of credit received by women for export-oriented production over total ➤ Proportion of women over total of micro- and small entrepreneurs by productive segment ➤ Purchasing power of women's income for gender-sensitive products (i.e., basic foodstuffs)

Trade in Services			
<ul style="list-style-type: none"> ➤ What representation do women workers have in the service areas impacted by the agreement? ➤ What is the gender pay gap and occupational segregation by occupational category and by sector of activity? 	<ul style="list-style-type: none"> ➤ Proportion of women employed in service activities impacted by the trade agreement over total employed ➤ Proportion of women with fixed-term employment contract/social security coverage over total employed in services impacted by the agreement ➤ Proportion of female to male pay in the services impacted by the agreement 	<ul style="list-style-type: none"> ➤ What representation do women workers have in the service areas impacted by the agreement? ➤ How has the quality of male and female employment and paid work evolved in these activities? ➤ How has the gender pay gap and occupational segregation by occupational category and by sector of activity evolved? 	<ul style="list-style-type: none"> ➤ Proportion of women employed in service activities impacted by the trade agreement ➤ Proportion of women with fixed-term employment contract/social security coverage over total employed in the services impacted by the agreement ➤ Proportion of female to male pay in the services impacted by the trade agreement

Annex VI: Examples of Questions and Indicators to Guide Incorporation of a Gender Perspective in the Negotiation and Consultation Processes of Trade Agreements

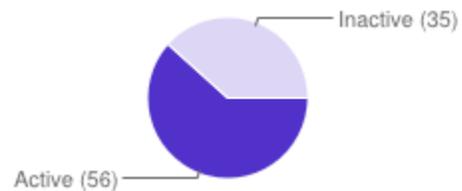
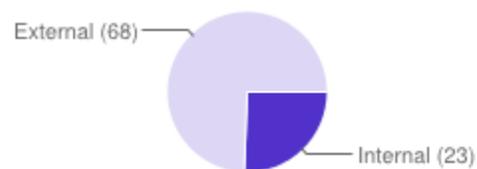
QUESTIONS	GENDER INDICATORS
<ul style="list-style-type: none"> ➤ Are women's demands included in the negotiation process? 	<ul style="list-style-type: none"> ➤ Existence of instances of participation in negotiations for official mechanisms for advancement of women (ministries, institutes, or offices responsible for women-related issues) ➤ Proposals made by the official mechanisms for advancement of women or organizations representing women's rights, incorporated in the trade agreement
<ul style="list-style-type: none"> ➤ Are there instances of participation of civil society organizations, including women, in the negotiations? 	<ul style="list-style-type: none"> ➤ Number of women's organizations involved in the negotiation ➤ Number of women's organizations involved in the consultations
<ul style="list-style-type: none"> ➤ Are the contents of international treaties and agreements signed by governments on gender equality and non-discrimination questioned in the proposed content of the trade agreement? 	<ul style="list-style-type: none"> ➤ Existence of provisions that guarantee respect for international treaties and agreements signed by governments on gender equality and non-discrimination in the trade agreement

Annex VII: Statistics on the Community of Practice on Trade and Gender⁶³

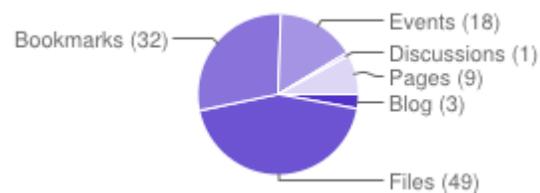
Total number of members: 91

Group member visits: 702

Members



Resources



⁶³ Statistics from December 2010 to November 2012 obtained from the Community of Practice in Trade and Gender website.