



EALA Women's Caucus

Strategic Plan 2022 - 2027

Gender Mainstreaming EAC Integration





EALA Women's Caucus

Strategic Plan

2022 – 2027

The EAC Official Anthem

(With an Informal English Translation)

Jumuiya Yetu sote tuilinde

Lets all guard our Community

Tuwajibike tuimarike

We should be committed and prosper

Umoja wetu ni nguzo yetu

Our unity is our anchor

Idumu Jumuiya yetu.

Long live our Community

1. **Ee Mungu twaomba ulinde
Jumuiya Afrika Mashariki
Tuwezeshe kuishi kwa amani
Tutimize na malengo yetu.**

Oh God we pray
For preservation of the East African
Community;
Enable us to live in peace;
May we fulfill our objectives;

2. **Uzalendo pia mshikamano
Viwe msingi wa Umoja wetu
Natulinde Uhuru na Amani
Mila zetu na desturi zetu.**

Patriotism and togetherness
Be the pillars of our unity
May we guard our independence
And peace
Our culture and traditions

3. **Viwandani na hata mashambani
Tufanye kazi sote kwa makini
Tujitoe kwa hali na mali
Tuijenge Jumuiya bora.**

Industries and farms
We should work together
We should work hard
We should build a better community.

One People, One Destiny

Summit of the EAC Heads of State



H.E. William Ruto
(Kenya)



H.E. Sergio Mattarella Félix Tshisekedi
(Democratic Republic of Congo)



H.E. Paul Kagame
(Rwanda)



H.E. Évariste Ndayishimiye
(Burundi)



H.E. Salva Kiir Mayardit
(South Sudan)



H.E. Samia Suluhu
(United Republic of Tanzania)



H.E. Yoweri Kaguta Museveni
President of Uganda

Vision of EALA Women's Caucus

The vision of the EALA Women's Caucus is an integrated East Africa where all women participate in the decision-making processes, enjoy and fully exercise their rights to achieve sustainable political and socio-economic development as enshrined in Articles 5 (3) (e), 121 and 122 of the Treaty for the establishment of the East African Community

Mission of EALA Women's Caucus

To emerge as a powerful voice in the articulation of the East African women's agenda of justice, equality, equity, and accountability in the EAC integration process.

The objective of the EALA Women's Caucus

The objective of the EALA Women's Caucus is to champion gender equality and women empowerment



Rt. Hon. Ngoga K. Martin

Speaker, East African Legislative Assembly

Statement of Commitment

It is my singular honor on behalf of the EALA Commission and Members of the East African Legislative Assembly to congratulate the EALA Women's Caucus for developing the first ever five year strategic plan (2022- 2027). Gender equality and women empowerment are fundamental human rights and an integral part of EAC integration agenda. For EAC to attain a people-centered and a market driven community, there is need to remove all obstacles that hinder effective participation of women and girls as well as unleash their full potential.



It is my singular honor on behalf of the EALA Commission and Members of the East African Legislative Assembly to congratulate the EALA Women's Caucus for developing the first ever five year strategic plan (2022- 2027). Gender equality and women empowerment are fundamental human rights and an integral part of EAC integration agenda. For EAC to attain a people-centered and a market driven community, there is need to remove all obstacles that hinder effective participation of women and girls as well as unleash their full potential.

Despite commitments, policy and legal frameworks at EAC, Continental and Partner states levels aimed at advancing women's rights and gender equality, gender inequality still persists in all aspects of societal life. It is my conviction that the launch of EALA Women strategic plan and its implementation will complement the Assembly's oversight efforts to hold EAC accountable in advancing gender justice and equality in the East African Community. Furthermore, it will enable the Caucus to map out pathways in formulating flagship programs, policies, and laws hence contributing to the EAC mission of widening and deepening economic, political, social, and cultural integration, to improve the quality of life of the women of East Africa through increased competitiveness, value added production, trade, and investments.

On 2nd March, 2022, the EALA passed a formal resolution giving due recognition to the Women's Caucus as a forum for Members of the Assembly to promote the full participation of women in programs and activities of the EAC.

The Inter-Parliamentary Union (IPU) also recognizes women's caucuses as key platforms for cooperation among women engaged in political life and advancing the 10 Point Action for Gender Equality. It is my utmost conviction that the EALA Women's Caucus shall be central to the advancement of women's political leadership, influence, and gender-responsive planning, policy-making, and program implementation in EAC.

Over the past decades, women have assumed leadership roles. Currently the United Republic of Tanzania has a female Head of State, and 4 of the 7 Speakers of EAC Partner States Parliaments are women. The Community also have pride in a number of Women elected and appointed to political positions including Members of Parliament, County Governors, Prime Ministers, Deputy Prime Ministers, Ministers and CEOs to Parastatals. Women are increasingly venturing in various professions as Doctors, Teachers, Nurses, Lawyers, Accountants, Entrepreneurships, Farmers among others.

I congratulate the Partner States that continue to promote the empowerment of women by addressing the existing glaring gaps to ensure a gender equal society.

I also appreciate partner states that have engendered their constitutions and adopted affirmative actions to bridge gender inequalities as well as enhance women's participation and access to socio-economic and political rights including in electing representatives of the people at the East African Legislative Assembly.

The EAC recognizes that attaining progress on women empowerment and gender equality requires collaborative partnerships with partner states government, the private sector and civil society, women and youth, development partners as well as regional and international organizations. At this juncture, I wish to commend Akina Mama Wa Africa for their unwavering support towards the development of EALA Women Strategic Plan. I also appeal to development partners and international organizations to partner with EALA Women Caucus in the critical phase of strategic plan implementation.

My Office and the EALA Commission remain committed to supporting initiatives of the Caucus to effectively and efficiently discharge its responsibilities in furthering the integration agenda and contributing to the realization of the aspirations of the AU Agenda 2063 and UN Sustainable Development Goals (SDGs) 2030 in particular SDG5 of achieving gender equality and empowering all women and girls.

It is my sincere hope that the EALA Women Caucus will go a long way in achieving its objectives for both EALA MPs and those beyond the confines of our chambers.

I pledge to liaise with my predecessors and those yet to come into office to advocate for the support to the noble work of EALA Women Caucus.

Rt. Hon. Ngoga K. Martin

Speaker, East African Legislative Assembly



Hon. Dr. Anne Itto,
Chairperson, EALA Women's Caucus

Foreword

The central role of gender equality and social justice in sustainable development has been increasingly recognised since the UN Decade for Women and Beijing Platform for Action. The East African Community and East African Legislative Assembly as the regional parliament have affirmed that achieving the goals of regional integration requires participation of women as important development actors. In light of this, women members of the Assembly formed the EALA Women's Caucus to bring together their collective efforts to contribute to strengthening gender mainstreaming within EALA. In doing so we seek to build deeper connections to women in East Africa as our primary constituency, while also collaborating with male allies who support this agenda.



Members of EALA Women's Caucus commitment to the priorities we have identified together remains essential to the successful delivery of this strategic plan. However, we rely on partnership and collaboration in this noble endeavour.

This Strategic Plan 2022-2027 is a reflection of the vision of EALA Women's Caucus in this agenda, and will enable us to focus our energies on the key priorities we have collectively identified, in the next five years. In implementing the Strategic Plan whose overall goal is to support and catalyse gender mainstreaming within EAC regional integration, the Women's Caucus is committed to collaborate with all relevant partners. These include EAC structures and other key stakeholders, particularly the national WOPAs as key actors within the Partner State legislatures and MEACAs, to qualitatively and quantitatively expand the participation of women in cultural, social, political, economic and technological development. We also envisage engagement of relevant regional actors outside the EAC region such as women MPs from other African regional economic communities (ARECs), the AU and beyond.

We went through a rigorous and participatory research process led by external consultants that involved extensive desk research and consultation of key stakeholders through interviews to develop the strategic and operational priorities in the plan. Some input was received through written responses, and we also held a consultative workshop in Kampala, Uganda towards the end of the process to review the draft Strategic Plan. The consultative process included members and leadership of EALA Women's caucus itself, other members of EALA and staff of the EAC Secretariat.

In addition, the consultations covered national MPs, regional and national women rights organisations and other civil society organisations, women in regional trade and business from the then 6 Partner States of the Community, and selected experts on regional integration and development, among others, to whom we express our deep gratitude for sharing their insights and expertise. We sought out but were unable to engage representatives of every category of stakeholders identified due to resource and time limitations. Additionally all of the consultations other than the workshop had to take place virtually.

Members of EALA Women's Caucus commitment to the priorities we have identified together remains essential to the successful delivery of this strategic plan. However, we rely on partnership and collaboration in this noble endeavour.

We reiterate our appreciation to the Speaker of EALA, Secretary General of the EAC, other members and officials of the Assembly, including Olivia Nantaba, national WOPAs and Amb. Philip Idro for the keynote address to the consultative workshop.

We are deeply grateful to our partner Akina Mama wa Afrika particularly the ED Eunice Musiime and Chimwemwe Fabiano, for funding and other support to the entire process, and the consultants Irene Ovonji-Odida, Debora Ossiya and Joseph Ossiya L'Magoro who supported the process of developing this strategic plan.

The leadership of my colleagues and fellow Executive Committee of EALA Women's Caucus, particularly Hon. Amb. Fatuma Ntangiza, Secretary General, was instrumental in providing guidance throughout from and in ensuring the successful development of the 2022-2027 Strategic Plan and for this, I remain very grateful.

Hon Dr Anne Itto

Chair EALA Women's Caucus

Arusha, September 2022.





Alex Lumumba Obatre
Clerk of the Assembly

Foreword

The East African Legislative Assembly champions the Legislative, Oversight, and Representative mandate of the EAC as it seeks to deepen and widen the EAC integration agenda the benefit of which is to espouse the attainment of sustainable growth and development in all spheres of Member States' co-existence as well as quality livelihood support for the citizenry.



The East African Legislative Assembly champions the Legislative, Oversight, and Representative mandate of the EAC as it seeks to deepen and widen the EAC integration agenda the benefit of which is to espouse the attainment of sustainable growth and development in all spheres of Member States' co-existence as well as quality livelihood support for the citizenry. The Assembly has accordingly established dedicated structures within its parameters of influence including subject matter standing Committees, Interparliamentary liaisons Committees, forums, and interest group caucuses. Towards this end, the idea of the EALA Women's Caucuses was conceived and born to create a platform to advocate not only for EALA Women but for all genders with emphasis on the female gender in the EAC region as a whole. The Assembly through the office of the Clerk, therefore, prides itself in giving administrative support to the proper functioning of the EALA Women's Caucus

Suffice to note that the Treaty under Articles 5, 3 (e); 6 (d); 121, and 122 bestows upon the East African Community (EAC), to place gender mainstreaming and respect for women's rights at the center of the EAC integration process. Other than obligating the partner states to enhance the role of women in cultural, social, political, economic, and technological development and recognizing gender equality, and social justice; the Treaty also retaliates and reinforces the role of women in socio-economic development and business as core to the cooperation and development of the partner states.

The EALA Women's Caucus Strategic plan 2022 – 27 provides a framework for implementing and delivering the mandate and functions of the Assembly as required by the Treaty for the Establishment of the East African Community.

The office of the Clerk commits itself to the successful implementation of the Strategic Plan. To this end, mechanisms will be put in place to ensure continuous sensitization of the content of the plan.

I, therefore, take this opportunity to appreciate the EALA Women's Caucus, Members and staff of the Assembly, and in a special way Hon. Amb. Fatuma Ntangiza, MP as well as Ms. Olivia Nantaba and Ms. Elizabeth Gitonga - staff for rendering administrative and other specialized support to the Women's Caucus activities that led to the development of this plan.

I look forward to the successful implementation of this Strategic Plan and re-affirm the commitment of the EALA management and staff towards the realization of the strategic objectives and outcomes of this Plan.

I also undertake to continue giving the Caucus all the technical support it requires to excel in realizing its objectives.

Alex Lumumba Obatre
Clerk of the Assembly

Acronyms


ACFTA	African Continental Free Trade Area
AUC	African Union Commission
AU	African Union
AMwA	Akina Mama Wa Afrika
AREC/s	African Regional Economic Community/ Communities
BEEM	Build, Eliminate, Exploit, Minimise
CSO/ CSOs	Civil Society Organisation/ Civil Society Organisations
CSW	United Nations Commission on the Status of Women
DRC	Democratic Republic of Congo
DRM	Domestic Resource Mobilization
GBV	Gender Based Violence
EAC	East African Community
EALA	East African Legislative Assembly
EASSI	The Eastern Africa Sub Regional Support Initiative for the Advancement of Women
FEMNET	The African Women's Development and Communication Network
Fin Techs	Financial technology
IPU - Inter	Parliamentary Union
GEWE	Gender Equality and Women's Empowerment
MEACA/ MEACAs	Ministry/ Ministries of East African Community Affairs
MPs	Members of Parliament
M&E	Monitoring and Evaluation
MEAL	Monitoring, Evaluation, Accountability and Learning
IEC	Information, Education and Communication
ICT's	Information, Communication and Technology
IFFs	Illicit Financial Flows
NTBs	Non-Tariff Barriers
SDG	Sustainable Development Goals
SMEs	Small and Medium size Enterprises
SWOT	Strengths, Weaknesses, Opportunities and Threats
VAWG	Violence against Women and Girls
UN FACTI	United Nations High Level Panel on Financial Accountability, Transparency and Integrity
UNCTAD	United Nations Conference on Trade and Development
WC	Women's Caucus
WROs	Women Rights Organisations
WOPA	Women Parliamentary Association
WPP	Women's Political Participation
WPS	Women, Peace and Security

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Rt. Hon. Martin Karoli Ngoga addressing the Members of the EALA Women's Caucus, EAC Secretariat, and stakeholders during the thematic dialogue: Capacity Building session to enhance the role of women in political participation held in Arusha, United Republic of Tanzania.

A photograph of the EAC Headquarters in Arusha, United Republic of Tanzania. The building is a modern structure with a large tree in front of it. To the left, several flags are flying on tall poles. The text "EAC Headquarters in Arusha, United Republic of Tanzania" is displayed in a yellow box in the top right corner.

EAC Headquarters in Arusha,
United Republic of Tanzania

Introduction

The EAC has several organs, including the Summit of the EAC Heads of State, the EAC Council of Ministers, the East African Court of Justice , the East African Legislative Assembly and the EAC Secretariat. The Assembly is the legislative organ of the Community, established under Article 9 of the Treaty



1 Introduction

1.1 Background and Methodology

1.1.1 Background

The East African Community (EAC) is an intergovernmental organisation that was revived in 1999. Its formation is guided by the Treaty for the Establishment of EAC acceded to in 2000 by the original 3 EAC Partner States, Republic of Kenya, Republic of Uganda and United Republic of Tanzania. The membership of the Community has since grown to include Republics of Rwanda and Burundi who joined in 2007, and Republic of South Sudan in 2016, and recently the Democratic Republic of Congo on 11th July 2022 presented its instruments of ratification. The vision of the EAC is to promote a prosperous, competitive, secure, stable and politically united Community and its mission is to widen and deepen economic, political, social and cultural integration in order to improve the quality of life of the people of East Africa through increased competitiveness, value added production, trade and investments. EAC integration is being implemented through four pillars, namely:

- the EAC Customs Union, which entered into force in 2005;
- the EAC Common Market Protocol which came into force in July 2010;
- the EAC Monetary Union - the EAMU Protocol signed on 30 November 2013¹.
- finally the EAC Political Federation². Political Confederation was adopted as a transitional model of the Political Federation on 20th May, 2017.

The EAC has several organs, including the EAC Summit of Heads of State, the EAC Council of Ministers, the East African Court of Justice, the East African Legislative Assembly and the EAC Secretariat. The Assembly is the legislative organ of the Community, established under Article 9 of the Treaty and Article 49 which stipulates its core mandate of legislation, representation and oversight. Currently the Assembly is composed of 9 elected members from each Partner State, *ex officio* members including the Ministers responsible for EAC affairs, the EAC Secretary General and Counsel to the Community. The number of female members of EALA has grown from the initial 10 women out of 27 elected members in the 1st EALA in 2001 to the current membership in the 4th EALA of 22 women out of 54 elected EALA members.

¹ the EAMU requires a monetary union within 10 years, allowing Partner States to progressively converge their currencies into a single currency. Source: <https://www.eac.int/monetary-union>

² Political federation is provided for under Article 5(2) of the Treaty for the Establishment of the East African Community and is founded on three pillars: common foreign and security policies, good governance and effective implementation of the prior stages of Regional Integration.

In a bid to enhance integration of gender in the Assembly's work, the EALA Women's Caucus (EALA WC or the WC) was formed by female members in October 2007. Since its inception, the EALA Women's Caucus steadily transitioned from an amorphous idea into a recognized forum of the Assembly, recognized as such by EALA in 2008 and then most recently on 2nd March 2022 when a formal resolution was further passed at the Assembly giving due recognition to the Women's Caucus. In the 2022 EALA resolution the House recognized the Women's Caucus of the Assembly as a forum for members of the Assembly to promote the full participation of women in programmes and activities of the EAC.

In line with Articles 5, 3 (e); 6 (d); 121 and 122 of the Treaty for the Establishment of the EAC (hereafter EAC Treaty), which places gender mainstreaming and respect for women's rights at the centre of the EAC integration process, our core business is to promote women's political leadership and mainstream gender into the integration processes and policies of the EAC. In this regard, our commitment as EALA Women's Caucus is to spearhead and support the structural and systemic transformation of EAC organs and institutions, agenda and processes including EALA to support and prioritise gender equality and women's empowerment in regional integration.

This strategic plan continues to build upon the aspirations and objectives of EALA women's caucus right from its inception. Whereas the strategic plan is intended to serve as an instrument through which the Women's Caucus will pursue the EAC and EALA objectives on gender equality and transformation, major departures from the previous strategic plan have also been introduced to take into account new thinking, alignment with the current phase of implementation of the EAC Treaty, priorities of EALA Strategic Plan 2019 -2024 and priorities on integration emerging from a wider catchment of women's concerns in the region.

As EALA WC we seek to deliberately consolidate the various skills, strengths, resources and experiences of our members as EALA female parliamentarians towards ensuring that the EAC is an inclusive and equitable community that works for all its citizens and Partner States, particularly women.

Our critical role, as the Women's Caucus, in regional integration is to bring the collective voice of our constituencies, particularly women's voices, to influence EALA and other organs of the EAC to be gender-responsive in their planning, policy-making, and program implementation. As a caucus we are also a practical vehicle to champion gender-responsiveness in representation, legislation, and oversight in the regional parliament, in addition to being an important forum for learning and consensus-building.

To date since its inception, the WC has registered a number of significant achievements notably in influencing the enactment of several gender sensitive legislation like the EAC Gender Equality, Equity and Development Bill, 2016; EAC Prohibition of Female Genital Mutilation Bill, 2016; EAC Counter Trafficking in Persons Bill, 2016; and the EAC Sexual and Reproductive Health Rights Bill, 2017. In addition it moved various motions relating to its agenda³. The WC has additionally grappled with challenges that have undermined its potential in advancing women's priorities in integration. A synopsis of the WC's SWOT is presented as an annex to this strategic plan. However, most importantly an effort has been made to ensure that this strategic plan has addressed the WC's weaknesses through various suggested interventions.

In a nutshell the overall goal of this strategic plan therefore is to map out pathways which will help the caucus to develop flagship programs, policies, and laws that will advance gender justice and equality in the East African Community. Furthermore, in line with this overall goal the identified strategic objectives in this strategic plan are intended to advance the EALA mission of widening and deepening economic, political, social and cultural integration in order to improve the quality of life of the women of East Africa through increased competitiveness, value added production, trade and investments.

The EALA Women's Caucus is committed to creating a diverse and inclusive working space, encouraging the participation of male allies, and collaborating with women's organisations and social movements towards shared objectives.

3 Motions and resolutions initiated by the EALA Women's Caucus include a resolution of the Assembly urging the EAC Council of Ministers and Partner states to eradicate child, early and forced marriages from the community, June, 2021; A motion on a resolution urging EAC Council of Ministers to adopt and implement measures to enhance gender mainstreaming in the appointment and recruitment for all organs and institutions of EAC; December, 2021; A motion urging the Council to urge Partner states to eradicate sexual abuse against children; June, 2022; A resolution for recognising the Women's Caucus of the Assembly as a Forum for members of the Assembly to promote the full participation of women programmes and activities of EAC, March, 2022; and a motion to urge the EAC Council of Ministers to address gender inequalities in respect of food and nutrition security in the EAC, 2022.

1.1.2 Methodology

This five-year Strategic Plan has benefited from an extensive participatory process with our key stakeholders. The inclusive process of developing this plan began in 2021, after the chairperson of the Women's Caucus contacted AMWA to assist the caucus in the development of a new strategic plan. As part of the road map leading to the strategic planning process, the external consultants interrogated the relevance of all the previous thematic priorities and the merits for reshaping and deepening in the most critical areas the caucus needed to focus on in the next 5 years going forward if women were to be supported to take advantage of the integration process. Hence the strategic directions we are taking on in the next five years has been arrived at through deep internal reflections and consultative processes that incorporated the views of key stakeholders including the caucus members themselves, EALA Clerk, male MPs and external stakeholders notably national women MPs, women in trade and business, national and regional women's rights NGOs and other civil society organisations (CSOs) and INGOs.

The rigorous and participatory research process led by the consultants was guided by an Inception Report and involved extensive desk research (secondary data collection) as well as consultation of representatives of key stakeholder categories drawn from all of the then 6 Partner States of the Community, as indicated in a table in the plan. Primary data collection was done through key informant interviews, focus group discussions, online interviews and a consultative workshop in Kampala, Uganda in which a draft Strategic Plan was presented and discussed. The information from all these sources was analysed and used to develop the components of the strategic plan, including SWOT, key stakeholders, Theory of Change, Approaches, and the Strategic and Operational priorities agreed on.

The consultative process included members and leadership of EALA Women's caucus itself, other members of EALA and staff of the EAC Secretariat. In addition, other stakeholders consulted were national MPs, regional and national women rights organisations, other civil society organisations, women in regional trade and business and selected experts on regional integration and development, among others, to whom we express our deep gratitude for sharing their insights and expertise.

We sought out but were unable to engage representatives of every category of stakeholders identified due to resource and time limitations. All of the consultations other than the workshop had to take place virtually which placed further constraints on the process.

Despite this, we were able to get a fairly broad representation of views from a range of stakeholders in gender mainstreaming EAC integration and to achieve very rich, deep information to shape the 2022-2027 Strategic Plan of EALA Women's Caucus.



Members of the EALA Women's Caucus Executive paying a Courtesy Call to the Secretary-General. From left, Hon. Rose Akol Okullu, Hon. Josephine Lemoyan, Hon. Fatuma Ibrahim Ali, EAC Secretary General, Hon. Dr. Peter Mutuku Mathuki – EAC Secretary General, Hon. Leontine Nzeyimana, Hon. Amb. Fatuma Ndagiza, Ms. Generose Minani

1.2. Guiding Principles of the Strategic Plan

As an offshoot of EALA and in a bid to entrench alignment as well as pursue common standards with EALA as we celebrate diversity and our uniqueness as women, we affirm that we espouse the seven Guiding Principles of EALA as expressed in the EALA Strategic Plan of 2019-2024; this EALA WC strategic plan is guided by the same principles including stakeholder participation, collaborative and participatory approaches, result-oriented strategic interventions and continuous measuring of impact. As a way of denoting the importance of these principles in our work we have embedded them in various sections of our strategic plan and ensured that we can measure the extent to which these principles will shape our day to day work as a caucus.

In furtherance of our work as female regional legislators and in order to keep our strategic plan alive and agile and in conformity with gender transformative standards we have added an additional guiding principle of gender responsiveness that will steer us in critical decision making at all times;

“We will at no time compromise or let down on our vision and aspiration for a gender responsive EALA and will endeavour to place gender at the centre of development and integration”.

1.3. Key Lessons Learnt from Programming since inception of the Women's Caucus

Going forward, we want to be seen as a learning and accountable caucus. There are five programming areas from our previous interventions strategic plan that we draw key lessons from, utilising both our internal insights as well as external stakeholders' views. We will use the insights generated from the lessons learnt to develop more relevant and efficient interventions as we strive to strengthen working as a team.


The categories where lessons are drawn from include aspects on: -

- a) Brand and awareness of the WC by other stakeholders
- b) Relevance of our work to our constituency
- c) Coherence
- d) Effectiveness
- e) Efficiency.

We have taken these lessons forward. in how we have utilised resources at our disposal

1.3.1. Brand and Awareness

Whereas it was noted that EALA WC members have been key contributors to the achievements made by the Assembly and the EAC at large, a key lesson on brand by members of EALA WC centred around the caucus not being sufficiently visible. A number of stakeholders had limited awareness of EALA WC's objectives. We were not sufficiently effective in publicising and communicating the existence of the caucus, nor in promoting its agenda, affecting visibility and ability to create effective partnerships, and thereby affecting our impact. Key potential allies among male EALA members, women's rights organisations and development partners are not well informed about it.



Despite the informal character of EALA WC as a caucus, the recognition by the Assembly through EALA resolution gives us legitimacy and affords us an advantage in relation to our mission.

Therefore moving forward, the outward projection of EALA WC as a flag-carrying brand for women's leadership and gender equality in the region must be strengthened. There is a need to harness many existing opportunities to advance the programming and institutional priorities of the WC in order to build an energised brand with wide socio-political recognition and clout.

We shall continue strengthening our collective strategizing in making contributions to engendering EALA's work and the EAC in general, including raising issues in EALA about the impact of regional trade on women and ensuring women participate effectively in leadership.

Despite the informal character of EALA WC as a caucus, the recognition by the Assembly through EALA resolution gives us legitimacy and affords us an advantage in relation to our mission.

In the next 5 years of this strategy, efforts will be made to strengthen branding, networking and advocacy and become more visible as a lead champion for women interests in the integration processes with greater ability to drive a regional women's agenda and advance more gender-responsive policies and legislations.

1.3.2. Relevance

The fact of the WC being a recognised creature of EALA composed of members of the Assembly, while being focused on gender mainstreaming, is deeply relevant in the integration process, in light of continued gender gaps. The Caucus meets the specific need for gender champions to ensure that the EAC integration processes and structures reflect the spirit and letter of the EAC Treaty requiring gender-responsiveness. The WC is also relevant in light of global commitments of Partner States on gender such as the Maputo Protocol and African Charter on Human and Peoples Rights, the AU Agenda 2063, the Beijing Platform for Action, CEDAW, the UN SDGs in particular Goal 5.

The WC intervention objectives are seen to reiterate and reinforce the import of women's equitable participation in trade and other socio-economic development activities as core to the cooperation and development of the Partner States. The relevance of the Caucus will continue to come from finding a balance between working in support of the broad agenda of the EAC and EALA, while challenging existing regional and Partner State structures and systems for transformative change in order to engender integration with concrete impact.

1.3.3. Coherence

Given that the niche activities of the WC have multiple potential entry points for synergies with other gender and women's leadership actors, there is room for improvement and strengthening the capacity of the Caucus in engaging its core stakeholders to deepen women's participation in EAC integration.

An opportunity EALA WC took advantage of was leveraging women in leadership positions. Gender champions were identified in multiple resourceful positions like chairs of EALA committees, leaders in development partner organisations and national parliaments. The caucus used these positions to advance women's interests and influence agenda setting. Strategic positioning of the caucus in these various platforms is therefore critical in advancing women's priorities.

1.3.4. Effectiveness

One of the lessons learned by the Caucus is that the lack of a strategic plan and functioning secretariat has hindered the effectiveness of delivery of our agenda. We noted that it was difficult to measure the extent to which the WC objectives and development interventions were being achieved over a particular period due to limited monitoring and evaluation capabilities. This included concerns over the inadequacy of the indicators to be used to gauge progress and impact as well as contribution to reaching the higher level development objectives of EALA and EAC. A key lesson is the need to document and disseminate the work of the caucus more deliberately.

1.3.5. Efficiency

Our efficiency was greatly affected by limited funding, which has resulted into *ad hoc* interventions and hence limited impact. There were difficulties in determining whether EALA WC's objectives were achieved with efficiency due to the dearth of reports to assist in drawing conclusions and ensuring accountability. Timeliness in reporting will be important moving forward.

Over the last 5 years, one of the opportunities the EALA WC took advantage of was leveraging of the integration infrastructure to advance its agenda. The members took advantage of the easing of barriers to free movement in the region and used this to convene regional meetings and workshops to increase stakeholder engagement particularly women in cross-border trade and women's rights actors. Through the visits to the EAC One Stop Border Posts the Caucus was able to identify existing measures and gaps affecting women in trade.

On the positive side, opportunities like the Inter-Parliamentary games and EALA sensitization week in Partner States were used to further the gender-responsiveness agenda. In addition to working with the EAC Gender Unit, the EALA WC also increased interaction with EAC citizens such as the EAC Women's Chambers of Commerce, civil society and MEACAs.

However, in 2020-2021 the challenges in navigating the COVID-19 restrictions also created multi-layered implementation inefficiencies. This was especially associated with sustaining implementation schedules and stakeholder engagements whilst observing COVID-19 SOPs. New ways of working are needed in response to disruptions like global pandemics and more agility to enable speedy adaptation of new working methods as new challenges, threats or even opportunities arise.

Hon. Leontine Nzeyimana interacting with one the stakeholders at the Women's Caucus event





2 Internal Context (The Swot-Beem Analysis)

In order for EALA WC to be more effective and focus our resources on realising our vision and mission, we must implement our interventions from a position of strong contextual relevance. We will continuously analyse our strengths, weaknesses, opportunities, and threats (SWOT) fully aware that this kind of analysis provides us with management information to set our priorities and fully utilise our competencies and capabilities to exploit external opportunities, determine the critical weaknesses that need to be corrected, and counter existing threats.

This is achieved in part through an internal assessment executed using the SWOT-BEEM tool;

- a) Strengths – advantages EALA WC has that give it an edge toward fulfilling its mission that we shall **Build on**,
- b) Weaknesses – those factors that compromise organisational gains – that we shall **Eliminate**,
- c) Opportunities – accessible possibilities to advance organisational goals – that we shall **Exploit**
- d) Threats – risks to the organisation that must be mitigated – that we shall **Mitigate**.

The SWOT-BEEM analysis addresses the most critical issues as in the table in Annex 1. It is appended to this Strategic Plan (Part 9).



Hon. Fatuma Ibrahim Ali

External Context

Factors like the COVID 19 pandemic, regional or external conflict and wars and the global economic slowdown are acting in tandem to impact on world stability. As a result, the gender equality gains attained over the last 2-3 decades have come under unprecedented threat and, in some cases like SGBV, worrying reversals have been registered.



3 External Context

3.1. Rationale for Context Analysis

The women's movement in East Africa is at a significant juncture in its progressive struggle to foster a more equitable, inclusive and resilient region and world. Multiple global crosswinds of change are impacting upon the geopolitical landscape simultaneously and creating sustained turbulence and uncertainty over the conventional tenets of the existing geopolitical order. Factors like the COVID 19 pandemic, regional or external conflicts and wars and the global economic slowdown are acting in tandem to impact on world stability.

As a result, the gender equality gains attained over the last 2-3 decades have come under unprecedented threat and, in some cases like SGBV, worrying reversals have been registered. The EAC is nested within multiple ecosystems that shape both the outward and inward facing policy postures that it must adopt in order to retain alignment with the path of best performance. Therefore, to maximise the impact of its interventions, the WC has to re-calibrate its strategic intent based on the existing status quo and a deep appreciation of probable future trends.

3.2. Summary of Major Political Issues in Partner States

1. Affirmative action and other measures for increasing women's role in politics remain necessary until an equitable level of influence by women over the political development trajectory of the Partner States is achieved. Most Partner States have engendered their constitutions and provided for affirmative action or quotas aimed at increasing women in political decision making positions, as well as adopting gender policies for mainstreaming and establishing national gender machineries⁴.
2. Ineffective representation and influence of women leaders at Peace and Security decision-making platforms especially with regard to the initiation and cessation of state action that involves the use of armed violence.
3. The disproportionate impact of violence against women (VAWG) and armed conflicts on women and girls which remains pervasive across the region.
4. Violence against women in politics (VAWIP) including GBV and sexual harassment in elections and other political processes often restricts their political participation⁵.
5. There are issues regarding governance deficits and rule of law which have an impact on the goal of expanding women's political participation and development. Challenges in election management and electoral systems affect peace and security as well as impacting commitments by Partner States towards regional integration including gender mainstreaming and the meaningful participation of women in

⁴ Institute for Democracy and Electoral Assistance; 2021. Women's Political Participation: Afrobarometer 2021. <https://www.idea.int/publications/catalogue/womens-political-participation-africa-barometer-2021>.

⁵ Akina Mama wa Afrika, Mzalendo Trust and the Netherlands Institute for Managing Democracy: Exploring Opportunities to Advance Women and Youth's Political Leadership in Kenya's 2022 Elections. <https://www.akinamamawaafrika.org/nothing-without-us-exploring-opportunities-to-advance-women-and-youths-political-leadership-in-kenyas-2022-elections/>

political processes⁶. A knock-on effect of national elections on prioritisation of the regional integration agenda is experienced every election cycle, with drawn out effects given that Partner State election timing is not synchronised.

6. The EAC has achieved a notable quantitative increase in women political leaders, including the current President of United Republic of Tanzania partly due to affirmative action policies - EA has the highest number of women political leaders compared to other regions in Africa and even globally⁷. However, it lacks a commensurate qualitative dimension. The progress in women's political representation is not evenly distributed across all Partner States, is higher in national legislatures than in local councils and has not translated into significant political agenda-setting and influence for women's strategic or practical gender needs⁸.

3.2.1. Implications of Political issues for our work in integration

Attainment of the EAC regional integration agenda will require mobilisation and engagement of East African citizens, women inclusive. Women's limited political influence as a constituency undermines the advancement of their priorities and agenda in regional integration and in a number of Partner States.

3.3. Summary of Major Economic Issues in Partner States

1. The EAC Partner States are at different levels of economic development which positions their citizens, including women, differently to benefit from each stage of the integration process such as the current phases of customs union and common market. There is some progress in industrialization in some Partner States, though not widespread, with some SMEs engaged. Few of these are owned by women⁹. Majority of EA women in trade are located within SMEs and the informal sector and their scope for growth and benefit from regional integration opportunities is impacted by external competition and relevant trade, foreign investment, taxation and related fiscal policies¹⁰.
2. Inadequate harmonisation of policies, systems and programs for women's economic empowerment especially for women in business and cross-border trade for example in access to finance and credit. Although the EAC Treaty aims at achieving free movement of trade, there are still many non-tariff barriers (NTBs) that hinder traders and business women¹¹.
3. Women's participation in labour and employment markets is not fully exploited nor advanced. Many women are in the informal economy, and in formal employment there is a gender gap in employment, pay and rank for women professionals compared to men¹². There are no regional policies to harmonise standards or protection to support movement of women for labour in the region. The EAC Common Market is intended to deliver free movement of labour but not all Partner States have opened up their domestic markets to citizens from other Partner States in all sectors. A predominant trend in all Partner States, but varying by degree is externalisation of labour (migration) outside the region. Alongside this, the issue of trafficking in persons and other forms, mainly affecting youth and women have emerged as a major concern. It is triggered by poverty, lack of employment and weak regulatory frameworks.
4. Women's economic profile is characterised by widespread poverty, limited access to factors of production such as land, illiteracy, and limited decision-making power. Women's participation in production is impaired by the huge burden of unpaid care work which undermines their ability to participate in integration as well as deregulated labour markets, which result in low protection from labour and gender-related rights abuses¹³.

6 Institute for Democracy and Electoral Assistance; 2021. *op.cit.*

7 Institute for Democracy and Electoral Assistance; 2021. *op.cit.*

8 East African Community. Report of the 2nd Participatory Gender Audit for EAC Organs and Institutions.

9 East African Community. *supra*.

10 Akina Mama wa Afrika: 2021. Framing Feminist Taxation: Making Taxes Work For Women. <https://www.akinamawaafrica.org/framing-feminist-taxation-making-taxes-work-for-women/>

11 East African Community. *op.cit.*

12 East African Community. *op.cit.*

13 Akina Mama wa Afrika. 2019. Motherhood, Labor, Family, Struggle and Survival: The untold Stories of Women breathing life into flower farms in Uganda. <https://www.akinamawaafrica.org/motherhood-labor-family-struggle-and-survival-the-untold-stories-of-women-breathing-life-into-flower-farms-in-uganda/>

5. Some EAC Partner States are characterised by deregulation and liberalisation which opens the domestic economy to significant foreign competition and illicit financial flows largely from trade and tax abuse; IFFs from Africa deplete domestic resource mobilisation for development. External business particularly multinational enterprises dominate the large scale sectors like extractives/ mining, banking, industry, agribusiness, hotel, tourism, telecommunications, insurance and construction¹⁴.
6. FinTech use, spearheaded by mobile money platforms have transitioned a significant section of the informal economy into the formal money markets.

3.3.1. Implications of Economic issues for our work in Integration

1. Women still lag behind in information about existing trade and economic related opportunities within the EAC and regionally (COMESA, AfCTA and others), which impacts on their effective participation in regional integration.
2. Uneven levels of development between and within Partner States breed fears and concerns that affect the Partner States' implementation of the Common Market Protocol. This slows down the speed of integration and skews the ability to benefit from intended opportunities. SMEs, where the majority of women in business and trade are located and are rendered less competitive without deliberate policy and program support.
3. Edging out of EA business enterprises by foreign multinationals, leading to less scope for growth of businesses from SMEs to large-scale business contributes to a huge human, environmental and social cost where there are poor business practices with adverse effects on workers particularly women in labour.
4. Integration and free movement of persons may facilitate trafficking and unsafe migration.
5. Overall, there is continuous feminization of poverty and exclusion of women from regional integration, constraining their benefiting from and playing a role in cross-border economic activities like trade and investment.
6. Socio-economic impact of shocks like COVID-19 and various regional and external conflicts like the Ukraine war on the EAC economies include inflation, slowdown in productivity, looming recession affecting achievement of economic targets and milestones of the pillars of integration like movement of goods, labour and persons.

Summary of Major Social Issues in EAC Partner States

1. Apart from Rwanda, there is limited provision to support access to quality public health services for the majority of women in each Partner State with adverse implications for women's health status.
2. The primary and secondary negative impacts of the COVID 19 pandemic, high incidence of teenage pregnancies, spike in GBV, diversion of resources from other public health services to mitigate the pandemic, loss of school time due to the extended lockdowns, uneven government response to the pandemic across geographical areas and harassment of petty/ informal traders and continue to manifest¹⁵.
3. Entrenched patriarchal norms resulting in increased VAWG and gendered distribution of resources.
4. The demographic profile of the populations of the EAC Partner States is dominated by more than half being women and a youthful bulge. The EAC has not exploited the demographic dividends including by implementing the gender-responsive policies to ensure inclusive social integration¹⁶.

¹⁴ Gender and Development Network: The Impact of PPPs on Gender Equality and Women's Rights. <https://gadnetwork.org/gadn-resources/the-impact-of-ppps-on-gender-equality-and-womens-rights>

¹⁵ EALA. 2021. Report of the Oversight Activity To Assess The Impact of The Covid-19 Pandemic on Women In Cross Border Trade in The EAC.

¹⁶ East African Community. op.cit.

3.3.2. Implications of Social issues for our work in Integration

1. Generation of low education among the young women of the region, that limits achievement of the development aspirations of the region.
2. The long term effect of COVID 19 on already vulnerable marginalised population sections such as females and youth further compromises resilience and exacerbates already existing barriers to their benefiting from integration and increases vulnerability to additional human rights cost to them. There is also a huge economic cost to the Partner States due to economic slowdown.

3.4. Summary of Major Technological Issues in EAC Partner States

1. Low levels of technology affect women who primarily provide unpaid care work, but also in other sectors like agriculture. This increases the work burden on women and reduces time for participation in other fields that are profitable and contribute to national and regional development and integration.
2. One of the unintended consequences of the containment measures for the COVID-19 pandemic was an accelerated migration to working from home through online devices and platforms that upgrade domestic settings into work spaces capable of sustaining business continuity. However, this connectivity is dependent on adaptation to technologies like virtual meeting applications and a degree of user skills and connectivity that is unfortunately lacking for majorities, exacerbating the digital divide and its cost.
3. Low penetration and limited uptake of internet services and associated technologies by the majority of EAC citizens, especially women, exacerbated by low usability skills, pose a serious challenge to the adaptation to the “new normal” of work, trade and communications.
4. There is a massive threat of job losses as a result of more and more technology taking over from humans in every field in the labour market. Machines are more efficient, more cost-effective and have greater output. The place of low-skilled labour is steadily being eroded from the market place across all Partner States.
5. Disruption of the conventional banking and financial services by FinTechs like mobile money services poses new risks and threats including to women in cross border trade.

3.3.3. Implications of Technological issues for our work in Integration

1. The gender-gap in access to technology hinders effective participation and enjoying the benefit of women from the integration process. The policy guidance at regional level for the development of the labour market must address the impact of technology on several sectors and specifically on women and take into account other barriers to access and affordability including the rural/ urban divide and youth gap.

Low levels of technology affect women who primarily provide unpaid care work, but also in other sectors like agriculture.

This increases the work burden on women and reduces time for participation in other profitable fields

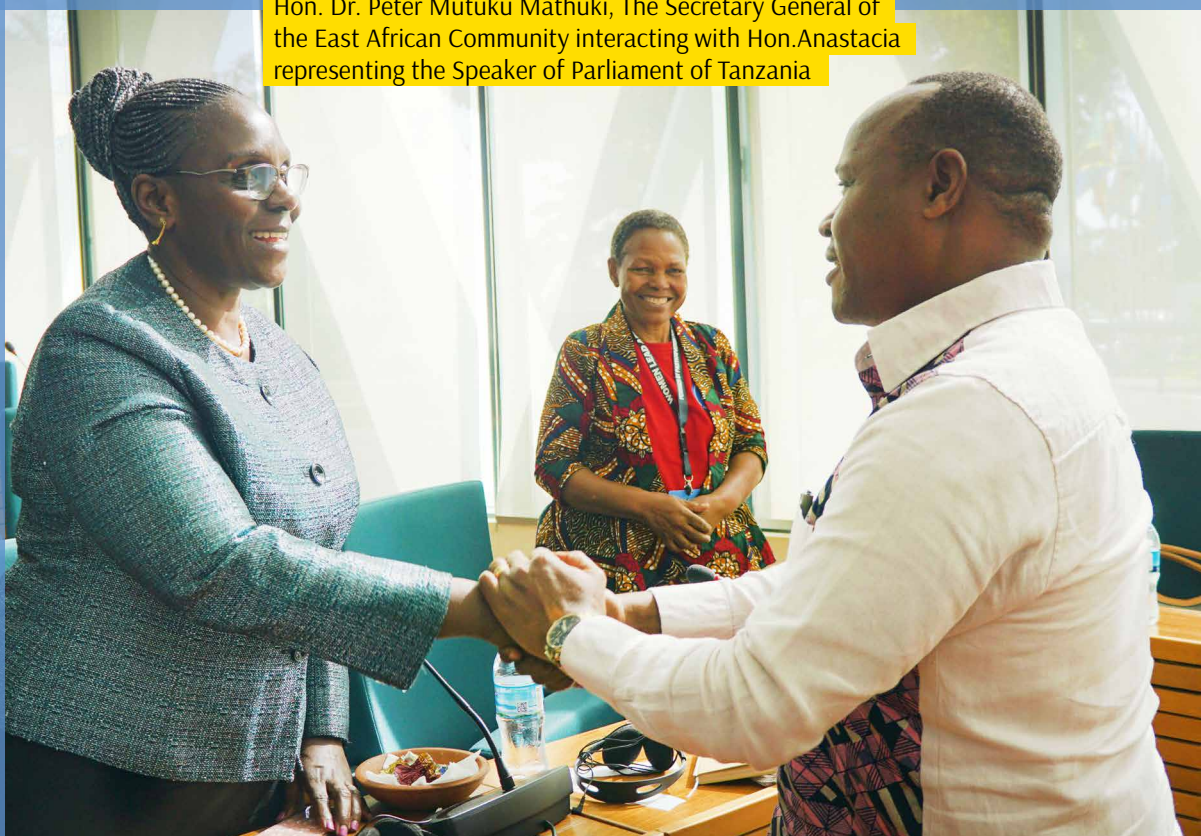
3.5. Summary of Major Legal Issues in EAC Partner States

1. Many significant changes as well as progress in the EAC regional integration process have not been matched by corresponding amendments of the EAC Treaty over time: indeed the process of amendment itself is complex.
2. There is no specific sectoral council on gender within the institutional framework of the Community which reduces the focus and resources to support gender-mainstreaming. It is treated as a cross-cutting issue which results in inadequate budgeting and staffing for it.
3. While the Treaty establishes the EAC as a supranational institution, *in practice* Partner States have not fully ceded sovereignty. Many Bills passed by EALA have not yet been assented to by Heads of State and implementation of many protocols by Partner States is also delayed. There is also built-in bureaucracy that affects timely enactment of regional legislation, including gender and women-related Bills.
4. There is a wide disparity in the domestic legal frameworks of Partner States. There is a challenge to create harmonised and universal legal frameworks for gender equality, that are aligned to a supreme regional legal framework at the EAC level¹⁷.

3.5.1. Implications of Legal issues for our work in Integration

1. The selective retention of sovereignty slows down and distorts the integration process. The Assembly and EALA WC need to pursue increased clarity and consensus with Partner States in this regard.

Hon. Dr. Peter Mutuku Mathuki, The Secretary General of the East African Community interacting with Hon. Anastacia representing the Speaker of Parliament of Tanzania



¹⁷ East African Community. op.cit.

3.6. Summary of Major Environmental Issues in EAC Partner States

1. Climate change and its effects is a major environmental issue for the region, with implications for women and sectors like agriculture, forestry, energy, industry and transportation, among others.
2. The environmental footprint of the mining and extraction sector is loosely regulated and monitored.
3. Despite having sufficient legal deterrents, the unabated effect of human development and urban expansion on the regional surface water bodies, and environment generally is exacerbating a negative impact.
4. There is a negative environmental impact in the majority of EAC Partner States driven by the need for energy and lack of affordable clean energy options. The tree cover is being randomly depleted for cooking and kiln fuel without a net replacement arrangement.

3.6.1. Implications of Environmental issues for our work in Integration

The adverse effect of climate change continues to impact the EA region. In the EAC, seasonal mudslides, floods and drought are clear examples of climate change with a resultant internal displacement of people. EALA WC has to adopt a new lens of programming for climate change within a gender-responsive world outlook and to share good practices from Partner States.

3.7. Summary of Major Issues in the Continental Context

The African Union (AU) provides the apex policy positions at the African continental level. However, whereas the AU has developed a significant internal technical foundation, it is still grossly underfunded from continental resources. A significant bulk of its programming is donor financed which compromises its impartiality and independence.

AGENDA 2063 is Africa's blueprint and master plan for transforming Africa into the global powerhouse of the future and has aspirations that offer opportunities to advance women, youth and gender equality. It is the continent's strategic framework that aims to deliver on its goal for inclusive and sustainable development and is a concrete manifestation of the pan-African drive for unity, self-determination, freedom, progress and collective prosperity pursued under Pan-Africanism and African Renaissance¹⁸.

Sub-Saharan Africa, home to more than 1 billion people, half of whom will be under 25 years old by 2050, is a diverse continent offering human and natural resources that have the potential to yield inclusive growth and eradicate poverty in the region. With the world's largest free trade area and a 1.2 billion-person market, the continent is creating an entirely new development path, harnessing the potential of its resources and people.

The Sub-Saharan region is composed of low, lower-middle, upper-middle, and high-income countries, 22 of which are fragile or conflict-affected. The African Continental Free Trade Area (AfCFTA) presents a major opportunity for African countries to bring 30 million people out of extreme poverty and to raise the incomes of 68 million others who live on less than \$5.50 per day. With the implementation of AfCFTA, trade facilitation measures that cut red tape and simplify customs procedures would drive \$292 billion of the \$450 billion in potential income gains. Implementing AfCFTA would help usher in the kinds of deep reforms necessary to enhance long-term growth in African countries¹⁹. The commitments under AU instruments are important tools to advance women's development and gender mainstreaming.

¹⁸ <https://au.int/en/agenda2063/overview>

¹⁹ <https://www.worldbank.org/en/topic/trade/publication/the-african-continental-free-trade-area>

3.8. Summary of Major Issues in the Global Context

Neoliberalism, globalisation, and digitalization continue to significantly drive major economic, socio-cultural and political trends mainly influenced by the global north. There are rising tensions due to shifts in geo-political interests and power, with unrelenting pressures on the multilateral system in the international trade, debt diplomacy, global tax and security arenas, with adverse development implications for the EAC region and developing countries as a whole. There is a universal economic slowdown with a domino effect around the world, including rising sovereign debt and the risk of a global recession.

There is growing inequality between and within countries due to various global and national policies, which calls for interrogation of dominant models of development and for strategic organising and engagement, including through regional blocs.

The erosion of global commitment to multilateralism continues to perpetuate the disadvantages of less powerful nations in negotiating for equitable status and fair rules to finance their development and achieve the SDGs. SDG 5 calls for gender equality and empowerment of all women and girls. The global commitments are important tools for advocacy by EALA Women's Caucus.





Who we Are

4.1. Our Brand and Identity

We are a parliamentary caucus designed to bring together EALA women legislators in an effort to coordinate our work and aspirations to advance women's rights and gender equality within the framework of EA regional integration.

We derive our identity from EALA and the EAC which bestow on us our *raison d'être*. While the WC is primarily an initiative of elected female EALA members who constitute the ordinary (full) members, we also have provision for honorary membership for male EALA MPs who are allies and female ministers from Partner States who are ex-officio EALA members by virtue of being members of the Council of Ministers.

We are a mechanism that supports EALA transform into a gender-responsive institution that promotes women's full participation in development and responds to the needs and interests of both women and men in structures, operations, methods and work including laws enacted, budgets passed and reports adopted²⁰. As a caucus of women political leaders we are a vehicle for championing women's political participation and leadership in EAC integration.

In light of the composition of EALA we are a caucus of members with diverse political backgrounds which promotes the articulation of interests from across the political divide. As WC is an EALA platform, we are mandated to mobilise women and marginalised stakeholders in the EAC integration process in order to streamline their voice and efforts at the regional level in a collaborative way. In this way we are a regional platform for good governance and accountability in EAC integration and also view ourselves as part of the regional movement for women's access to economic, social and political empowerment in each of the four stages or pillars of the EAC integration process.

4.1.1. Value Addition by the Women's Caucus

We add value to the work of the Assembly and by extension the EAC, being formed in response to identified needs of women in relation to EA integration, especially by building solidarity among women members of EALA themselves, and externally with other women MPs in national legislatures, and with other relevant stakeholders.

²⁰ IPU definition: Gender-sensitive Parliaments are defined by the Inter-Parliamentary Union (IPU) as institutions that remove barriers to women's full political participation and respond to the needs and interests of both men and women in their structures, operations, methods, and work.

4.1.2. Our Vision

Our vision is an integrated East Africa where all women participate in decision-making processes, enjoy and fully exercise their rights with a view to achieving sustainable socio-economic development as enshrined in Articles 5 (3e), 121 and 122 of the East African Community Treaty.

4.1.3. Our Mission

To be a powerful voice for the articulation of East African women's agenda of justice, equality, equity and accountability in all dimensions of the EAC regional integration process.

4.1.4. Our Values

Values and beliefs drive culture and behaviours²¹. We identify with all the core values of the EALA; these values are Accountability, Team work, Unity in diversity, Transparency, Professionalism and Allegiance to EAC ideals.

However, in consonance with our mission and in line with gender principles we also hold as integral the values of gender equality, inclusiveness, and respect, which we believe are integral to our mandate. These values will guide our internal relationships and operations as well as nurture, build and deepen our relationships with all our stakeholders.



Sweden



4.2. Our Theory of Change

EALA WC exists to mainstream gender and promote gender transformative practices in the EAC integration processes and outcomes. We strive to advance gender equity and equality as a basic component of sustainable development for the Partner States of the EAC and Community itself. EALA WC is an apex regional platform driving the gender mainstreaming agenda and advancing the interests of women in the assembly.

We believe that change will happen when all these factors below take place:

If we EALA women parliamentarians develop, commit to and act collectively within a strong and institutionally recognised, inclusive, platform that provides a peak performance space, fosters women's solidarity and transcends the differences of partisan political ideologies;

If we are committed as EALA women's caucus to representing, voicing and remaining in solidarity with all East African women as our primary constituency, and at a secondary level, other marginalised groups;

If we build and nurture strong strategic linkages and networks with key women stakeholders including women's movements, associations and formations;

If the collective skills and competencies of EALA women parliamentarians are deliberately enhanced through targeted capacity building interventions;

If we EALA women parliamentarians adopt a clear strategic intent supported by a focused working program;

Then our leadership credentials, voice and influence on the agenda priorities and on policy-making in EALA, within the other EAC structures and across the region will increase;

Then our ability to organise, network, collaborate and articulate women's and other marginalised groups' issues will increase;

Then we shall create an effective advocacy platform to advance women's and other marginalised groups' strategic and practical interests.

And then

- Gender-responsive positions on women's and other marginalised groups' interests shall be efficiently and effectively mainstreamed into EAC regional integration policies, processes and outcomes.
- Gender will be mainstreamed into both EAC regional and Partner States political decision-making.
- The EAC integration shall be informed by an inclusive, sustainable and equitable development agenda that delivers a transformative impact on gender equality and women's empowerment (GEWE).

The intermediate strategies we shall adopt to achieve this are;

1. Gender mainstreaming in regional integration: We shall ensure that EALA and all the other structures of the EAC develop and implement all of their plans, policies and processes from a gender-responsive and gender transformative perspective;
2. Institutionalising and strengthening EALA WC and other regional and Partner State/ sub-regional gender equality infrastructure such as gender-dedicated or responsive parliamentary committees;
3. Building synergies and linkages to gender equality actors across the region to, among others, capture voices and priorities from the grassroots.

Assumptions

1. Members of both EALA WC and the Assembly itself are receptive to acquiring transformational gender equality belief systems.
2. The Gender-responsive policy positions that EALA adopts will translate into effectively domesticated and implemented legal and policy frameworks.
3. Communities at all levels are receptive to socially inclusive and equitable integration processes and outcomes.

4.3. Our Approaches

Being clear about the way we work and the results we expect to achieve will ensure success of our interventions. Having a common understanding of our approaches will instil an internal culture of consistency to ensure impact and efficient allocation of scarce human and financial resources within the WC. Our way of working will be defined by approaches that will accelerate results and engender collective ownership of results.

The approaches we shall deploy will be: -

- a) Interactive, participatory and measurable, enabling us to promote gender- responsive interventions
- b) Focused on solutions that result in tangible benefits for targeted women stakeholders from regional integration informed by our regional context
- c) Multifaceted allowing us to harness many available options technologies to strengthen our impact in integration

We will strive to use the following approaches in our work:

4.3.1. Deepening Partnerships and Networking

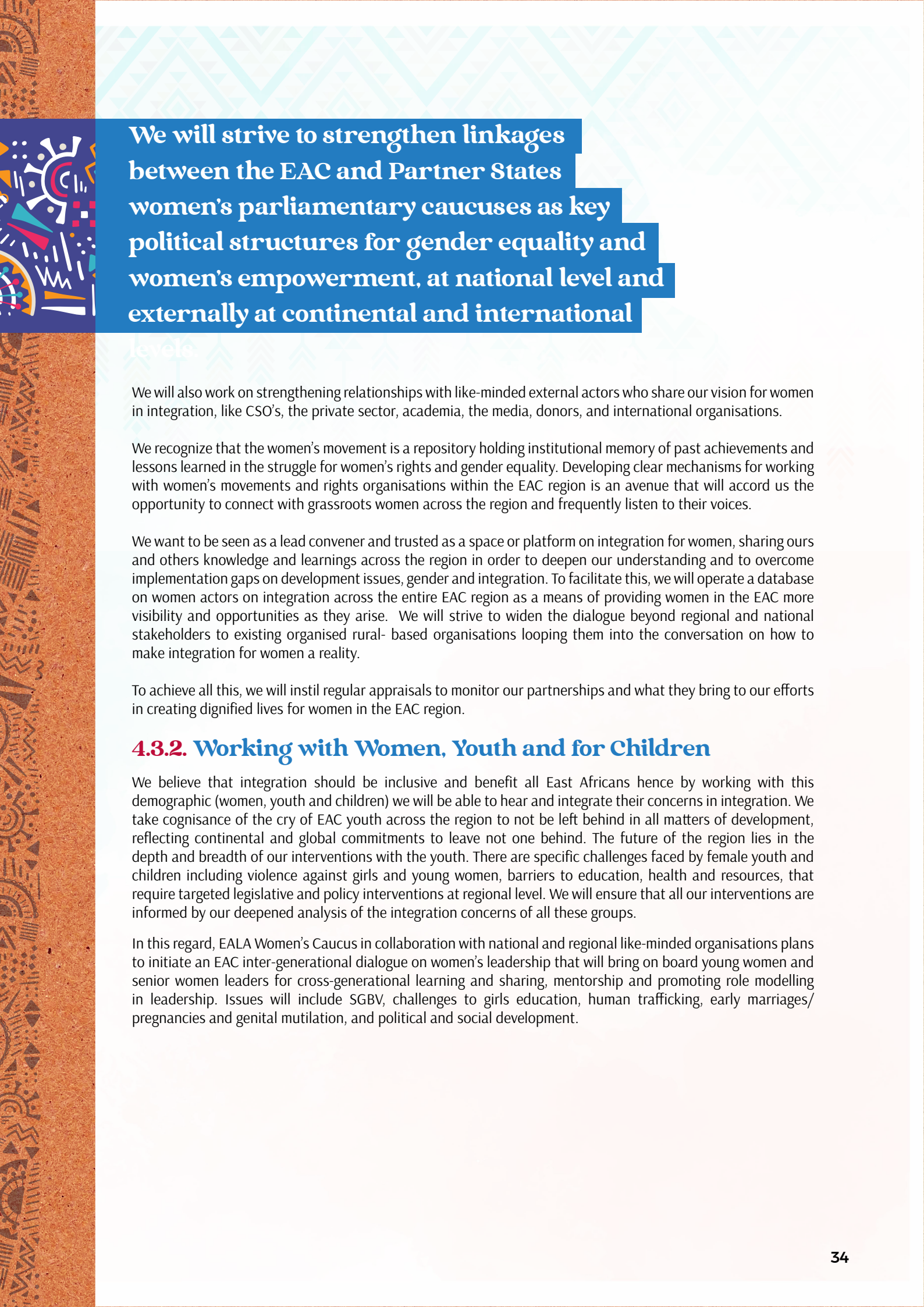
We cannot achieve positive outcomes on women's integration singlehandedly, as achievement of the goals of EAC integration requires collaboration and partnership. Our commitment is to contribute to deepening and widening integration by making it gender-responsive. In the next five years, collaborative action will become even more important for us given that the EAC integration process will continue to widen and deepen evidenced by the number of countries joining the EAC but also by the strategic interventions the EAC and EALA are striving to implement. To sustain strong, lasting relationships we shall strive to maintain a high level of public trust in us, as we build our credibility and promote professionalism in the way we work.

We shall consider the extent to which other actors will play a role in facilitating the entrenchment of the integration for women and being mindful to address factors that will facilitate or hinder our work. We shall seek innovative ways to cooperate, by combining our strengths to advance policy and legislative initiatives. This will involve the participation of our male counterparts, working with gender equality advocates within the structures of the EAC, strengthening our relationships with EALA Standing Committees and the office of the Clerk.

We will develop modalities of cooperating with various Standing Committees of EALA, which modalities will integrate aspects on how we will monitor and measure our impact in those committees.

We will also strengthen and streamline our relationship with the EAC departments responsible for gender and good governance, clearly articulating the parameters for engagement and expected impact.

We will strive to strengthen linkages between the EAC and Partner States women's parliamentary caucuses as key political structures for gender equality and women's empowerment, at national level and externally at continental and international levels. At national level the WOPAs are strategic partners critical for influencing Partner States' decision making, while externally we will collaborate with women's parliamentary caucuses of African regional blocs such as SADC, and ECOWAS, as well as the Pan African Parliament. EALA Women's Caucus in collaboration with national and other regional caucuses plan to create an African platform for women parliamentary caucuses for peer-to-peer learning and sharing experiences on how to strengthen women's political participation.



We will strive to strengthen linkages between the EAC and Partner States women's parliamentary caucuses as key political structures for gender equality and women's empowerment, at national level and externally at continental and international

We will also work on strengthening relationships with like-minded external actors who share our vision for women in integration, like CSO's, the private sector, academia, the media, donors, and international organisations.

We recognize that the women's movement is a repository holding institutional memory of past achievements and lessons learned in the struggle for women's rights and gender equality. Developing clear mechanisms for working with women's movements and rights organisations within the EAC region is an avenue that will accord us the opportunity to connect with grassroots women across the region and frequently listen to their voices.

We want to be seen as a lead convener and trusted as a space or platform on integration for women, sharing ours and others knowledge and learnings across the region in order to deepen our understanding and to overcome implementation gaps on development issues, gender and integration. To facilitate this, we will operate a database on women actors on integration across the entire EAC region as a means of providing women in the EAC more visibility and opportunities as they arise. We will strive to widen the dialogue beyond regional and national stakeholders to existing organised rural- based organisations looping them into the conversation on how to make integration for women a reality.

To achieve all this, we will instil regular appraisals to monitor our partnerships and what they bring to our efforts in creating dignified lives for women in the EAC region.

4.3.2. Working with Women, Youth and for Children

We believe that integration should be inclusive and benefit all East Africans hence by working with this demographic (women, youth and children) we will be able to hear and integrate their concerns in integration. We take cognisance of the cry of EAC youth across the region to not be left behind in all matters of development, reflecting continental and global commitments to leave not one behind. The future of the region lies in the depth and breadth of our interventions with the youth. There are specific challenges faced by female youth and children including violence against girls and young women, barriers to education, health and resources, that require targeted legislative and policy interventions at regional level. We will ensure that all our interventions are informed by our deepened analysis of the integration concerns of all these groups.

In this regard, EALA Women's Caucus in collaboration with national and regional like-minded organisations plans to initiate an EAC inter-generational dialogue on women's leadership that will bring on board young women and senior women leaders for cross-generational learning and sharing, mentorship and promoting role modelling in leadership. Issues will include SGBV, challenges to girls education, human trafficking, early marriages/ pregnancies and genital mutilation, and political and social development.

4.3.3. Working beyond the EAC region

We derive our aspiration to work beyond the region first and foremost from EALA which is mandated to provide a strategic link between the EAC and other continental or regional parliaments. Other reasons that compel us to work beyond the region is that East Africa is not isolated from the rest of the world and indeed due to globalisation is integrated economically, geo-politically and socially. There is an imperative for us as women leaders to access, engage and navigate critical external spaces that affect our region: this is important to mitigate threats or take advantage of opportunities from global policies, systems and issues that affect women. These include peace, security and conflict including climate change, global economic system and international trade, global financial policies, international taxation, sovereign debt, overseas development aid, foreign direct investment and foreign diplomacy. Many of these are implicated in illicit financial flows (IFFs) that are found to undermine domestic resource mobilisation by African countries to the tune of \$88.6 billion per annum by 2020²², thereby reducing financing for development²³.

In the pursuit of such development results we shall not only be confined to working within the region but will link our efforts to other sister regional organisations within the African continent and beyond in order to amplify the voices of women in the EAC region. We will leverage our position within the apex regional policy forum, EALA, to lobby, raise awareness and mobilise for fair, equitable global policies and systems that respond to women's interests and are inclusive and thereby support AU Agenda 2063 and the UN Sustainable Development Goals (SDGs) 2030.

4.4. EALA WC Stakeholder Analysis

Women as a constituency are the primary stakeholders of the WC. We are aware that each phase of integration introduces its own range of key stakeholder groups from among women as a collective. In terms of the impact of women within all the pillars of integration, women's participation as workers, farmers, professionals, entrepreneurs, investors, civic actors, or political leaders requires a stakeholder analysis that understands how each of these stakeholders will contribute towards advancing the goals of the EA community and vice versa, how we as the women's caucus contribute to addressing their priorities for integration.

Apart from enhancing buy-in, stakeholder analysis will help us increase our visibility, promote relevance and assist us determine our objectives and the scope and depth of our interventions²⁴. Stakeholder analysis also aids us in designing and applying appropriate interventions and information and communication technologies (ICT's) suited for each stakeholder.

Stakeholders at a peer-to-peer regional learning event for Parliamentarians



22 UNCTAD (2020): Financing For Development Report.

23 AU/ ECA (2015): Report of the High Level Panel on Illicit Financial Flows from Africa (Mbeki Report), AU 2015 Special Declaration on IFFs from Africa; and UN (2021) Report of the High Level Panel on Financial Transparency, Accountability and Integrity (UN FACTI Report).

24 Julia Martins 2021.What is stakeholder analysis and why is it important? Accessed at <https://asana.com/resources/project-stakeholder>

Stakeholder Group	Stakeholders	Expected Role/ Relevance
EALA	EALA Structures	Advisory, Political support, Agenda setting
EAC Secretariat	EAC Structures	Technical expertise on regional matters, policies and programs, Advisory
Partner States Parliaments	WOPAs	Information and experience sharing, Lobbying, Capacity Building
Partner States	Relevant Line Ministries	Technical expertise on Partner State matters, policies and programs, Advisory
Regional and Partner States Trade and Industry Network/ Associations	Regional and Partner States Women's Associations of Business, Trade and Manufacturing	Advisory, Agenda-setting, Research, Information and Experience sharing, Capacity Building, Lobbying
Labour Movement and Professional Associations	Regional and Partner States Trade Unions and Professional Associations	Advisory, Agenda-setting, Research, Information and Experience sharing, Capacity Building, Lobbying
Regional and Partner States Women's Networks and Movements	Regional and Partner States Women's Movements, Umbrella Networks and Rights Organisations	Technical support, Advisory, Agenda-setting, Research, Information and Experience sharing, Capacity building, Lobbying, Network building
African Regional Economic Blocs Parliaments	AREC Parliamentary Women's Caucuses	Information and experience sharing, Lobbying, Network building
	Pan African Parliament Women's Caucus	
African Union Structures	AUC-ACFTA	Technical Support, Funding, Capacity Building, Research, Information
	AI-IBAR	
Global Inter- Parliamentary Institutions	Women's Caucuses	Capacity Building, Funding, Network building
	Relevant Committees	
Development Partners	Relevant donors	Technical Support, Funding, Capacity building



Ms. Teresa Omondi- Adeitan from FAWE- Kenya
Sharing her experience at the Women's Caucus
conference.

EALA Women's Caucus Strategic Objective

We believe that women's status and situation
is influenced by the three dimensions:
political, economic and social, and any
interventions to achieve gender equality must
address factors from all three.



5 EALA Women's Caucus Strategic Objectives

Elaborating our strategic objectives helps to bring clarity, awareness, meaningful stakeholder engagement, innovation, and achievement to the priorities we intend to undertake in the next five years. Strategic objectives are important statements that drive priority setting, resource allocation, capability requirements and budgeting activities. We have distilled and aligned our programming focus to three main Strategic Objectives that we view as important for women's effective participation in integration, that is:

- 1. To Achieve Gender-Responsive Governance: *Through Women's Equal Political Participation, Advancing Women's Role in Peace and Security and Promoting Good Governance,***
- 2. To Promote an inclusive, Equitable and Gender-responsive EAC Common Market, and**
- 3. To Promote Women's Equal Status and Gender Responsive and Socially Inclusive Regional Integration.**

We believe that women's status and situation is influenced by the three dimensions: political, economic and social, and any interventions to achieve gender equality must address factors from all three. Additionally, we also recognize that barriers to women's empowerment arise from multiple levels emerging from the individual, personal or local levels to higher macro levels at community and societal levels²⁵.

The identified interventions are therefore premised on our ability as EALA Women's Caucus to implement these activities in light of several factors including our social, economic and political realities and the perceived impact of the chosen interventions in guaranteeing accelerated benefit of integration for women.

In this regard, we will be proactive, bold and decisive in charting out a policy and legislative pathway for the region that ensures its gender-responsiveness and inclusivity in participation in the process of building each pillar, as well as in distribution of benefits to East Africans as citizens and stakeholders. Through the proposed Strategic Objectives, interventions have been designed to address the fact that women in the EAC have consistently lagged behind in intra- and inter-regional trade, unable to break through barriers that have constrained them from taking advantage of the existing opportunities.

Tackling the existing socio-economic inequalities and levelling the political landscape for women to have an equitable contribution in influencing the development trajectory of the region conform to what the EAC women expect of their representatives at EALA. Additionally, as a forum of the EALA which is an apex policy body in the region, we will serve as a platform that facilitates the connection between the region and constituencies from the Partner States, as well as a connector to other ARECs to support engagement with external global forces, opportunities and threats.

25 Sara Longwe Empowerment Framework. <https://measureresults.issuelab.org/resource/women-s-empowerment-framework.html>.

Since 2021, our concerted efforts as WC members to concretize our activities has continued to gain traction and we are now increasingly considered as a credible platform to build solidarity and enhance the leadership capacity of women leaders by important stakeholders. Our niche is mainstreaming gender and determining progressive policy positions for women in the EAC integration process. In promoting this, we are committed to ensure that our programming is cognisant of grassroots' contexts, views and voices.

For purposes of convergence and harmonisation, our interventions have maintained strong alignment to EAC and EALA objectives and pillars of integration.

5.1. EALA Thematic Area 1: **Engendering Political Integration:**

Strategic Objective 1:

To Achieve Gender-Responsive Governance: Through Women's Equal Political Participation, Advancing Women's Role In Peace And Security And Promoting Good Governance

5.1.1. To Achieve Women's Equal Participation in Politics

In light of our strengths as women in political leadership and our representation mandate as regional legislators, a key mission priority for us will be advancing gender-responsive governance. In this regard, we will focus on promoting women's political participation (WPP) and on reinforcing good governance regionally, as well as on women's role in peace and security (WPS).

It is clear that sufficient numbers in addition to quality and strategic engagement of women political leaders are critical factors to catalyse the much needed change in policies, laws, practices and service delivery for GEWE²⁶. In East Africa, women represent about one-third of elected political leaders with variations amongst Partner States and fewer women in local government councils than national legislatures²⁷.

Globally women's status, agenda and organising are affected by challenges in the political landscape: this is no less the case for women across the EA region at the regional and Partner State levels²⁸. The limitations on WPP are due to wide-ranging, deep-seated, systemic and structural factors such as gender stereotypes, violence against women in politics or more immediate barriers such as funding shortfalls²⁹. The COVID-19 pandemic and its economic effects accentuated the existing barriers to WPP in all stages of the electoral process as voters or candidates³⁰.

We will design interventions to ensure that the qualitative power and impact of women in political leadership matches the quantitative increase so that women are at the forefront of shaping inclusive and equitable integration processes and outcomes. The notable quantitative increase in the number of women in political leadership in EAC Partner States over time offers the WC a significant opportunity to build strong networks between elected women politicians and women's movement in general but also targeting women's organisations that support women in politics and women, peace and security issues in capacity building, technical support and data for agenda-setting and inputting into drafting of bills. We will take advantage of the neutral and inclusive character of the WC to enrich regional peace and security processes and outcomes for women.

We will advocate for an enabling environment and support for women's effective political participation in terms of numbers and impact. To this end we will strengthen the building of coalitions to strengthen women as a constituency. These shall target women in politics across the political spectrum, women's rights movements and women's economic associations. As part of developing the next generation of women political leaders we will engage young women and girls and pursue inter-generational dialogue, with a view to provide role models for them of women in leadership.

26 Sara Longwe, access-participation and transformation framework.

27 East African Community (2020): Report of the Second Participatory Gender Audit for EAC Organs, Institutions and Partner States.

28 International Institute for Democracy and Electoral Assistance (2021): Women's Political Participation - Africa Barometer.

29 International Institute for Democracy and Electoral Assistance (2021): Ibid.

30 EALA. (2021). op.cit.

We will also be deliberate about engaging and involving male allies committed to the same goals, particularly in political spaces particularly EALA, the EAC Council of Ministers as well as the EAC Secretariat.

The EALA WC agenda overlays the wider EALA strategic intent to connect to ARECS and other external parliamentary bodies in order to link the EAC integration to the Pan-African agenda. EALA WC is therefore well placed as a body made up of female regional MPs to strengthen links between EAC on the one hand with other ARECs, the AU, and external parliamentary forums like IPU through their respective women's caucuses to advance gender responsive EAC integration and to influence external processes like ACFTA. Focus will be on benchmarking and building capacity.

Proposed Actions:

1. Capacity Building on Women's Political Participation

- a. In collaboration with national and other regional caucuses of women parliamentarians, create an African platform for women parliamentary caucuses as a flagship Regional Women's Political Leadership Forum, for peer-to-peer learning and sharing experiences on how to strengthen women's political participation. In partnership with WROs, the forum will be used to conscientize and strengthen knowledge and skills of women in politics including in local government, at national and regional levels. The programs will among others include training and mentorship, coaching on leadership, civic training on campaigns, legislative processes, gender mainstreaming and analysis and strategic thinking. It will aim to build the capacity of the Women's caucus members in gender analytical tools.

2. Network and Collaboration strengthening

- a. Collaborate with women politicians to establish accessible platforms for mutual learning and sharing of knowledge and experiences for women politicians at with special emphasis on strengthening women MP's cross-party caucuses at regional and Partner State levels.
- b. Forge alliances with civil society, particularly WROs for technical support and capacity building for women politicians and aspirants on campaigning, law reform and policy development.
- c. Strengthen strategic Partnerships and Networks with organisations that conduct Research and documentation of experiences from women's political participation from a gender analysis perspective for evidence on women's situation in the EAC.
- d. In collaboration with national and regional like-minded organisations initiate an EAC inter-generational dialogue on women's leadership as a flagship program to bring on board young women and senior women leaders for cross-generational learning and sharing, mentorship and promoting role modelling in leadership.

3. Advocacy and Awareness raising

- a. Advocate to relevant EALA Committees to strengthen oversight on women's political participation across the region.

The EALA WC agenda overlays the wider EALA strategic intent to connect to ARECS and other external parliamentary bodies in order to link the EAC integration to the Pan-African agenda.

5.1.2. To Advance Women's Role in Peace and Security

A major immediate concern for women is the occurrence of armed conflict in the EAC and its impact on their effective participation and enjoyment of regional integration opportunities. Article 124 of The Treaty for the Establishment of the East African Community recognises the need for peace and security within the East African Partner States. The EAC further acknowledges that economic integration can succeed only if peace, stability and security are established throughout the region.

Eastern Africa and the Great Lakes region encompasses several conflict complexes, with major regional dimensions. These include interstate, intrastate and non-state conflicts. The region faces issues relating to state and human security from armed conflict, terrorism, political crisis or violence and governance³¹ as well as humanitarian emergencies, natural disasters, high refugee and internally displaced population flows³².

Conflict has a devastating effect on the lives and dignity of women and girls, as well as on the provision and access to various services like health and educational services that are essential to family and community survival. Along with reproductive health complications, the adverse effects of conflict generally hit women and girls harder than it does their male counterparts. Women are particularly susceptible to marginalisation, poverty and the suffering engendered by armed conflict.

Our representative, legislative, and oversight roles as members of EALA place upon us a particular responsibility to make a positive contribution to security and peace-building processes, ensuring human rights protection and overseeing post-conflict national economic planning processes.

We shall endeavour to engender peace-building processes in the execution of this mandate, in line with global commitments of EAC Partner States, making sure that women's priorities are addressed, and also women's role in peace and security is acknowledged and promoted at all levels. Our efforts on peace and security will among other conventional peace building strategies, be dependent on our effective application and monitoring of existing EAC and AU mechanisms such as the EAC Regional Strategy for Peace and Security 2006 that guides EAC level interventions in the Peace and Security Sector; the African Peace and Security Architecture (APSA) which is a set of institutions, legislation and procedures designed to address conflict prevention and promote peace and security on the African continent. We will also apply United Nations Security Council Resolution 1325³³ and United Nations Security Council Resolution 1820 on women peace and security as mobilising tools to demand involvement for women in the EAC region at all levels of decision-making, and in the implementation of peace processes.

We recognise that selected East African women's organisations already play a significant role in peace and security, we commit to strengthen collaboration between governmental actors and women's organisations working on WPS in East Africa. We shall proactively work with Partner States, women's organisations and key stakeholders to mitigate conflict and promote security. Our focus will be made on strengthening mechanisms for peaceful resolution of conflicts.

We will encourage relevant stakeholders to undertake periodic mapping of various inter and intra state conflicts and insecurity triggers in the EAC region with the view of understanding the gaps and what existing mechanisms and actors are in place for peace and security including what immediate entry points are within our reach to participate in and influence as an EALA Women's Caucus.

31 Camilla Elowson. Studies in African Security, Challenges to Peace and Security in Eastern Africa: The Role Of IGAD, EAC AND EASF accessed from https://www.foi.se/download/18.7fd35d7f166c56ebe0bb38e/1542369060243/Challenges-to-Peace-and-Security-in-Eastern-Africa_FOI-Memo-5634.pdf.

32 *ibid*.

33 Resolution 1325 remains the cornerstone for any peacebuilding work aimed at the inclusion and protection of women.

Proposed Actions:

1. Capacity Building

- a. Training EALA caucus members on Women, Peace and Security (WPS) including global commitments such as UNSC Resolution 1325 and 1680.

2. Network and Collaboration strengthening

- a. Forge alliances with organisations working on WPS in civil society and encourage them to identify and address constraints to and opportunities for the inclusion of women in the region on peace-building initiatives, for input to EAC and EALA decision making.
- b. In collaboration with other actors and sister organisations and as part of a gender transformative mediation mechanism, encourage the establishment of a panel of eminent women in peace and security from all EAC countries who are accepted, respected and regarded as impartial.
- c. In collaboration with women organisations working on peace and security, conduct an EAC Women's regional conference on Peace and security every 3 years to share experiences and strategies for the promotion of women in peace building and leadership.

3. Legislation and policy formulation;

- a. We will lobby and advocate to the relevant EALA Committee and EAC organs for laws, policies and guidelines that contribute to the Women, Peace and Security agenda, including on how gender is addressed in early warning mechanisms, reconciliation, aspects of transitional justice that integrates women's priorities, gender constitutional and electoral reforms and economic justice for women.

4. Advocacy and Awareness raising

- a. Advocate to relevant EAC organs for harmonisation of Partner State mechanisms for strengthening women's role in peace and security.
- b. We shall encourage relevant actors working on WPS to conduct a mapping of conflict hotspots and triggers in the EAC region and design appropriate interventions including monitoring.
- c. We shall lobby for research and documentation of women's experiences in conflict/ impact of conflict.
- d. Advocate for and provide oversight on women's participation in peace and conflict resolution processes across the region, including post-election related violence and for research/ documentation of women politicians' experience and participation in WPS.



Hon. Anastazia Wambura chatting with
Hon. Dr. Anne Itto, The Chairperson EALA Women's Caucus.

5.1.3. To Promote Good Governance

Elections have substantive positive effects on human rights and development. However, in the region they have also been associated with civic rights challenges that affect the general population, as well as women's political rights and participation. Positive election management and laws are critical to overcome barriers to WPP³⁴. Improved numbers of women in leadership has been linked to better representation of women's interests and needs. There is a need for harmonisation and sharing of best practices between Partner States as there is significant divergence in their achievement of gender parity in representation, in overall election management, democracy and civic rights.

WC shall advocate for and raise awareness on good governance as enshrined in the EAC Treaty and other global commitments Partner States have adopted. It will be critical to strengthen links with national WOPAs as multi-party women's caucuses to deliberate on issues of gender outside of traditional political party structures towards this objective. We will also deliberately target women in political leadership in local councils to strengthen rural outreach and alliance-building.

Additionally, the forging of alliances with civil society, particularly WROs and CSOs working on democracy and human rights for technical support and capacity building on campaigning, law reform and policy development will be instrumental to increasing our impact and ability to contribute to tangible benefits for EA women as our constituency.

Proposed Actions

1. Capacity Building

- a. In partnership with national WOPAs and WROs, train EALA WC members on gender and good governance, democracy and human rights.

2. Network and Collaboration strengthening

- a. Establishment of accessible platforms for mutual learning and sharing of knowledge and experiences across all stakeholder categories, with special emphasis on strengthening women parliamentarians' caucuses at regional and Partner State levels.

3. Legislation and policy formulation;

- a. Lobby for adoption of the EAC Good Governance Protocol.

4. Advocacy and Awareness raising

- a. Advocate for improvement of standards to protect and monitor the treatment of women, particularly candidates in election processes in Partner States by EAC Observer missions.

**WC shall advocate for and raise awareness
on good governance as enshrined in the
EAC Treaty and other global commitments
Partner States have adopted.**

³⁴ IDEA. While Proportional Representation (PR) Electoral systems are correlated to increased numbers of women in politics, EAC Partner States have First-Past-The-Post (FPTP) electoral systems. Constitutional or legislated quotas in the PR system followed by voluntary party quotas are viewed as the most effective way to achieve gender parity.

5.2. EALA WC Thematic Area 2: Engendering Economic Integration

Strategic Objective 2:

To Promote An Inclusive, Equitable And Gender-Responsive EAC
Common Market.

1.1.1. To Promote an Enabling Environment for Women in Regional Business and Trade

We acknowledge that trade is an engine of growth that creates jobs, reduces poverty, and increases economic opportunity. Trade can substantially improve economic outcomes for women yet the EAC still has many challenges hindering full and comprehensive gender mainstreaming in regional trade despite supportive provisions in the Treaty, policies and structures³⁵. But the positive effects of trade will materialise only if the barriers that hold women back are lifted and appropriate policies are put in place to address gender gaps that affect the trade environment for women.

Women's participation and benefit from trade and commerce is influenced by multiple socio-economic, political and cultural factors including women's legal rights and status, and their access to crucial resources such as education and technology. Improved women's rights have also promoted more trade.

There is a recognition by the EAC and Partner States under the Treaty of the importance of measures such as legislation, support programs and sensitization to enhance the role of women in socio-economic development and in business '*as a vital link between agriculture, industry and trade*' [2] including special programmes for women in small, medium and large scale enterprises (Art 122). However, there are still many challenges to full and comprehensive gender mainstreaming in regional trade despite supportive policies and structures³⁶. There remain persistent gender inequalities in terms of rights, access, control, voice and participation in the socio-economic sphere; inadequate budgetary allocation for gender-specific needs; and gender bias in resource distribution. There are also uneven levels of economic empowerment and involvement among women between and within Partner States. Some sectors of the 17 areas of cooperation in the EAC Treaty still require a lot to be done, with wide differences in women's situation across individual states³⁷. We will advocate for trade policies to facilitate women's regional and international market access, including overcoming general and gender-specific NTBs and reducing their trade costs. Gender-specific NTBs women in business and trade face include VAWG, sexual harassment and gender discrimination in treatment at borders.

Women in agribusiness, rural women and women in new or informal SMEs face additional barriers. The Women's Caucus will endeavour to link to rural women and SMEs through partnerships with actors working to support them. We will advocate for increased financing and financial services especially for SMEs, trade facilitation information and support to enable business growth. The caucus will lobby for interventions by relevant EALA committees with mandates on trade, agriculture and services, as well as the EAC Secretariat and Partner State line ministries. These interventions include IEC/ raising awareness on the EACCU/ EACCM and benefits of women in business/ trade, *inter alia*; engendering customs procedures and trade support mechanisms; and training to build capacity, competitiveness and market access for women. Many existing mechanisms are e-based so women require policies and practical programs to support their access to technology and the internet, extensive IEC through traditional mediums like broadcast and print media as well as outreach through women's business associations. We will promote gender-responsive programming by the EAC and MEACAs to facilitate, protect and inform cross-border women traders. Our focus will be on going beyond establishment of policies and mechanisms to their practical *implementation*. We will lobby relevant EALA committees to monitor implementation and require periodic reporting by the EAC Secretariat.

35 East African Community (2020): Supra.

36 East African Community (2020): Supra.

37 East African Community (2020): Supra.

Uneven levels of development between and within Partner States breed fears and concerns that delay and slow down the speed, opportunities and benefits of regional integration. There is a need for proactive regional policies or equalisation grants for less developed parts of the Community. These may be sub-regions, sectors or economic actors like SMEs.

Indeed, SMEs where the majority of women in business and trade are located are rendered less competitive without deliberate policy and program support. As a result of globalisation and liberalisation SMEs face competition with large foreign multinationals particularly in strategic sectors, leading to less scope for growth of businesses from SMEs to large-scale business³⁸. There are labour, environmental and social costs from poor business practices and lack of regulation, with adverse effects on workers particularly women in labour³⁹.

Integration and free movement of persons may facilitate trafficking and unsafe migration. There is a need to close the regulatory gap through policy and mechanism and to strengthen links to authorities in destination countries.

Overall, there is continuous feminization of poverty and exclusion of women from regional integration. Socio-economic impact of shocks like COVID 19 and the 2022 war in Europe between Russia and Ukraine on the EAC economies like inflation, slowdown in productivity, and looming recession.

We will explore opportunities to link women in economic sectors of the EAC with policy makers, researchers and academia to share and reflect on best economic practices and alternative development models that work for women.

Proposed Actions

The following **specific actions** will be undertaken to achieve the objective under this thematic area:

1. Capacity Building on trade, tax, sovereign debt, financing, investment, aid and other international policies enabling IFFs/ undermining DRM and regional development.

- a. We will work with partners such as WROs and MEACAs to build capacity of WC members for gender analysis and transformative principles on these issues to support advocacy for appropriate law reform.

2. Networking and Collaboration Strengthening

- a) In collaboration with regional partners we will promote networking between organisations of women in trade and business with AFCTA and women's regional networks working on EAC trade to provide support, build capacity on market opportunities including through IT mechanisms, and will seek to work as a catalyst to partners for increased IEC on Markets, Mechanisms and Opportunities in Cross-border Trade for grassroots women.
- a. We will work with partners to monitor compliance with existing regional policies to ease cross-border trade and treaty-commitments on gender-mainstreaming on issues affecting women such as GBV/ harassment, corruption and other NTBs.
- b. We will convene a policy reflection forum in collaboration with research, academic and economic policy institutions, civic and peoples' organisations to dialogue on alternative models of development for EAC/ Africa.

3. Legislation and policy formulation;

- a. We will lobby for regional policies and their implementation, to address NTBs including SGBV faced by women cross-border traders as well as for gender-responsive EAC and national programs to facilitate, protect and inform women cross-border traders. We will advocate for stronger monitoring by EALA of existing EAC measures for trade facilitation such as One-Stop Border Posts to establish their gender-responsiveness.

38 AMWA (2021): Framing Feminist Taxation: Making Taxes Work for Women. <https://www.akinamawaafrica.org/framing-feminist-taxation-making-taxes-work-for-women/>

39 Gender and Development Network (2020): The Impact of PPPs on Gender Equality and Women's Rights.

- b. We will lobby Partner States and the EAC for increased financing and women-focused financial services to increase investment in women in business and trade such as SMEs, smallholder farms/ agribusiness, hi-tech start-ups and regional investors (incubating businesses).

4. Advocacy and Awareness raising

- a. We will lobby the EAC and AU for increased Market access opportunities for women traders and business women, and raise awareness and information on EAC/AU Financing/ access to credit programs and services for women in trade and business through women's business associations.
- b. We will popularise through grassroots sensitisation and integration of a gender-focus in EALA outreach to constituencies, the benefits of integration, and the important role of women in trade, business and socioeconomic development including through instituting a regular EAC Women's caravan throughout the Partner States. This will also be through various media.
- c. We will advocate for harmonisation of progressive taxation laws across Partner States; collaborate with WOPAs to mobilise relevant Partner State Parliaments to enact legislation to combat IFFs; engage with the African Parliamentarians against Illicit Financial Flows (IFFs) and the Pan African Parliament to promote a Common African position on global taxation at AU level; and advocate for Community laws on financial integrity such as Beneficial Ownership Transparency (BoT) and Country by Country Reporting (CbCR) ⁴⁰.

5.1.2. To Promote an Enabling Policy and Legislative Environment for Women in Labour, Employment and Migration

While trade and investment liberalisation and globalisation create different effects, opportunities and threats for women and men, there are gendered impacts that affect women more. In all the EAC countries there is evidence that women's labour income, in particular, continues to contribute significantly to poverty reduction although as a result of gender biases women do not always control income they generate. Further, their gains in terms of increased labour force participation, for example in export-oriented sectors, is negated especially for lower cadres, by harm from poorly paid and insecure jobs, unsafe and hazardous working conditions and harmful health, social and environmental impact on domestic economies. While women are critical to the achievement of sustainable economic development, their role in the informal economy and unpaid care work is often undervalued and invisible, and within the formal sector, gender gaps persist in terms of percentage of workforce, pay and promotion⁴¹. There are higher unemployment rates of women in the formal sector as compared to men⁴². A great proportion of the EAC population particularly the youth is unemployed and has no access to gainful income earning opportunities⁴³.

There are persistent gender inequalities in terms of rights, access, control, voice and participation in the socio-economic sphere; inadequate budgetary allocation for gender-specific needs in state and Community budgets and gender bias in resource distribution in society.

We will highlight, to relevant EALA committees, issues relating to Business and Human Rights such as protection of women workers; regulation of business policy and practice; trade and investment policies; supporting workers' right to organise through trade unions and cooperatives; and addressing issues relating to migrant female labour from the EAC, such as trafficking in persons, diaspora policies and remittances. We will advocate in EALA and to other EAC policy organs for an enabling environment for women professionals through harmonised policies to protect and promote movement of women professionals.

40 In line with recommendations of the UN FACTI High Level Panel on Global Financial Integrity and AU/ ECA High Level Panel on Illicit Financial Flows from Africa (Mbeki Panel).

41 East African Community (2020): *Supra*.

42 East African Community (2020): *Supra*.

43 *ibid*

Proposed Actions

The following **specific actions** will be undertaken to achieve the objective under this thematic area:

1. Capacity Building

- a. With support of WROs, development partners and other experts, organise training for WC members on relevant issues on labour, employment and migration such as trafficking in persons.

2. Legislation and policy formulation

- a. Advocate for EAC regulatory framework with strong monitoring mechanisms including at border points to protect EA women and others from unsafe migration, trafficking, harmful labour and employment.
- b. Promoting gender-responsive regional legislation for Inclusive and Safe Labour, and Employment Market in East Africa.
- c. Raise awareness of benefits of regional policies on diaspora remittances that incentivise investment in the EAC.

3. Advocacy and Awareness raising

- a. Advocating for mechanisms for protection and monitoring treatment of migrant labour and prevention of trafficking in persons in and from the EAC.
- b. We will lobby and advocate for inclusion of key ILO standards and instruments on labour protection into relevant regional protocols such as the EACCM.



Members of the EALA Women's Caucus in a photo session with key stakeholders during the meeting for Women Cross Border Traders in the EAC.

5.3. EALA WC Thematic 3: Engendering Social Integration

Strategic Objective 3:

To Promote Women's Equal Status And Gender-Responsive And Socially Inclusive EAC Regional Integration

The EAC has a comprehensive, progressive regional policy framework on gender equality that affirms global recognition for human rights, inclusivity and empowerment, gender equality and women empowerment as critical for social, cultural and economic development. EAC gender policy applies at regional and national level due to the principle of *supranationality* in Art 8(4) of the Treaty in which Community organs, institutions and laws take precedence over similar national ones on Treaty implementation matters⁴⁴.

Despite this, human welfare indicators are still a challenge within the region⁴⁵. Areas of particular concern for women are often related to deep-rooted gender discrimination. Women face unequal access to education and training opportunities; adequate and quality health services; rampant sexual and gender-based violence; and harmful cultural practices.⁴⁶ We shall seek to prioritize women's human rights issues particularly violence against women, sexual reproductive rights and health, harmful traditional practices such as child marriage and female genital mutilation/ cutting (FGM/C) issues on women's property rights, access to education and healthcare for women. We will also keenly focus on the rights of marginalised groups like women from ethnic minorities, refugees and displaced women in recognition that women are not homogenous and experience diverse situations and conditions.

The level of human development in the EAC region varies from one Partner State to another. The region's social welfare indicates that the basic components of development; literacy, health and access to basic services are at their lowest levels of achievement⁴⁷. This situation is related to poor basic services, corruption, low accountability, transparency and inadequate resource allocation. A big part of the EAC population is considered to be below the national poverty lines, that is, live between zero (0) income to USD 1 income with little access to food, clean water, education and other basic necessities of life.

Promoting women in business and trade is a key agenda of the EAC in recognition that women are '*a vital link between agriculture, industry and trade*'⁴⁸. The extent to which women can take advantage of trade opportunities depends on more than trade policies. Investments in education, health systems, and infrastructure are equally critical and provide women with the human capital they require to benefit from trade. Improving access to education, sexual health and reproductive rights, financial resources, digital and other technologies, and information has a potential to reduce some of the constraints that disproportionately affect women and in turn disadvantage their ability to harness opportunities that integration offers. Access to appropriate technologies for both unpaid care work and production would ease the heavy burden on women and also contribute to increased incomes from their work. In this regard we shall work to support women's priorities in these areas through advocacy and legislative efforts aimed at harmonising existing policies in key sectors for women like education, women's maternal health and status, climate change and the COVID 19 pandemic.

As a parliament, EALA's mandate includes representation and voicing issues affecting our constituencies, including women. There is information already on the above generated on the status of women in EAC. We will connect to actors that can interpret this information for us to use to support our legislative and representational role.

44 East African Community (2020): supra.

45 Richard Muko Ochanda et al 2013, Human Rights in the Context of Deepening Integration of East African Community (EAC) Postmodern Openings Journal, 2013, Volume 4, Issue 2 accessed at [http // Uses/Downloads/Human_Rights_in_the_Context_of_Deepening_Integration.pdf](http://Uses/Downloads/Human_Rights_in_the_Context_of_Deepening_Integration.pdf).

46 ibid.

47 Richard Muko Ochanda et al 2013, Human Rights in the Context of Deepening Integration of East African Community (EAC) Postmodern Openings Journal, 2013, Volume 4, Issue 2 accessed at [http // Uses/Downloads/Human_Rights_in_the_Context_of_Deepening_Integration.pdf](http://Uses/Downloads/Human_Rights_in_the_Context_of_Deepening_Integration.pdf).

48 Article 121 and 122 of the EAC Treaty.

We shall seek to promote women's status and empowerment by encouraging the monitoring of Partner States compliance with the provisions of the Maputo protocol specifically on health and reproductive rights, and on all forms of discrimination against women. The Assembly provides a platform for East Africans to petition the Community on any matter of concern. The women's forum can be a channel for EA women's voices to the Community in this regard. We will collaborate with key stakeholders involved in generating information such as situation analysis about women in EAC including women in rural areas, and raise awareness about opportunities to highlight the situation of EA women to EAC decision making organs. We will also provide a channel for sharing best practices that could be adapted to bring all countries to the same level regarding mainstreaming gender in development.

Proposed Actions:

The following **specific actions** will be undertaken to achieve the objective under this thematic area:

1. Capacity Building

- a. In collaboration with WROs and other experts, organise training for WC members on various gender and social development issues in the region.

2. Legislation and Policy formulation.

- a. Collaborate with stakeholders to propose gender-responsive policies and legislation in key sectors like health, water, education, environment, ICT and other technologies, and on specific issues such as SGBV, FGM and infrastructure.

3. Network and Collaboration strengthening

- a. Collaborate with stakeholders to conduct biennial monitoring of Partner State compliance with the provisions of the Maputo protocol.

2. Advocacy and Awareness-raising

- a. Raise awareness to women, WROs and other relevant CSOs on strengthening the representation role of EALA for example through petitioning.
- b. Promote awareness among women of the benefits of EAC regional integration through various media to build a sense of East African-ness.

Promoting women in business and trade is a key agenda of the EAC in recognition that women are 'a vital link between agriculture, industry and trade'. The extent to which women can take advantage of trade opportunities depends on more than trade policies.



Rt. Hon. Rebecca Alitwala Kadaga, 1st Deputy Prime Minister and Minister for East African Community Affairs from the Republic of Uganda sharing her leadership experience.

EALA Women's Caucus Priority Areas For Institutional Development

Nonetheless, research indicates that the unique institutional traits of caucuses and soft positioning raises the possibility of women's caucuses being a safe venue for cross-party legislation drafting, allegiances and cooperation.



6 EALA Women's Caucus

Priority Areas For Institutional Development

Studies show the concrete benefits of having a women's caucus depend on the ability of its members to organise effectively and of its leaders to position strategically in order to influence parliament and specifically to shape its legislative agenda towards gender-equality law-making. In reality most women's caucuses are found to operate on the side-lines to channel legislation, with limited agenda-setting impact. Raising the engagement of women's caucuses beyond *participating* to *influencing and shaping* parliamentary agendas requires higher numbers of women MPs, effective organising which is dependent on strategic leadership and investment of time, as well as the ability to navigate the complex dynamics of party loyalties and lines to find common ground for cross-party law-making. Nonetheless, research indicates that the unique institutional traits of caucuses and soft positioning raises the possibility of women's caucuses being a safe venue for cross-party legislation drafting, allegiances and cooperation. Their effectiveness also hinges on their ability to build strategic networks and coalitions within and outside the Parliament with both state and civic actors with similar goals⁴⁹.

⁴⁹ Inter-Parliamentary Union, op.cit.

With targeted institutional building, EALA WC has the potential to be a significant driving force towards the realisation of full benefits of EAC integration for women. In this regard, we will focus on strengthening and streamlining our current institutional framework to efficiently and effectively support the attainment of our 3 Strategic Objectives in pursuit of the impact and results we and our constituents wish to see. Under this section on our institutional priorities our institutional and administrative deficits will be boldly matched by the following appropriate remedial measures ⁵⁰which we will undertake to do over the next 5 years.

- i. Enhance our governance capacities and practices
- ii. Generate adequate, diversified and sustainable funding and requisite resources for the implementation of this strategy
- iii. Professionally and efficiently manage our finances
- iv. Evolve into a forward-looking learning caucus through emphasis on monitoring, evaluation, linking and learning as a way of tracking our impact.
- v. Build our Human Resources and secretariat capacity
- vi. Optimise our Communications and IT capacities

Cognisant of high turnover of EALA WC membership after every election, this institution-building should also include a regular induction programme for all our members at the start of each new Assembly.



50 A huge percentage of these measures were gleaned from the SWOT analysis done during the stakeholder consultative process

6.1. Governance and Membership Development

To enhance the capacity of the Executive Committee to carry out its dual role of strategic guidance and oversight for effective governance and accountability

As regional women political leaders and in line with principles of gender and development, standards and aspirations of the Treaty, it is important that the EALA WC sets an example of good corporate governance in policy and practice.

Our ability as the Women's Caucus to influence and shape the legislative agenda of the Assembly depends on our level of organising, ability to strategically navigate parliamentary dynamics and to mobilise support of champions and key allies in and outside EALA around a common agenda. It is therefore vital to invest in building effective leadership and capacity of the Executive Committee to carry out its role of strategic guidance and oversight.

In addition, we recognise it is critical to improve WC's links with key stakeholders particularly at Partner State level, to support our representation, voice and mobilisation agenda. Indeed, in line with the principle of form following function, institutional restructuring is often consequential to the development of a new strategic agenda. Thus we will streamline our governance structure to improve the linkages and accountability between the WC and Partner State stakeholders.

Finally, to strengthen our effective organising we will formalise the Women's Caucus structures, including the adoption of our constitutive instruments.

We commit to do the following:

- a. We shall conduct a constitutional review process leading to adoption of a WC Constitution that provides for election of an Executive Committee mandated and tasked to provide strategic direction and oversight of the WC secretariat and to link the WC to key stakeholders in each Partner State to represent the WC, thereby providing a stronger mutual communication channel with strategic stakeholders from the Partner State of origin such as Partner State WOPAs, MEACAs, women's rights organisation/ movement, women labour and professional associations, and women industry and trade networks. The WC Constitution will also make provision for office holders in accordance with best corporate practice.
- b. As part of organising effectively, we shall institute the process of legally formalising registration of the WC. This will better position it for fundraising and financial accountability.
- c. We shall ensure that the Executive Committee has the requisite capacity to effectively perform its dual role of providing leadership and strategic direction, as well as oversight, by providing orientation after every election and regular training. Capacity building will also include fundraising skills, feminist leadership and membership development.
- d. In order to enable EALA WC to position strategically and effectively influence the Assembly and regional agenda, we shall support the Executive Committee to constantly conduct multi-level scanning of the Caucus's operating environment.
- e. In our quest to become a learning organisation, conducting regular and consistent evaluation of the performance of the Executive Committee and establishing accountability mechanisms for its members that involve key internal Assembly and external stakeholders.
- f. Conduct induction programs and regular orientation for WC members in every Parliamentary cycle.
- g. Designate Thematic leads on key issues affecting women such as WPS, environment, trafficking, business and trade, from among WC members.
- h. Institute an alumni network of past female members of EALA and past male honorary members of the WC for institutional memory and tapping resources. Such members may serve as goodwill ambassadors.

6.2. Building Our Human Resource and Organisational Capacity

Our ambitions cannot be realised or achieved without support from a well-structured secretariat. Hence our aspiration to become a trusted lead organisation supporting women in integration will require a dedicated highly engaged team and human resource function with the knowledge, skills and motivation that is capable of delivering our mission. As a learning forum, we will undertake a number of strategic initiatives that once implemented will ensure efficiency and effectiveness in the delivery of our strategic plan and support and build the capacity of our human resource, in conformity to the EAC standards. Once our full staff complement is in place, we will address issues of staff motivation and wellness, performance management, staff capacity including addressing issues of recruitment, induction and retention and continue to improve our working environment to get the best of our staff.

We commit to do the following:

- a. Establish a dedicated Secretariat for the caucus, to build and strengthen our human resource capacity to enable efficient and effective organisational functioning.
- b. Develop a Human Resource Manual.
- c. Develop a versatile & proactive organogram.
- d. Develop robust Policies and Standard Operating Procedures guided by industry best practice.
- e. Develop well designed Job descriptions & person specifications, competitive compensation commensurate with EAC standards.

6.3. Managing our Finances

Effective management of our finances is critical to the realisation of the strategy and maintaining public support of our work. We are conscious that we must at all times lead by example by setting the trend on integrity and professionalism. We are therefore compelled by the EAC statutory duty to uphold the principles of transparency and integrity in the way we manage our finances. Meeting accountability expectations of the EAC and EALA, our stakeholders and beneficiaries, donors and the general public will therefore be our primary objective in sustaining the WC. Alongside EALA accountability systems, we will develop and constantly strengthen our internal systems, policies and practices to meet various reporting requirements.

As part of transparency and accountability, we shall conduct audits and publish our accounts annually according to standard statutory regulations. Furthermore, in promoting credibility we will not only be accountable to donors but to all our stakeholders and beneficiaries as well.

The professional management of our finances will also be beneficial in informed decision making that will enable the right amount of resources to be invested at the right place as well as ensuring that funds are efficiently and optimally utilised in the attainment of our objectives.

In ensuring and maintaining public confidence, at all times we shall be prudent and strategic in the selection of our Executive Members bringing into the fold women of integrity who are renowned for their financial acumen. We will ensure that WC staff are trained and understand and adhere to the manual.

We commit to do the following:

- a. We shall appoint a designated person to professionally handle our finances.
- b. We shall develop a financial policy aligned to the EALA policy and ensure adherence to it.
- c. We shall ensure regular reporting and improve accountability.
- d. We will invest in building capacity of the Executive committee members and staff in participatory financial planning and monitoring.
- e. We will ensure the WC has the right systems and policies in place in order to meet donor and beneficiary requirements (audits, timesheets, financial systems, etc).
- f. We will promote internal and external communication to inform internal and external stakeholders of the financial and audit expectations in the management and implementation of all our programmes.
- g. We will support and improve the internal control environment by constantly undertaking risk assessment and mitigation and timely implementation of audit recommendations.

6.4. Fundraising - Resource Mobilisation

This strategic plan cannot be successfully implemented without adequate funding. Therefore, we have embraced financing as another strategic dimension in pursuit of our mission. Financing our strategy is all about the WC being more deliberate and effective in fundraising and resource mobilisation given the uncertain times we are in and also the enormity of the task ahead of us in the 5-year tenure of this plan.

We commit to strengthen mobilisation of membership fees as a way of instilling a sense of ownership and commitment and to raise resources. To further diversify our funding sources, we will lobby for seed funds from EALA.

We believe that once all the interventions in this plan are implemented the EAC region will be well on its way to greater economic emancipation and integration for women. This then requires that we must be innovative, strategic and bold in the way we go about raising resources by designing strategies that would help us build our reserves to a level where they can fund all our interventions on a sustainable basis. The quest to deepen and sustain our work bears financial implications, which we must meet.

This approach will demand from us strengthened competencies in fundraising and communication and will require that we configure our existing structure, systems and practices. We will also develop an elaborate financing strategy whose application will steer the WC in meeting its aspiration of having adequate funds for its planned undertakings in the period of the strategic plan. As we seek to raise funds, it will be prudent for us to also review how we market ourselves, and what we intend to tangibly achieve from every cent we receive.

The responsibility for successful fundraising as part of good corporate practice lies with the Executive Committee as this is one of the core responsibilities of their functions. Overall we will build the capacity of our Executive Committee to have a greater sense of responsibility in managing our funds through many original and workable ideas for fundraising.

We commit to do the following:

- a. We will work to diversify income sources through sustained efforts in fundraising, and develop cost-recovery mechanisms and programmes. Internally we will encourage members to demonstrate commitment to the Caucus through the payment of membership and annual subscription fees.
- b. We will lobby EALA to provide seed funding to the WC.
- c. We shall work to improve accountability to our beneficiaries, supporters, and partners and in the way we will communicate results and impact of our work.
- d. We will develop Executive members and staff capacity in fundraising through targeted professional training in resource mobilisation, contracts management, tendering and development of quality proposals.
- e. We will conduct timely donor intelligence, dialogues and interactions to increase awareness of our programmes and build our credibility and profile.
- f. We will develop a fundraising strategy with clear fundraising targets in place aligned to our strategic goals and build capacity of staff and the Executive Committee to implement this fundraising strategy.
- g. We will build our capacity to generate and analyse M&E data which will be a marketing tool to demonstrate the impact of our work through verifiable means

6.5. Measuring Our Impact

Achieving development results and changes in the quality of people's lives specifically through ensuring that women in the EAC region benefit from integration is at the heart of our work. Women-led and driven Monitoring and Evaluation will enable us to improve our credibility, our visibility, our decision making and our performance and among other things determine whether all that we are doing is making a real difference at outcome and impact levels. We shall therefore validate our progress, by laying emphasis on systems strengthening in the areas of monitoring, evaluation, learning and constant documentation of stories both of what worked well and what did not work so well.

Organisational learning and innovation is still a nascent area for us in the WC, yet it is critical to the performance of our work. We shall therefore venture into this area because we want to be seen as a learning forum. To achieve this, we shall get into the intentional practice of collecting information by nurturing a culture of tapping into applicable knowledge that already exists, reflecting on it, and sharing the findings across the EAC structures and with all relevant stakeholders in the region and translating the knowledge gained into practice in order to increase our impact.

Women-led and driven Monitoring and Evaluation will enable us to improve our credibility, our visibility, our decision making and our performance and among other things determine whether all that we are doing is making a real difference at outcome and impact levels.

We commit to do the following:

- a. Design a robust monitoring and evaluation system, which outlines various roles and responsibilities regarding M&E and which generates evidence on what has worked, why, and for whom.
- b. We will evaluate the performance of all our interventions, use technology to improve data collection, aggregation and analysis, and report quarterly on the reach and impact of our programs.
- c. Build our capacity in participatory planning, monitoring and evaluation and documentation of stories and lessons learned.
- d. Assign a staff lead on Monitoring, Evaluation and Learning (MEAL)
- e. Improve the uptake of evaluation results evidenced through key decisions made and reported.
- f. Commit to ensure adequate resources are allocated for M&E and learning activities.
- g. Build our capacity on Organisational learning and innovation and mechanisms to prove we are learning as a forum.
- h. We will annually engage like-minded partners/ agencies to publish documented reviews of our interventions.

6.6. Communication And Information Technology

We recognise the importance of communication and sharing the outcomes of our work in supporting women in integration. We will be proactive in sharing information in a timely manner and communicating various aspects regarding integration and on feedback related to our work as a Caucus. We shall not be left behind in embracing and using new innovations around ICTs to advance our work. ICT's are a limitless platform for mobilising, planning and organising for and with the vast range of stakeholders including women's groups, and are indeed transformational drivers of both economic and social progress.

Going forward, the attainment of our mission priorities will largely be dependent on how efficiently and effectively we will understand the place of ICT's and use them in improving our work and positioning ourselves as a lead regional player in supporting women in integration.

We commit to do the following:

- a. Development of a robust Communication and IT strategy.
- b. Utilise various forms of communication more effectively, including print, broadcast and alternative media.
- c. Document best practice stories on women's participation in integration.
- d. Share our activity reports regularly with key stakeholders.

7. Our Results Framework

Strategic Level Results Areas and Activities.	Objectively Verifiable Indicators	Means of Verification	Pre-conditions and Assumptions	Risks	Risk Level	Mitigation Strategy
Goal (impact level)	To mainstream gender and promote gender transformative practices in the EAC integration processes and outcomes.	M & E reports, WOPA & MEACA reports; Public Surveys, Perception surveys, Focus group interviews, labour and customs documents, human rights reports & Parliamentary Hansards at PSL	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development; losses are absorbed where practicable
	<ul style="list-style-type: none"> · % decrease in regional VAWG from 2022 baseline · Change in the awareness of girls and women about their rights and benefits within the EAC · number of gender-sensitive laws and parliamentary initiatives passed · % decrease in unemployment gap between men and women · improved % of women legislators at local, partner state and regional governance levels · Number of gender responsive electoral law reforms passed at PSL · Number of parliamentary gender audits conducted at EALA and PSL 	M & E reports, WOPA & MEACA reports; Public Surveys, Perception surveys, Focus group interviews, labour and customs documents, human rights reports & Parliamentary Hansards at PSL	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development; losses are absorbed where practicable
Outcome(s)	1 Increased Equal Participation of Women in Politics.	M & E reports, WOPA & MEACA reports; Public Surveys, Perception surveys, Focus group interviews, labour and customs documents, human rights reports & Parliamentary Hansards at PSL	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development; losses are absorbed where practicable
	<ul style="list-style-type: none"> · Change in the % of women in EALA and PSL parliaments. · Change in the % of women in senior political positions in government. · Change in the % of women in senior political party positions. · Change in the % of women contesting for senior political positions. · Number of gender apprenticeships concluded annually · Number of gender responsive electoral law reforms passed at PSL · Number of affirmative action electoral policy and practice reforms passed at PSL · % change in reported cases of electoral VAWG reported 	M & E reports, WOPA & MEACA reports; Public Surveys, Perception surveys, Focus group interviews, labour and customs documents, human rights reports & Parliamentary Hansards at PSL	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development; losses are absorbed where practicable

2 Strengthened Role of Women in Peace and Security.	<ul style="list-style-type: none"> Number of women graduates from Peace and Security training program Number of coalitions and networks conducting Peace and Security programs for women Number of women providing leadership to Peace and Security interventions Number of gender responsive Peace and Security legislations passed at EALA Number of gender responsive Peace and Security legislations passed at PSL 	<p>M & E reports, WOIPA & MEACA reports, Public Surveys, Perception surveys, Focus group interviews, human rights reports & Parliamentary Hansards at PSL</p>	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
	<p>3 Strengthened, Gender Responsive Regional Standards On Good Governance, Democracy, And Human Rights.</p> <ul style="list-style-type: none"> Number of technical support and capacity building alliances developed at EAC and PSL. Number of women's Political learning and sharing platforms established at EAC Number of women's Political learning and sharing platforms established at PSL # of gender responsive legislations on governance, democracy & Human rights passed at EALA # of gender responsive legislations Good governance, democracy and Human rights passed at PSL Number of gender responsive electoral law reforms passed at PSL # of standards and mechanisms for women's role in peace and security harmonised at PSL. Number of women's political partnerships and networks activated at EAC. Number of women's political partnerships and networks activated at PSL. Number of gender responsive electoral law reforms passed at EAC Number of gender responsive electoral law reforms passed at PSL 	<p>M & E reports, WOIPA & MEACA reports, Public Surveys, Perception surveys, Focus group interviews, human rights reports & Parliamentary Hansards at PSL</p>	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable

4 Enhanced Gender Responsive Environment for Women in Regional Business and Trade.	<ul style="list-style-type: none">· Number of WC members who have completed financial training sessions.		ILO reports, Anti-trafficking reports, AFCTA reports, M & E reports, WOPA & MEACA reports, Public Surveys, Perception surveys, Focus group interviews, labour and customs documents, human rights reports & Parliamentary handstands at PSL	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
	<ul style="list-style-type: none">· Number of financial capacity building workshops conducted for WC members						
	<ul style="list-style-type: none">· Number of women business incubation hubs established within the EAC.						
	<ul style="list-style-type: none">· % Change in cross-border trade dispute cases reported by women annually.						
	<ul style="list-style-type: none">· Number of gender responsive regional trade legislations passed at EALA.						
	<ul style="list-style-type: none">· Number of women's networks established within the AFCTA framework.						
	<ul style="list-style-type: none">· Change in the awareness of girls and women about their trade rights and benefits within the EAC						
	<ul style="list-style-type: none">· Change in the awareness of girls and women about the EAC/AU finance and credit programs						
	<ul style="list-style-type: none">· % change in number of women doing cross-border trade						
	<ul style="list-style-type: none">· % change in reported cases of women victims of human trafficking and unsafe migration						

Strategic Level Outputs	5 Enhanced Gender Responsive Policy and Legislative Environment for Women in Labour, Employment and Migration	<ul style="list-style-type: none"> Number of advocacy campaigns on safe migrant labour conducted at EALA Number of gender responsive labour, employment and migration legislations passed at EALA. Number of gender responsive labour, employment and migration legislations passed at PSL Number of gender responsive legislations on diaspora remittances passed at EALA Number of gender responsive legislations on diaspora remittances harmonised at PSL % change in gender based cases in labour, employment and migration reported at PSL 	ILO reports, Anti-trafficking reports, M & E reports, WOPA & MEACA reports, Public Surveys, Perception surveys, Focus group interviews, labour and customs documents, human rights reports & Parliamentary handstands at PSL	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
	6 Increased Equal Participation of Women in Social development	<ul style="list-style-type: none"> % Change in the reported cases of women or girls experiencing GBV or VAWG at PSL Number of gender responsive legislations on GEWE passed at EALA Number of gender responsive legislations on GEWE passed at PSL Number of equal opportunity legislations on social issues passed at EALA Number of equal opportunity legislations on social issues passed at PSL Change in the awareness of girls and women about their social rights and benefits within the EAC 	Police reports, CSO reports, M & E reports, WOPA & MEACA reports, Public Surveys, Perception surveys, Focus group interviews, human rights reports & Parliamentary handstands at PSL	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
Strategic Level Outputs	1.1 Capacity Built	<ul style="list-style-type: none"> Number of capacity building workshops conducted Number of WC members who have completed Capacity Building trainings Existence of regional Women's Political Leadership Forum. Existence of research report on women in governance. 	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable

1.2 Networks and Collaboration strengthened	<ul style="list-style-type: none"> Number of collaborative meetings conducted # of Gender Advocacy institutions collaboratively advancing women's political agency Existence of bespoke women-in-Politics learning and sharing platforms. Existence of alliances providing technical support and capacity building to WC # of joint initiatives with partners & networks to collaboratively advance women's political agency 	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development; losses are absorbed where practicable
1.3 Legislation and policy formulated	<ul style="list-style-type: none"> # of legislations to strengthen women's political agency passed at EALA Number of legislations to strengthen women's political agency passed at PSL Number of advocacy campaigns conducted for women's equitable political participation. # of EALA laws and policies to strengthen women's political agency domesticated at PSL 	EALA and National Parliamentary Hansard reports, CSO reports, WC M&E reports, WRO, WOPA & MEACA reports, human rights reports	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development; losses are absorbed where practicable
1.4 Advocacy conducted	<ul style="list-style-type: none"> Number of advocacy campaigns conducted on qualitative and quantitative gender-equal participation in politics Number of gender apprenticeships completed annually 	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development; losses are absorbed where practicable
2.2 Networks and Collaboration strengthened	<ul style="list-style-type: none"> Number of collaborative meetings conducted # of Gender Advocacy institutions collaboratively advancing the strengthened role of Women in Peace and Security Existence of bespoke learning and sharing platforms to advance the strengthened role of Women in Peace and Security. # of joint initiatives with partners & networks to collaboratively advance the strengthened role of Women in Peace and Security 	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development; losses are absorbed where practicable

2.3 Legislation and policy formulated	<ul style="list-style-type: none"> · # of legislations to strengthen women's political agency passed at EALA · Number of legislations to strengthen women's political agency passed at PSL · Number of harmonised mechanisms for women's role in peace and security. · # of EALA laws and policies to strengthen women's political agency domesticated at PSL 			EALA and National Parliamentary hansard reports, CSO reports, WC M&E reports, WRO, WOPA & MEACA reports, human rights reports	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
	<ul style="list-style-type: none"> · Number of advocacy campaigns conducted on women's participation in peace and conflict resolution processes. · # Existence of Research report on impact of conflict on women 			WC M&E reports, WRO, WOPA & MEACA reports, Public Surveys, Focus group interviews, human rights reports & EALA/PSL Parliamentary hansards	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
	<ul style="list-style-type: none"> · Number of capacity building workshops conducted · Number of WC members who have completed Capacity Building trainings · Existence of research report on women in governance. 			WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
	<ul style="list-style-type: none"> · Number of collaborative meetings conducted · # of Gender Advocacy institutions collaboratively advancing Good Governance, Democracy, And Human Rights · Existence of bespoke Good Governance, Democracy and Human Rights learning and sharing platforms. · Existence of alliances providing technical support and capacity building to WC · # of joint initiatives with partners & networks to collaboratively advance Good Governance, Democracy, And Human Rights 			WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable

3.3 Legislation and policy formulated	<ul style="list-style-type: none"> · # of legislations to strengthen Good Governance, Democracy, And Human Rights passed at EALA · Number of legislations to strengthen Good Governance, Democracy, And Human Rights passed at PSL · Number of advocacy campaigns conducted for harmonisation of standards and mechanisms for women's role in peace and security. · # of EALA laws and policies to strengthen Good Governance, Democracy, And Human Rights domesticated at PSL 			EALA and National Parliamentary Hansard reports, CSO reports, WC M&E reports, WRO, WOPA & MEACA reports, human rights reports	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
	<ul style="list-style-type: none"> · Number of advocacy campaigns conducted on minimum electoral standards 			WC M&E reports, WRO, WOPA & MEACA reports, CSO reports, Public Surveys, Focus group interviews, human rights reports & EALA/PSL Parliamentary Hansards	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
	<ul style="list-style-type: none"> · Number of capacity building workshops on financial matters conducted · Number of WC members who have completed Capacity Building trainings on financial matters · Number of advocacy campaigns conducted for improved Cross-border Trade for grassroots women. 			WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
	<ul style="list-style-type: none"> · Number of collaborative meetings conducted · # of Gender Advocacy institutions collaboratively enhancing Women's rights and benefits in Regional Business and Trade · Existence of bespoke women's networking mechanisms with AFCTA.. · Existence of regular reports on the gender responsiveness of cross-border trade. · # of joint initiatives with partners & networks to collaboratively enhance Women's rights and benefits in Regional Business and Trade 			WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
4.1 Capacity Built.								
4.2 Networks and Collaboration strengthened								

4.3 Legislation and policy formulated	<ul style="list-style-type: none"> · # of legislations to enhance Women's rights and benefits in Regional Business and Trade passed at EALA · Number of legislations to enhance Women's rights and benefits in Regional Business and Trade passed at PSL · Number of advocacy campaigns conducted to advance incubation for women-owned businesses · Number of advocacy campaigns conducted to promote Anti-trafficking and safe labour responses for women. · # of EALA laws and policies to enhance Women's rights and benefits in Regional Business and Trade domesticated at PSL 	EALA and National Parliamentary hansard reports, CSO reports, WC M&E reports, WRO, WOPA reports, MEACA reports, human rights reports	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
	4.4 Advocacy conducted	<ul style="list-style-type: none"> · Number of Lobbying initiatives conducted to increase Market access opportunities for women. · Number of advocacy campaigns and sensitisation initiatives conducted to Popularise the benefits of integration and the role of women. · Number of advocacy campaigns and awareness raising initiatives conducted to Raise awareness on EAC/AU Finance and credit programs 	WC M&E reports, WRO, WOPA & MEACA reports, Public Surveys, Focus group interviews, human rights reports & EALA/PSL Parliamentary hansards	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
5.1 Legislation and policy formulated	<ul style="list-style-type: none"> · # of legislations to strengthen the Gender Responsiveness of the Policy and Legislative frameworks for Women in Labour, Employment and Migration passed at EALA · Number of legislations to strengthen the Gender Responsiveness of the Policy and Legislative frameworks for Women in Labour, Employment and Migration passed at PSL · Number of legislations and policies on diaspora remittances harmonised at PSL. 	EALA and National Parliamentary hansard reports, CSO reports, WC M&E reports, WRO, WOPA reports, MEACA reports, human rights reports	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable

5.2 Advocacy conducted	<ul style="list-style-type: none"> Number of advocacy campaigns conducted on safe migrant labour. 	<ul style="list-style-type: none"> WC M&E reports, WRO, WOPA & MEACA reports, CSO reports, Public Surveys, Focus group interviews, human rights reports & EALA/PSL Parliamentary handrards 	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
	6.1 Legislation and policy formulated	<ul style="list-style-type: none"> # of legislations to increase equal participation of women in social development passed at EALA Number of legislations to increase equal participation of women in social development passed at PSL Number of legislations passes to promote GEWE Policies, Budgets, Programs. # of EALA laws and policies to increase equal participation of women in social development domesticated at PSL 	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
6.2 Advocacy conducted	<ul style="list-style-type: none"> Number of campaigns conducted to raise awareness of EAC Treaty commitments Number of campaigns conducted to raise awareness on protection from SGBV/VAWG. 	<ul style="list-style-type: none"> WC M&E reports, WRO, WOPA & MEACA reports, CSO reports, Public Surveys, Focus group interviews, human rights reports & EALA/PSL Parliamentary handrards 	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
Activity(ies)	1.1.1 Form Regional Women's Political Leadership Forum.	<ul style="list-style-type: none"> Existence of regional Women's Political Leadership Forum. 	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
	1.1.2 Conduct Research on women in governance.	<ul style="list-style-type: none"> Existence of research report on women in governance. 	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable

1.2.1 Establish learning and sharing platforms.	· Existence of bespoke women-in-Politics learning and sharing platforms.	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
1.2.2 Develop technical support and capacity building alliances.	· Existence of alliances providing technical support and capacity building to WC	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
1.2.3 Strengthen strategic partnerships and networks.	· # of joint initiatives with partners & networks to collaboratively advance women's political agency	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
1.3.1 Legislate for women's equitable political participation.	· Number of legislations passed that advance women's equitable political participation.	EALA and National Parliamentary hansard reports, CSO reports, WC M&E reports, WRO, WOPA & MEACA reports, human rights reports	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
1.4.1 Conduct Advocacy for, and provide, role modelling and mentoring experiences	· Number of advocacy campaigns conducted and role modelling and mentoring apprenticeships executed	EALA and National Parliamentary hansard reports, CSO reports, WC M&E reports, WRO, WOPA & MEACA reports, human rights reports	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
2.1.1 Develop Women, Peace and Security training program	· Existence of women, Peace and Security training program(s)	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable

2.1.2 Conduct Research women on in governance.	· Existence of research report on women in governance.	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
2.2.1 Establish learning and sharing platforms.	· Existence of bespoke learning and sharing platforms to advance the strengthened role of Women in Peace and Security.	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
2.2.2 Strengthen strategic partnerships and networks.	· # of joint initiatives with partners & networks to collaboratively advance the strengthened role of Women in Peace and Security	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
2.2.3 Establish women's peace and security panel	· Existence of a peace and security panel of eminent women from all EAC countries	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
2.2.4 Conduct a biennial EAC Women's regional conference on Peace and security	· # of biennial EAC Women's regional conference on Peace and security conducted	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
2.3.1 Harmonise mechanisms for women's role in peace and security.	· Number of harmonised mechanisms for women's role in peace and security.	EALA and National Parliamentary Hansard reports, CSO reports, WC M&E reports, WRO, WOPA & MEACA reports, human rights reports	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable

2.4.1 Conduct advocacy on women's participation in peace and conflict resolution processes.	<ul style="list-style-type: none"> Number of advocacy campaigns conducted on women's participation in peace and conflict resolution processes. 	WC M&E reports, WRO, WOPA & MEACA reports, CSO reports, Public Surveys, Focus group interviews, human rights reports & EALA/PSL Parliamentary Hansards	Social stability and respect for the rule of law exists; The socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
2.4.2 Research/ document impact of conflict on women	<ul style="list-style-type: none"> # Existence of Research report on impact of conflict on women 	WC M&E reports, WRO, WOPA & MEACA reports, CSO reports, Public Surveys, Focus group interviews, human rights reports & EALA/PSL Parliamentary Hansards	Social stability and respect for the rule of law exists; The socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
3.1.1 Research/ document women in politics and governance.	<ul style="list-style-type: none"> Existence of research report on women in governance. 	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
3.2.1 Establish learning and sharing platforms.	<ul style="list-style-type: none"> Existence of bespoke Good Governance, Democracy and Human Rights learning and sharing platforms. 	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
3.2.2 Develop technical support and capacity building alliances.	<ul style="list-style-type: none"> Existence of alliances providing technical support and capacity building to WC 	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable

3.2.3 Strengthen strategic partnerships and networks.	· # of joint initiatives with partners & networks to collaboratively advance Good Governance, Democracy, And Human Rights	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
3.3.1 Harmonisation of standards and mechanisms for women's role in peace and security.	· Number of advocacy campaigns conducted for harmonisation of standards and mechanisms for women's role in peace and security.	EALA and National Parliamentary hansard reports, CSO reports, WC M&E reports, WRO, WOPA & MEACA reports, human rights reports		Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
3.4.1 Advocate for and provide oversight on minimum electoral standards	· Number of advocacy campaigns conducted on minimum electoral standards	WC M&E reports, WRO, WOPA & MEACA reports, Public Surveys, Focus group interviews, human rights reports & EALA/ PSL Parliamentary hansards	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
4.1.1 Build capacity of WC members on financial matters.	· Number of WC members who have completed Capacity Building trainings on financial matters	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
4.1.2 Advocate for improved Cross-border Trade for grassroots women.	· Number of advocacy campaigns conducted for improved Cross-border Trade for grassroots women.	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
4.2.1 Promote women's networking with AFCTA.	· Existence of bespoke women's networking mechanisms with AFCTA..	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable

4.2.2 Monitor gender responsiveness of cross-border trade.	· Existence of regular reports on the gender responsiveness of cross-border trade.	WC M&E reports, CSO Reports and Documents	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
4.3.1 Advocate for women business incubation.	· Number of advocacy campaigns conducted to advance incubation for women-owned businesses	EALA and National Parliamentary hansard reports, CSO reports, WC M&E reports, WRO, WOPA & MEACA reports, human rights reports	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
4.3.2 Anti-trafficking and safe labour Advocacy.	· Number of advocacy campaigns conducted to promote Anti-trafficking and safe labour responses for women.	EALA and National Parliamentary hansard reports, CSO reports, WC M&E reports, WRO, WOPA & MEACA reports, human rights reports	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
4.4.1 Lobby for increased Market access opportunities for women.	· Number of Lobbying initiatives conducted to increase Market access opportunities for women.	WC M&E reports, WRO, WOPA & MEACA reports, CSO reports, Public Surveys, Focus group interviews, human rights reports & EALA/PSL Parliamentary hansards	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
4.4.2 Popularise the benefits of integration and the role of women	· Number of advocacy campaigns and sensitisation initiatives conducted to Popularise the benefits of integration and the role of women.	WC M&E reports, WRO, WOPA & MEACA reports, CSO reports, Public Surveys, Focus group interviews, human rights reports & EALA/PSL Parliamentary hansards	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable

4.4.3 Raise awareness on EAC/AU Finance and credit programs	· Number of advocacy campaigns and awareness raising initiatives conducted to Raise awareness on EAC/AU Finance and credit programs	WC M&E reports, WRO, WOPA & MEACA reports, CSO reports, Public Surveys, Focus group interviews, human rights reports & EALA/PSL Parliamentary hansards	Social stability and respect for the rule of law exists; The socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
5.1.1 Promoting gender-responsive Labour and Employment legislation.	· # of legislations to strengthen the Gender Responsiveness of the Policy and Legislative frameworks for Women in Labour, Employment and Migration passed at EALA and at PSL	EALA and National Parliamentary hansard reports, CSO reports, WC M&E reports, WRO, WOPA & MEACA reports, human rights reports	Social stability and respect for the rule of law exists; The socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
5.1.2 Promote harmonised policies on diaspora remittances.	· Number of legislations and policies on diaspora remittances harmonised at PSL.	WC M & E reports, DLG and JLOS M & E reports, project documents	Social stability and respect for the rule of law exists; The socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
5.2.1 Conduct advocacy on safe migrant labour.	· Number of advocacy campaigns conducted on safe migrant labour.	WC M&E reports, WRO, WOPA & MEACA reports, CSO reports, Public Surveys, Focus group interviews, human rights reports & EALA/PSL Parliamentary hansards	Social stability and respect for the rule of law exists; The socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
6.1.1 Promote GEWE/ Policies, Budgets, Programs.	· Number of legislations passes to promote GEWE Policies, Budgets, Programs.	EALA and National Parliamentary hansard reports, CSO reports, WC M&E reports, WRO, WOPA & MEACA reports, human rights reports	Social stability and respect for the rule of law exists; The socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable

6.2.1 Raise awareness of EAC Treaty commitments	<ul style="list-style-type: none"> Number of campaigns conducted to raise awareness of EAC Treaty commitments 	WC M&E reports, WRO, WOPA & MEACA reports, CSO reports, Public Surveys, Focus group interviews, human rights reports & EALA/PSL Parliamentary hansards	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
6.2.2 Raise awareness on protection from SGBV/ VAWG.	<ul style="list-style-type: none"> Number of campaigns conducted to raise awareness on protection from SGBV/ VAWG. 	WC M&E reports, WRO, WOPA & MEACA reports, CSO reports, Public Surveys, Focus group interviews, human rights reports & EALA/PSL Parliamentary hansards	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
6.2.3 Conduct biennial monitoring of Maputo protocol compliance	<ul style="list-style-type: none"> Number of monitoring reports on Partner State compliance with the Maputo Protocol 	WC M&E reports, WRO, WOPA & MEACA reports, CSO reports, Public Surveys, Focus group interviews, human rights reports & EALA/PSL Parliamentary hansards	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable
	<ul style="list-style-type: none"> Existence of reports on Maputo Protocol compliance at PSL 	WC M&E reports, WRO, WOPA & MEACA reports, CSO reports, Public Surveys, Focus group interviews, human rights reports & EALA/PSL Parliamentary hansards	Social stability and respect for the rule of law exists; The existing political and socioeconomic tensions do not escalate into violence and war;	Delayed disbursements of funds Cost forecasts are inaccurate Exchange rate variability	Low	Adjust implementation schedules allowing for recovery of lost time. Compatible activities may be merged to compensate for funding gaps. Cost discounts will be sought. Currency Exchange Benefits pass on to WC institutional development, losses are absorbed where practicable

8. Implementation Plan

EALA WOMEN'S CAUCUS 5-YEAR IMPLEMENTATION PLAN				TO ACHIEVE GENDER-RESPONSIVE GOVERNANCE: THROUGH WOMEN'S EQUAL POLITICAL PARTICIPATION, ADVANCING WOMEN'S ROLE IN PEACE AND SECURITY AND PROMOTING GOOD GOVERNANCE																					
Results				YEAR 1		YEAR 2					YEAR 3					YEAR 4					YEAR 5				
				Quarters	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
STRATEGIC OBJECTIVE 1:	Outcome 1	Increased Equal Participation of Women in Politics.																							
	Strategic Level Output 1.1:	Capacity Built																							
	Activity 1.1.1:	Form Regional Women's Political Leadership Forum.																							
	Strategic Level Output 1.2:	Networks and Collaboration strengthened																							
	Activity 1.2.1:	Establish learning and sharing platforms.																							
	Activity 1.2.2:	Develop technical support and capacity building alliances.																							
	Activity 1.2.3:	Strengthen strategic partnerships and networks.																							
	Activity 1.2.4:	Initiate EAC inter-generational dialogue on women's leadership																							
	Strategic Level Output 1.3:	Advocacy conducted and Awareness raised.																							
	Activity 1.3.1:	Advocate for strengthened oversight on women's equitable political participation.																							
Outcome 2	Strengthened Role of Women in Peace and Security.																								
	Strategic Level Output 2.1:	Capacity Built																							
	Activity 2.1.1:	Develop Women, Peace and Security training program																							
	Activity 2.1.2:	Conduct Women, Peace and Security (WPS) training for EALA caucus members																							
	Strategic Level Output 2.2:	Networks and Collaboration strengthened																							
	Activity 2.2.1:	Forge alliances with organisations working on WPS in civil society																							
	Activity 2.2.2:	Establish women's peace and security panel																							
	Activity 2.2.3:	Conduct an EAC Women's regional conference on Peace and security every 3 years																							
	Strategic Level Output 2.3:	Legislation and policy formulated																							
	Activity 2.3.1:	Advocate for legal and policy frameworks that advance the WPS agenda																							

[illegible]

EALA WOMEN'S CAUCUS 5-YEAR BUDGET		2,382,625		YEAR 1			YEAR 2			YEAR 3			YEAR 4			YEAR 5						
Results	ACTIVITIES	TOTAL (\$)	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
STRATEGIC OBJECTIVE 1:																						
	Outcome 1	Increased Equal Participation of Women in Politics.																				
Strategic Level Output 1.1:	Capacity Built																					
Activity 1.1.1:	Form Regional Women's Political Leadership Forum.	8,000	4,000	4,000																		
Strategic Level Output 1.2:	Networks and Collaboration strengthened																					
Activity 1.2.1:	Establish learning and sharing platforms.	28,800	7,200	7,200							7,200	7,200										
Activity 1.2.2:	Develop technical support and capacity building alliances.	60,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000	3,000
Activity 1.2.3:	Strengthen strategic partnerships and networks.	72,000	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600	3,600
Activity 1.2.4:	Initiate EAC inter-generational dialogue on women's leadership	14,500	14,500																			
Strategic Level Output 1.3:	Advocacy conducted and Awareness raised.																					
Activity 1.3.1:	Advocate for strengthened oversight on women's equitable political participation.	21,600			5,400	5,400	5,400	5,400														

[illegible]

9. Annexes

KEY TO THE SWOT-BEEM CONTEXT ANALYSIS TOOL

S	STRENGTHS	B	BUILD UPON
W	WEAKNESSES	E	ELIMINATE
O	OPPORTUNITIES	E	EXPLOIT
T	THREATS	M	MITIGATE

STRENGTHS	BUILD UPON
1. Ability to identify the issues affecting the women across the region	Continue to unpack the complex issues around GEWE
2. Strong linkages with national parliaments	Lobby Partner State WOPAs to support the regional GEWE agenda
3. Ability to facilitate unity and networking of regional and international stakeholders and gender technocrats	Generate stakeholder consensus on GEWE policy and program priorities
4. Regionally diverse, professionally strong and committed members	Leverage EALA WC membership to unlock diverse resource support
5. Sustainability of membership underpinned by the Treaty requirement of representation of women in EALA.	Ensure maximum Partner State compliance with the Treaty provisions
6. Forum leadership is very passionate about championing women's causes	Identify priority areas for the WC leadership to provide sustainable support
7. WC has substantial influence to advance programmes for women as part of EALA	Ensure women's issues are given due attention in EALA deliberations
8. Article 6 of the treaty which mandates the EAC to promote gender equity.	Ensure maximum Partner State compliance with the Treaty provisions
WEAKNESSES	ELIMINATE
1. Lack of internal documents and reports.	Develop functional secretariat Develop performance terms of reference
2. Weak secretariat. Lack of dedicated Secretariat and coordinator.	Develop functional secretariat
3. Constrained funding and resource mobilisation	Strengthen funding and resource mobilisation capabilities Broaden development partner base
4. Inadequate administrative structures and competencies	Develop functional secretariat Develop performance terms of reference Conduct capacity building initiatives
5. Inadequate clarity on strategic intent and organisational structure,	Develop and commit to comprehensive strategic plan
6. Failure of Partner States to give up sovereignty.	Sensitise governments on benefits of increasing political will towards EALA WC

7. Incomplete governance infrastructure and methods of work	Complete corporate and legal frameworks
8. Working outside formal institutionalisation within EALA.	Ensure EALA WC is effectively organised, has strategic leadership, navigates EALA systems, and is well-connected with champions and forming strategic alliances with key stakeholders in their constituency (women).
9. Limited stakeholder awareness of EALA WC	Develop and implement a branding and PR campaign
10. Limited engagement of WC with stakeholders especially at grassroots level.	Establish gender focal persons within stakeholder clusters
11. Limited prioritisation of Gender issues in EAC core programmes	Lobby for periodic gender training/ orientation of key EAC decision makers.
12. Potential Change of memberships after every term.	Conduct regular orientation workshops for EALA WC members.
13. Factors like high levels of illiteracy, negative cultural prejudices and practices that undermine women and limit awareness of their rights.	Conduct mass public sensitisation on GEWE
Opportunities EALA WC took advantage of over the last 5 years	
OPPORTUNITIES	EXPLOIT
1. Leveraging integration infrastructure	<ul style="list-style-type: none"> · Ease in convening regional meetings and workshops. · Barrier-Free intra-regional movement · Visiting EAC One Stop Border Posts · Increased intra-regional trade · Inter-parliamentary games · Work with gender unit at EAC · Enhanced Capacity from different partners to work with the EA Gender Unit · Interaction with EAC citizens;
2. Leveraging Women in Leadership positions:	<ul style="list-style-type: none"> · Some members of the caucus are chairs of committees. They used these positions to advance women's interests and influence agenda setting. · Establishment of the Women caucus · Directly participating in and influencing regional legislation · Access to development partners
3. Leveraging affirmative action at EAC and Partner State level:	<ul style="list-style-type: none"> · Legal and Constitutional mechanisms that mandate women representation in various positions in leadership. · Treaty provisions for women representatives in EALA ensures WC will always have members.
Opportunities available to EALA WC over the next 5 years	
OPPORTUNITIES	EXPLOIT

1. Technical Support from WROs, WOPAs and other partners with technical capacity, knowledge and information, networks and links	WROs can provide gender analysis to expedite passing of EALA GEWE Bills for the WC.
	WROs can do a nuanced, expert analysis of structural and systemic challenges to EALA legislation.
	Strengthen regional-national links, achieving broader public engagement using different WRO/ WOPA platforms.
	Strengthen links with spaces like CSW and IPU to discuss and share experiences and lessons learnt.
2. Technical Support from eminent gender champions	Tap into assets/ potential champions among senior female politicians from Partner States with a record of advancing women's interests.
	Identify and tap into several WROs like AMWA, FEMNET, EASSI that are ready to partner with/ support the caucus.
3. Strengthened linkages between regional and national level agendas	Connect women's interests and struggles from regional to national.
4. Improved technology and integration infrastructure	More virtual engagement possible – new ways of working virtually.
	An App to support gender equality was approved and launched
5. Strengthened strategic intent	Operationalize the Strategic plan
6. Strengthened institutionalisation, governance and branding	Complete EAC recognition
	Leverage strengthened brand to increase public goodwill and drive women's agenda.
7. Capitalising on EALA	Incorporate WC activities into EALA activities;
8. Expanded capacity for Fundraising and Resource Mobilisation	Mobilise funds from the Community and beyond.
9. Progressive legal and regulatory frameworks	Place programming emphasis on Article 6 of the treaty which promotes gender equality.
	Exploit the approval of the act on FGM to advance women and girls cause.
	Expedite development and passing of the Sexual Offenses Bill
Threats/ challenges EALA WC faced over the last 5 years	
THREATS	

Resource constraints	Some defaults by member states on their membership fees commitment
	Limited gender statistics – no data so discussion is often generic and it compromises quality of advocacy on any issue.
	Inadequate access to productive resources
	Lack of funds
Asymmetric and incongruous development status of member states	Wide (economic, social, political) discrepancies between member states
Political instability	Civil war in South Sudan affecting the peace in the region
	Political interference
Inadequate engagement with key stakeholders	No reports shared with the EALA Clerk's office
	The paternalistic environment demands a convergence of several strategic allies or counter-parts to change the situation of women.
	Effective caucuses usually have men, parliaments are full of men. The WC permits male EALA members to join as honorary members. There are some male champions in EALA.
	Inadequate support from the Secretariat.
	Inadequate participation of local communities
	Resource constraints on effective links to communities;
Informal status	Since the caucus is not a formal structure of the assembly it has difficulty to access the funding from the normal budget process of the EAC, their current funders are also not known.
	As a result of their informal setting or structuring, influencing EAC processes requires significant strategizing and time investment.
	Weak institutional framework through lack of a dedicated Secretariat.
Inadequate strategic positioning.	WC strategic objectives not clearly known by key stakeholders, it is not proactively nor strategically identifying key allies to work with to advance a pronounced agenda for women.
Threats/ challenges EALA WC faces going forward over the next 5 years	
THREATS	MITIGATE

Global shocks

COVID-19 is affecting trade in the region War in Europe	Focus on resilience interventions
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Resource constraints

Lack of commitment in paying the membership fees	Strengthen compliance measures
Limited Financial capacity to rollout the SP	Broaden resource mobilisation capacity and sources
Limited support from the Council	Strengthen leadership, formal organisation, strategic engagement and networking

Increasing incidence of Gender-based prejudices

The opportunities created by regional integration for increased violations against women such as GBV against women traders and others at border points, trafficking in women/ girls and migrant labour-related abuses.	Strengthen Gender-sensitive response mechanisms and oversight.
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Inadequate engagement with key stakeholders

Lack of grassroots connection/ linkages, visibility or relevance	Strengthen stakeholder engagement
Difficult access to rural communities in some Partner States;	Co-opt intermediaries and partner networks

High turnover of membership

Periodic change in composition of WC following or after EALA elections and due to term limits.	Prepare regular member orientation after each election cycle
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Institutional (Administrative and governance) inadequacies

No dedicated WC secretariat to implement the SP	Establish dedicated secretariat
Incomplete WC constitution and no other institutional policies in place	Complete EALA WC constitution and legal documentation
Poor physical infrastructure and utilities.	Establish fit-for-purpose secretariat



