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AFRICA FOR RESULTS INITIATIVE

*From the African Community of Practice on Managing for
Development Results at the African Capacity Building Foundation*

COMPENDIUM OF CASE STUDIES ON GENDER AND MANAGING FOR DEVELOPMENT RESULTS (MfDR)



THE AFRICAN CAPACITY BUILDING FOUNDATION | FONDATION POUR LE RENFORCEMENT
DES CAPACITES EN AFRIQUE
Securing Africa's future through capacity development



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This compendium is a joint work by the African Capacity Building Foundation (ACBF) and the African Development Bank (AfDB) in the framework of the African Community of Practice on Management for Development Results (AfCoP-MfDR). It intends to summarize good practices and key policy findings on MfDR. AfCoP knowledge products are widely disseminated and are available on the website of the “Africa for Results” initiative at: <http://afrik4r.org>.

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List of acronyms

ACBF	The African Capacity Building Foundation
ACED	Centre d'Actions pour l'Environnement et le Développement Durable
AfCoP	African Community of Practice
AfDB	African Development Bank
AIDS/HIV	Acquired Immunodeficiency Syndrome/Human Immunodeficiency Virus
AU	African Union
BRN	Big Results Now
CEDAW	Convention on the Elimination of All forms of Discrimination Against Women
CEO	Chief Executive Officer
CFSI	French Committee of International Solidarity
COMESA	Common Market for Eastern and Southern Africa
EAC	East African Community
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EWT	Envisioning Women Trust
FAO	United Nations Food and Agriculture Organization
FDF	Foundation of France
GBV	Gender Based Violence
GMS	Gender Management System
GREWER	Gender Responsive, Early Warning, Early Response
ICPD	International Conference on Population and Development
ICT	Information and Communication Technologies
IFAD	International Fund for Agricultural Development
IFC	International Financial Corporation
IFPRI	International Food Policy Research Institute
IGAD	Intergovernmental Authority on Development
ILO	International Labour Organization
ITU	International Telecommunications Union
IPCC	International Panel on Climate Change
KWH	Kenya Women Holding
KWFT	Kenya Women Microfinance Bank
MDGs	Millennium Development Goals
MfDR	Management for Development Results
MP	Member of Parliament
NGO	Non-Governmental Organization
OECD	Organization for Economic Co-operation and Development

REC	Regional Economic Community
ROSCAs	Rotational Savings and Credit Association
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
SSA	Sub-Saharan Africa
TASAF	Tanzania Social Action Fund
UN	United Nations
UNECA	United Nations Economic Commission of Africa
UNICEF	United Nations of International Children's Emergency Fund
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
WCDA	Wadzanai Community Development Association
WEF	World Economic Forum
WFP	World Food Programme
WHO	World Health Organization

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SYNOPSIS

Although, policies are developed and adopted by the African Head of states to ensure equality, gender inequality is still a major concern on the continent. The Global Gender Gap Index of the World Economic Forum revealed in 2016 that while there exist some country success stories, there is generally limited progress on closing the gender gap in every region of the world. With an average gender gap of 32%, Sub-Saharan Africa displays a wider range of gender gap outcomes than practically any other region in the world. This compendium provides interesting insights on the current state of gender issues on the African continent as well as successful efforts to close the gender gap and promote women. Among the key findings and lessons, the following can be highlighted:

- Women are equally as capable as their male counterparts in starting and building businesses in various development sectors. Case studies in this compendium have provided compelling evidence that women entrepreneurs are delivering remarkable results in different productive sector including agriculture, ICT, oil and gas and security. They have created job and wealth which support economic growth of their countries.
- However, they are more affected by the different challenges facing entrepreneurship in Africa especially the access to land, finance, market and business support. Therefore, targeted interventions with gender lens are needed to reinforce them and sustain their businesses.

- There is a huge business opportunity that exists in the agricultural sector across the continent. In most African countries, value chains in agriculture offer a wide range of opportunities for promoting economic development, gender equality and reducing poverty.
- A better implication of research-development institutions (such as universities and think tanks) is required to provide potential investors and business actors with relevant information and tools that would support their decision making.
- Gender is a cross-cutting issue that should be incorporated in all development processes including planning, budgeting, implementation, legislation, etc.

The compendium points to policy recommendations and capacity imperatives that are needed to address the issue of gender equality as follows: ensure effective mainstreaming of gender issues in national and regional development planning; support research-development through specialized think tanks so as to formulate specific and evidence based gender policies; support gender sensitive budgeting in countries; improve access of women to productive inputs; promote national systems of gender disaggregated statistics and monitoring and evaluation; and ensure active stakeholders' participation in gender policies elaboration and implementation. In that perspective, capacity building is needed, hence the necessity of support from continental capacity building coordinating institutions.

1. INTRODUCTION

Equality between men and women, meaning simply gender equality in this compendium, matters for development, in part because gender equality can lead to better development outcomes and also because, development is a process of expanding freedoms equally for all individuals. This point of view assumes that gender equality is a core goal in itself and that people's welfare shouldn't be determined by whether or not they were born male or female. Though, policies are developed and adopted by African countries in that area, gender inequality is still a major concern on the continent. Indeed, while there is noise among some member states regarding their efforts in addressing the plight of the women, data showing the impact and activities of interventions regarding women empowerment and equality in Africa are not easily accessible to substantiate these claims. Through the Global Gender Gap Report, the World Economic Forum quantifies the magnitude of gender-based disparities and tracks their progress over time.

The Global Gender Gap Index 2016 revealed that all countries can do more to close the gender gap. However, there is limited progress on closing the gender gap in every region in the world, with both success stories and underperforming countries. With an average remaining gender gap of 32%, the Sub-Saharan Africa region scores in the lower middle range of the Global Gender Gap Index, ahead of South Asia and behind Eastern Europe and Central Asia and Latin America and the Caribbean. It displays a wider range of gender gap outcomes than practically any other region. Of the 30 countries from the region covered by the Index in 2016, 19 countries have increased their overall score compared to the year before, while

11 have seen it decreasing. This shows that despite the challenges, efforts are being done though much still have to be done.

Among the successful initiatives happening on the continent and aiming to reduce gender gap between men and women, there are different sectors of the economies that are targeted. Whatever the effects of these initiatives, direct or indirect, on economic growth and structural transformation of Africa, there is a results-based culture which has been initiated among practitioners whether at individual and institutional levels. Hence, practical knowledge products have been produced and disseminated over past years on various initiatives targeting gender inequality and were identified as successful following the principles of managing for development results (MfDR). In order to ease access and utilization of the knowledge created through these case studies, their compilation is necessary; hence, the importance of the development of this compendium. The latter aims then to become a reference document on successful results-based initiatives which succeeded in different countries of Africa.

The knowledge products summarized hereinafter cover two themes: women entrepreneurship and promoting gender equality. The methodology used to develop the compendium follows three steps. The first step consisted in reviewing the knowledge products on gender issues so as to classify them in main themes. Based on these themes, the second step reviewed the literature in order to provide the state of the art on gender issues in the context of MfDR in Africa. At the third step, case studies were summarized following a fixed structure.

This compendium is organized in five sections. Section 2 addresses the background on gender

issues in the context of MfDR in Africa. It provides the state of the art on the main themes addressed by the case studies. Sections 3 summarizes the case studies in a harmonized structure. Section 4 concludes the compendium and provides policy recommendations and capacity imperatives to successfully tackle gender issues on the continent. Finally, section 5 provides a matrix of the case studies.

2. Background on gender issues in the context of MfDR in Africa

The African continent has made a precedent during the past years for gender equality. Beforehand, the African Union's (AU) approach to the advancement of women's rights and gender equality were informed by the United Nations frameworks, in particular, the 1948 United Nations Charter and the Universal Declaration on Human Rights. Additionally, there are also UN instruments such as the Convention on the Elimination of All forms of Discrimination Against Women (CEDAW), the Vienna Declaration on Human Rights, the Nairobi Forward Looking Strategies, Beijing Platform for Action, the outcome of the International Conference on Population and Development (ICPD), Palermo Protocol on Trafficking in Humans, the Millennium Declaration and Millennium Development Goals (MDGs), and recently the Sustainable Development Goals (SDGs).

The AU's commitment in gender equality is rooted in many frameworks and documents on which the Heads of states in Africa commit to address areas of concern to women on the continent. These areas include women's access to land; their inheritance and property rights; their exclusion from decision making in conflict

resolution while conflicts disproportionately impact them; the recruitment of girl children as soldiers and sex slaves; the strengthening of the gender machineries on the national level with more human and financial resources; and the adverse impact of gender inequality on economic growth in Africa (ACBF, 2009). Several years thereafter, progress have been made within the continent which are also reflected at the national and regional levels (Omotosho, 2015).

However, one of the challenges the AU faces regarding its policies usually have to do with implementation. While many countries have ratified conventions and adopted policies, implementation is low. Evidence available regarding the commitment of the policy among member states in practical terms is still not encouraging (Omotosho, 2015). For instance, a large number of women in African countries are still marginalized based on religion and cultural factors. Also, a large number of African leaders have not allowed women participation significantly in leadership capacities. Undoubtedly, this has undermined social and economic prosperity of the continent, stability and wellness, human rights, gender equality among others (Buvinic & Morrison, 2000; Economic Commission for Africa, 2009).

In the agriculture sector, women make up at least half of the labour force in sub-Saharan Africa. Furthermore, 62 percent of economically active women in Africa work in agriculture, making it the largest employer of women. In some countries, e.g., Rwanda, Malawi and Burkina Faso, more than 90 percent of economically active women are involved in agriculture. Despite their high level of involvement, women are largely limited to

unskilled production jobs. Since few own the land on which they work, they are seldom remunerated for their labour and often do not control the income generated from the sale of agricultural produce. The potential of African agriculture remains largely untapped as rural women involved in smallholder food production are often unrecognised and unsupported. Women are also less involved in higher value-added activities (AfDB, 2015).

In Africa, women face a number of constraints across the value chain, including structural issues that need to be addressed in each country. These constraints impact differently men and women, with women disadvantaged. A review of these constraints categorized them in five groups including lack of ownership assets, lack of access to financing, limited training, government policy, and time constraints (AfDB, 2015). The agricultural sector is showcased as an illustration but gender inequality issues are also persistent in

other development sectors. Despite, these challenges, women themselves and other stakeholders are developing innovative actions and initiatives to increase their profile in the society and demonstrate the value they can provide if they are effectively supported and involved in development processes. This compendium aims to showcase some of these initiatives.

3. Case studies

This section summarizes the case studies developed and disseminated from 2012 to 2017 on gender issues by the African Community of Practice on Managing for Development Results (AfCoP-MfDR). The case studies identified and documented successful initiatives that used MfDR principles to increase gender equality and women empowerment. They are grouped in two themes:

- Women entrepreneurship
- Promoting gender equality



THEME 1: WOMEN ENTREPRENEURSHIP

Case study 1: *An African Women Entrepreneur: Lessons from the CEO of Uganda's largest juice processing factory*

Background

According to the United Nations (UN) Women (2012), women perform more than half of the world's work, but only earn 10 per cent of the income. Women invest the majority of their income into their families and communities, but unfortunately most of them experience many barriers that limit their ability to fully participate in the economy. The traditionally male-dominated business environment in Africa does not offer the necessary incentives and resources to them to leverage their potential.

In Uganda, Julian Adyeri Omalla, a determined woman broke the barriers and set up a highly successful company in Uganda. Julian is one of Uganda's top female entrepreneurs. She is founder and managing director of Delight Uganda Limited producing the country's most popular fruit drink sold under the brand name "Cheers" and exports to many countries. Julian has diversified into a range of other business activities and is also coordinating women's farmer cooperatives that provide food aid. Today, Julian's

leadership and strong determination has led to the creation of many jobs. Julian is a powerful voice of advocacy for improving access and opportunities for Uganda's women in business. Her story is a real inspiration to other African women entrepreneurs who want to impact in the business environment. Hence, this case study aims to showcase her story using literature review and interviews.

Activities and results

The strong leadership of Julian Omalla

According to an interview realized by *Lionesses of Africa*, Julian started her entrepreneurial venture as a sole trader, wheeling fruit in her wheelbarrow to market and saving the proceeds of her sales each day. She started going to Kenya and bringing goods to sell in the local Ugandan marketplace. She managed to save \$100 that she invested. In the Ugandan business environment, access to loans was difficult and female entrepreneurs are often marginalized. But Julian has struggled to launch and develop her business. Thanks in part to the

International Financial Corporation (IFC), her determination paid off in 2007 when IFC teamed up with one of Uganda's largest banks to provide loans and training to female entrepreneurs, including Omalla (IFC, 2010). Her knowledge combined with the loan provided her with the necessary resources she needed to put her new business idea into action.

Results

Julian Omalla's leadership led to her success in business: This inspirational woman entrepreneur from Uganda with her great determination and leadership and despite the many obstacles she faced built a highly respected drinks and food processing company in Eastern Africa. She is the owner of Uganda's largest juice processing factory, Delight Ltd, with an annual turnover of US\$4million (World Bank, 2008). Her company owns 45% of the local market share for fruit juice which makes the company being the top leading of the sector employing hundreds of Ugandans (World Bank, 2008) and empowering more than 100 women.

Her business unleashed other agribusiness opportunities: According to *Lionesses of Africa*, Julian has diversified into a range of other business activities including egg and poultry farming with 30,000 commercial laying hens, maize-feed production, sugarcane plantations, flour mill and bakery, student hostel of 400 places, as well as coordinating women's farmer cooperatives that provided food aid in Sudan. She also created her own processing and packaging unit called "Global Food Securities" that packages flour under the brand name "Mummy's Choice." She also manages a 5,000 acres' farm where she grows mangoes for her fruit producing

factory; which gives jobs to 1,000 locals including homeless young mothers.

Her business made her a top entrepreneur:

Today, Julian is a real inspiration for any African woman entrepreneur and one of Africa's biggest entrepreneurial success stories. This woman is a powerful voice of advocacy for improving economic access and opportunities for Uganda's women in business. She is a leading member of the Uganda Gender and Growth Coalition, which has been successful in creating a women's tax desk at the Uganda Revenue Authority and advocated for the establishment of a "one stop center" for business registration and licensing. In 2008, she was among six women in Africa to be honoured by the World Bank for their entrepreneurship skills and tenacity to succeed amidst difficult conditions. Today, she is one of the most decorated woman entrepreneurs in East Africa and has received many honours and awards.

Challenges and lessons learnt

Challenges

During her entrepreneurial journey, Julian encountered a number of challenges. The first one she recalled (during an interview with *Lionesses of Africa*) was the sudden disappearance of her business partner along with all her financial capital. Her strong will to succeed helped her to overcome this misadventure. The other challenge she faced is gender-related. Being a wife, mother and businesswoman in a traditionally male-dominated business environment is a real issue and extra challenging for women. For example, she could not receive a loan from banks to expand her business as banks always require collaterals which so few women have in Uganda since they do not inherit under custom law. Savings and

retained earnings were Julian's two main methods of financing her business expansion.

Lessons learnt

- Julia's entrepreneurial journey shows that a business idea can start from scratch and become highly successful. Julian has started her business from almost nothing. She took the opportunity of the processed juice fruit gap in the local market to set up her business.
- Julian demonstrated that every woman is capable to start a business activity and become a successful woman entrepreneur. Despite the many challenges she encountered, she managed to overcome them and kept working to succeed in her business.
- The experience of that lady is also a proof for every African woman that, though there is a gender gap and a number of challenges, they can still develop their leadership and realize their dreams.
- There is a huge business opportunity that exists in the agricultural sector across the continent. In most African countries, value chains in agriculture offer a wide range of opportunities for promoting economic development and reduce poverty.

Policy recommendations

- It is of key importance to improve the financial inclusion of women. In line with this, there is a need to build the capacities of African governments, to enable them to enter into strategic public-private partnership that will mobilize more financial resources for female entrepreneurs.
- It is also important to develop capacity building programmes for women to equip them so that they can be able to capture financial resources and manage them efficiently. Organizations like ACBF are essential to address these capacity building needs.
- There is need to create incubators that will support entrepreneurs from the idea stage to its implementation. This will allow entrepreneurs to fast-track the expansion of their businesses.
- There is also need for policies to create the appropriate conditions that will encourage women to get involved in the industry and sustain their businesses.

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Web link to the full knowledge product

<http://afrik4r.org/wpcontent/uploads/2017/05/CaseStudy22AnAfricanWomenentrepreneurUganda.pdf>



Case study 2: Ngabaghila Chatata: An African female agro-entrepreneur and community change agent in Malawi

Background

For the African transformation agenda to become a reality, policy makers and development partners cannot ignore the limited interest of youth in agriculture. This is worrying as over 70 percent of the population in Sub-Saharan Africa is under the age of 30 (UNFPA 2012). Yet, many of the economies in the region depend heavily on agriculture, which employs roughly two thirds of the region's population and accounts for one-third of its gross domestic product (World Bank 2013). A large majority of African youth are therefore likely to pursue agricultural livelihoods and many will spend most of their lives in the sector (Proctor and Lucchesi 2012). Despite this reality, evidence show that youth in Africa lack interest in an agro-based livelihood (Mapila and Kazembe 2015).

But one female agriculturalist is helping to train a cadre of young farmers. Ngabaghila Chatata is a medium scale farmer in the Central Region of Malawi. She is the co-owner and manager of a flourishing vegetable farm on the outskirts of Lilongwe City but has also taken on training young people in integrated farming.

This case study focuses on her role as a transformational hands-on leader who has succeeded first as a female entrepreneur in a male dominated industry; and as a community change agent.

Activities and results

Profile of Ngabaghila Chatata, female agro-entrepreneur

Ngaba owns eight acres of farm land in Likuni, a peri-urban area on the outskirts of Malawi's capital city, Lilongwe. She practices integrated farming, which she started in 2010 with land bought from chiefs in the area under customary law in Likuni. She has since registered the land with the government and is a titled landholder. Since starting her farm she has also held full-time jobs in the development sector in different nongovernmental organizations, and she is a wife and mother of four. In 2015, she made the decision to go into full-time farming to ensure the growth of her business. Her key motivation was the comprehension that, by working for herself, she could contribute more to society. But self-employment also allows her to create jobs for others, and is flexible, allowing her time for her family.

Youth engagement

Ngaba opened her farm as an informal training ground for interested local youth, who receive training in integrated farming. Her assumption is that many of them have access to customary land through their farming and rudimentary inputs such as the handheld hoe and some livestock. Her role is to inspire them to use the few resources they have as a starting point for building an agribusiness.

Lessons learnt

Sustainable irrigation development: Ngaba's farm enterprise focuses on irrigation farming, which enables her to produce year-round. The use of irrigation is one of the key priority areas of the National Agricultural Policy of Malawi.

Increased vegetable production to meet domestic demand: Ngaba's farming enterprise is one of many efforts to increase vegetable supply to meet domestic demand, often from supermarkets' demand for high-quality, standardized horticultural products.

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Youth empowerment and development:

Ngaba's farm employs youth while providing hands-on training for young people who want to learn more about farming as a business. Anecdotal evidence by youth from her training program suggests that many are motivated to become full-time farmers, with about 10 having started their own enterprises.

Policy recommendations

- The government needs to work with other community entrepreneurs who have the potential to become community change agents in order to motivate them to give back to the community harnessing the potential they have to develop others locally.
- The government should also establish the right environment to allow entrepreneurs in different sectors to thrive.
- The government should provide opportunities for networking and further training for people like Ngaba who have demonstrated a real impact.

Web link to the full knowledge product

<http://afrik4r.org/wp-content/uploads/2017/05/CaseStudy15AnAfricanwomanentrepreneur.pdf>



Case study 3: Moringa based small scale enterprise: From a nutritional problem to a business opportunity, lessons from a rural woman entrepreneur in Benin

Background

The large majority of hungry people live in the developing world representing 11 million of undernourished people (IFPRI 2015). The situation is acute in Sub-Saharan Africa (SSA) where 23.2 percent of people are affected (FAO 2015). Pregnant women, breastfeeding women and old persons are also affected but children are the most vulnerable segment. 37 percent of the latter under five are stunted; one quarter of all overweight children under five live in Africa (UNICEF, WHO, World Bank 2015). Therefore, malnutrition becomes a major public health problem in SSA (Bain et al. 2013) where nearly half of all deaths of children under five are attributable to under-nutrition (Bain et al. 2013).

Despite the different efforts which permit to achieve some milestones, important actions should be undertaken to significantly drop the rate of malnutrition in SSA. Among other solutions in the fight against malnutrition, increasing the availability and consumption of highly nutritious food products is a recommended approach (Thompson and Amoroso 2014). In a poverty reduction context, this implies the valorization of local resources and getting them processed into different forms or integrated as a food supplements.

The entrepreneurial initiative of Hounsou Mathilde, a rural woman, in Benin is pursuing that objective. With her Moringa based small scale enterprise, Hounsou Mathilde produces Moringa leaves powder and produces different local delicacies based on Moringa. Her case study is of particular interest to bring out the exceptional entrepreneurship experience of a rural woman who transforms a nutritional problem into a business opportunity.

Activities and results

Hounsou Mathilde is a resident of *Wawata* village, district of *Ze* in Benin, who has four children and lives in a polygamous household. She never attended conventional schools. She has been a Hunger Project Benin partner and benefited from different programmes implemented including alphabetization, micro-financing and training. Due to her experience she was designated as teacher to assist other persons for alphabetization. After years of working with the Hunger Project Benin team, she became an entrepreneur and created her small enterprise specialized in moringa leaves processing. Some results yielded by her initiative are mentioned below.

The business of moringa leaves processing created new employment in the community: Processing moringa leaves requires labour especially during defoliation and milling steps. Therefore, Mathilde recruited 6 women for her unit.

The business offered a new form of valorization of moringa to the community: With her business, she proposed another form of valorization, easy to use and share.

The business improved the consumption of moringa in rural and urban areas: The production of moringa leaves powder was respectively 433 kg and 510 kg in 2014 and 2015. This production was sold locally at the epicenter of *Wawata* but also at different shops and drug stores in Cotonou.

The business and leadership of Mathilde contributed to reduce malnutrition and associated diseases in her community: She successfully sensitized women of her community on the importance and how to use the moringa leaves powder. More than 18,000 people have recovered from malnutrition and anemia.

The business inspired other people of the community: Thanks to the initiative of Mathilde, other people started to invest along the chain of moringa leaves powder production.

Mathilde has become an empowered businesswoman and community leader: With her initiative, Mathilde becomes a successful businesswoman and a leader in her community.

Challenges and lessons learnt

Major constraints jeopardize the performance of the moringa leaves powder production. They include: the traditional milling of moringa leaves which limits productivity and yield; the color and taste of moringa leaves powder which change after few days of storage, resulting from the poor quality of the raw materials, a lack of standardized processing chain, poor packaging and conservation conditions, the high level of ambient humidity during raining season which complicates the drying process; and the shortage of fresh moringa leaves, due to reduced space for long-season plantations by smallholders farmers. The lessons learnt from her initiative are as follows:

Social problems and business opportunities are different sides of the same coin: By attempting to contribute to the resolution of a social problem (malnutrition) for her community, Hounsou Mathilde launched a business and inspired other people to take advantages of the opportunities.

Local resources can be used to solve local problems: The use of locally available resources to solve problems is important for rural communities as it is often difficult for them to afford imported solutions.

Necessary skills and knowledge can unleash potential of people: With training and assistance, she developed a successful business proving that with necessary resources, women can become key agents of change in their communities.

Women in rural areas are greatly contributing to changes in their community but their efforts are not celebrated: Without this support from the African Community of Practice on Managing for Development Results (AfCoP), the initiative of Mathilde will not be known as for many other women in rural areas who are actively involved in resolving social problems.

Moringa leaves powder represents an opportunity for food fortification: Either in Benin or elsewhere, there is a need for food fortification for children under six. This case study showed that the moringa leaves powder is a good option.

Policy recommendations

- **A better implication of research-development institutions is required to provide potential investors with good information and tools:** In the case of Hounsou Mathilde, the Hunger Project Benin played this role but further support is needed.

- **It is essential to create for entrepreneurs an enabling business environment to improve the performance of their entrepreneurial ventures:** The example of Mathilde showed that there is a need to provide support to such entrepreneurs. This support entails development of research-action programs to reduce the processing constraints and assistance in scaling up the innovation.
- **Government and other stakeholders should support the local and indigenous solutions that are being developed throughout the continent:** Therefore, the adoption of the innovations will be easier and the dependence of African countries on imported products will be reduced.
- **There is also a need to provide financing solutions for local initiatives in order to allow them to develop their activities and integrate larger markets:** Mathilde would like to move on to a medium enterprise with higher performance. Unfortunately, she lacks financial and technical assistance.

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Web link to the full knowledge product

http://afrik4r.org/wpcontent/uploads/2017/05/CaseStudy19Moringabasedsmallenterprise_Benin.df



Case study 4: Leadership opportunities: Turning environmental problems into economic opportunities – story of rural African Woman entrepreneur

Background

Water hyacinth proliferation is one of the main environmental problems for aquatic areas. It is a highly invasive plant that dramatically blocks transportation, reduces water flows, and starves the water of oxygen, killing fish (ACED and GEVALOR 2014). Water hyacinth also emits methane, which contributes to global warming at least 20 times more than carbon dioxide (Reilly and others 2003). It is definitely a major socioeconomic and ecological challenge for water areas and the communities that live there.

In Benin, a community-based organization led by a rural woman, Agnes Kpakpo, is innovating to transform this environmental problem into an economic opportunity. The organization's main activity is processing water hyacinth into different products, such as hats, baskets, and ornamental materials. Her leadership has created value and jobs from an environmental problem. It has also helped many other rural women earn income from collecting and transforming water hyacinth. This innovation is worth sharing with the broader African community. The case is valuable because it targets rural women who are innovating but do not have the chance to showcase their work.

Activities and results

Under the auspices of the Ministries of Trade and Tourism of Benin, a rural woman from the village of Ganvié was trained in Bangladesh in transforming water hyacinth into artisanal products. Back to Benin, in her village, she created a community-based organization that aims to transform the plant into artisanal products to be sold to locals and those who visit Ganvié, a touristic village.

Then, Kpakpo recruited and trained 25 rural women in the water hyacinth transformation process to increase production and profit. To motivate the women, she provided a good income, helping them with their financial problems. And as a good rural woman, she retained them in the organization by giving advice and by caring about their social problems. She thus created a trusting environment that motivated the women to work together and boost their activities.

Results

The business succeeds because of one woman's leadership: This woman shows good

leadership by setting up a business based on an environmental problem. She then creates value around water hyacinth and develops a business model from collecting the plant to marketing the products.

Transforming water hyacinth into artisanal products has a positive effect on the environment: Removing water hyacinth frees spaces for aquatic resources and creates a safe environment for them to grow.

The business helps develop local socioeconomic activities: The livelihoods of local actors have been improved because their activities are boosted again.

Challenges and lessons learnt

The challenges

After working for many years, Kpakpo noted three challenges. The first relates to marketing. Because the products are artisanal, local people are not usually interested in them, so most of the marketing is aimed at tourists, which can require more effort. The second relates to organizational capacities because it is sometimes difficult to manage women who work in the organization. The third is that the products are not properly branded, so that the innovation can be easily replicated.

The lessons are as follows:

A business idea can come from an environmental problem: The water hyacinth proliferation enabled the woman to innovate and to create a business. Not only has the innovation reduced the invasive phenomenon but it also allows locals to easily develop their livelihood activities (fishing, farming, tourism).

Public institutions' support is important to enable people to innovate: This entrepreneur has an advantage in conducting her business because she enjoys the support of public institutions. Without this support, she could not learn the techniques that were put into practice.

Policy recommendations

- Monitoring innovators is important to enhance their capacity in order to have a flourishing private sector: One challenge for the entrepreneur is product marketing. She has developed a marketing plan, but marketing is still a bottleneck in selling products. It may be useful to insert such innovators into official distribution networks for other artisanal products in the country.
- Branding local innovators' products is important: Another challenge faced by the woman is branding the products, without which the innovation can easily be replicated. This aspect requires policy attention to protect innovations and allow innovators to develop and expand their businesses.

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Web link to the full knowledge product

<http://afrik4r.org/wp-content/uploads/2017/01/Femme-entrepreneur-Jacinthe-deau.pdf>



Case study 5: Managing for gender equality in women entrepreneurship: Case study of Nelly Ndaguba in Nigeria

Background

The Nigerian economy has benefitted from the activities of women in business. When women succeed in business, the economy grows and when they fail, there are negative consequences from the loss of profit on families and the society. Consequently, there are attempts on the side of government to encourage women to prevail in business. Many women have succeeded as entrepreneurs despite the hard economic climate of Nigeria. Nwoye (2011) posits that women succeed as well as men in business and 'compete favourably' with men. It is therefore claimed that women take part in business on an equal footing with men. One of such women is Mrs. Nelly Osagie Ndaguba. Through her we see the need for more women entrepreneurs in Nigeria.

Born in Benin City, Nigeria in 1958, Mrs. Nelly Osagie Ndaguba is the leader of sheabutter processers in Nigeria. She leads men and women, in the sphere of sheabutter production in Abuja, from where she holds forth in the management of her other business of producing natural oils. Where a woman succeeds in business, it is clear that these and other challenges especially in the areas of decision-making and risk taking were faced and surmounted. Hence, this case study employed qualitative approach to narrate her success story.

Activities and results

When Ndaguba launched her product 'Kabusa Village Shea Butter', there was none like it on the market. This was due to her exposure in the USA from where she learned packaging methodology. On her return, she used a packaging style that everyone appreciated and she was glad that people appreciated it.

Apart from Kabusa shea Butter, Mrs Ndaguba invested in natural oils production that is a byproduct from shea butter production. These oils are Neem Oil, Coconut Oil, Lemon Oil, Almond Oil, Sesame Oil, Cananium or black olive oil, all natural products that are good for the skin. In Mrs Ndaguba's opinion, entrepreneurship empowers women. Any woman can engage in business depending on what she desires to do. From cream production to selling of the shea seeds, the business is profitable. Mrs. Ndaguba is now in partnership with other female sheabutter producers in Africa.

Mrs. Ndaguba deliberately empowers rural women by educating them on the need to conserve the sheakernels and seeds, instead of throwing them away. She travels to villages and encourages women to venture into sheabutter business instead of being economic liabilities to their families.

Challenges and lessons learnt

Challenges

There are challenges that include: finance, unavailability of land for processing products, and lack of access to pure water to process the butter. In addition, the competition from men affects the business. Men wish to dominate the business without knowing the nitty-gritty of the production systems and business processes. It is also unfortunate that the government has paid little or no attention to sheabutter production.

Lessons Learnt

The quick cash mentality has hampered the fast development of the industry: Most producers who think they have money export their products to countries like the USA, which end up in warehouses.

The process of shea butter production requires patience, hard-work and professionalism, and if one must be in the business, it must be done well.

A cooperative association is good: In the opinion of Kalmia Rose (1992: 24) “Cooperatives can provide a structure for women to control their

own assets and to come together on the basis of their work, where they are both the owners and workers”.

The visibility of women in the business and at different levels or scale of production has strengthened her resolve to succeed.

Business and the market place are active platforms for the empowerment of women entrepreneurs and women can generate income to improve living conditions.

The capacity of women entrepreneurs can be built through support mechanisms by fellow women.

Policy recommendations

- Agribusiness entrepreneurship by women should be supported by government. Women in Agriculture programmes can be a tool to bridge the gender gap in Nigerian business terrain.
- National governments and development partners, the African Union should facilitate sustainable livelihoods possible only with gender equality arising from the equal participation of women and men in business.

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Web link to the full knowledge product

<https://afrik4r.org/wp-content/uploads/2017/01/NELLYNDAGUBAINNIGERIA.pdf>



Case study 6: Active participation of women in the oil and gas economies of Africa: Lessons from Catherine Uju Ifejika, the continent's most successful female oil tycoon

Background

Africa has witnessed impressive growth rates, largely driven by the extractive (mining, oil and gas), infrastructure, energy, transport and agricultural sectors (Musisi, 2015). According to the UN Women progress report (2015), Africa holds 30% of the world's mineral wealth and 30% of the world's poor, the majority of whom are women. The same report revealed that 89% of women in sub-Saharan Africa are in the informal sector. Therefore, to bring women to the heart of Africa's development and transformation, women (especially business women) need to become central actors and beneficiaries of the sectors that drive Africa's economies.

According to the Mining for Talent 2013 Report, company profit margins are higher for mining companies when women are on their board of directors. This case study aims first to publish an interesting story on Catherine Uju Ifejika, who became arguably one of the richest women in Africa and the continent's most successful female oil tycoon. Second, it also aims to inspire and illuminate others on how by doing certain things, taking certain actions, one can succeed.

Activities and results

Catherine Uju Ifejika was born on October 28, 1959 and got an admission to Ahmadu Bello University, Zaria, in 1980 where she obtained a Diploma in Law degree in 1985. She was called to the Nigerian Bar in 1986 (Women for Africa, 2014). Catherine Uju Ifejika served her one-year National Youth Service at the Marketing Department of Texaco Nigeria Plc (later Chevron Oil Nigeria Plc), in 1986/87 and she was retained there as a staff of the company. Thus, she started her working career in the Legal Department of Texaco as a Junior Counsel in 1987. From 1988 to 1989, she was seconded to Texaco Overseas Petroleum Unlimited, the upstream arm of the Texaco Group on an experience broadening assignment and later returned to the downstream company where she became the Acting Chief Counsel by 1991 (Women for Africa, 2014). In July 1997, Catherine Uju Ifejika was appointed Company Secretary and Manager, Public and Government Affairs. In 2003, her Government and Public Affairs portfolio was expanded to cover Texaco's business in Cameroon, Togo, Benin, Cote d'Ivoire and the Democratic

Republic of Congo. She held both positions until September 1st, 2007, when she elected to take an early retirement, having served the company dutifully for twenty years (Women for Africa, 2014).

After having founded Britannia-U Limited in December 1995, Catherine Uju Ifejika joined it in late September of 2007 and assumed the position of Chairman/Chief Executive Officer of the company. She was instrumental to Britannia-U's successful procurement of its initial loan of 23 million Naira from a Nigerian bank and the company's first drilling phase in Ajapa field in OML 90, which saw the company drilling two side tracks, one of which was successful. She combined the loan with her severance pay of 10 million Naira from her former workplace to well set up the company. Britannia-U is an indigenous integrated company that delivers energy services through exploration and production, subsurface engineering and consultancies.

Catherine succeeded in developing her oil and gas company named Britannia-U. Though, having no prior formal training and educational background in petroleum engineering, Catherine Uju Ifejika was able to pull off an oil and gas production and servicing company and keeping it afloat. During its years of operation, Britannia-U has continued to achieve a number of milestones in petroleum production, while breaking old industry records.

Challenges and lessons learnt

In developing her business, Catherine Uju Ifejika faced five big challenges that she had never faced before becoming a successful businesswoman. Firstly, she started her first job in the oil sector as one of the junior counsels at Texaco Petroleum, and within a few years the young woman was occupying the coveted position of company secretary which was a challenging position where you work under pressure. Secondly, she walked on a tightrope, setting up the company with her severance pay of 10 million Naira from her former workplace and a 23 million Naira loan. But, showing great determination, she moved on to boost her own company. Thirdly, having no prior formal training and educational background in petroleum engineering, people often wondered how she pulls off running an oil and gas production and servicing company and keeping it afloat. Fourthly, she faced gender imbalances especially on this field still primarily dominated by men. However, she has a hands-on approach towards running her company. Finally, she had to face two different responsibilities of entrepreneur & CEO and wife & mother. But, she said that she never let one interfere with the other or take precedence.

Lessons learnt

Women could perform as better than men in oil industry: Evidence (WM and PwC, 2013) show that the companies in which women were in the board of directors make higher profit margins than men.

Having an educational background in oil and gas fields is not a requirement to evolve, however there is a need for women at early age to enroll in science and oil engineering: Although Catherine Uju Ifejika did not have an educational background in oil engineering, she performed well in her company. However, this is not a lesson to further expand. Rather, it is important for African countries to build women capacities in this sector by encouraging women at early age to enroll in science and oil engineering through various instruments such as scholarships, etc.

Good leadership behavior does lead to success: Although she took the risk to walk on a tightrope, setting up the company with her severance pay and a loan, her ability to multi-task and think on her feet gave her an edge over her peers.

Policy recommendations

- By promoting gender sensitive public policies, African countries can increase the number of women who participate in the oil and gas economies of Africa, hence a good way to reduce gender inequality.
- Countries need to increase the participation of women in science and technology that would be an effective driver of bringing more women in the oil and gas sector.
- The support of capacity building institutions is necessary to accompany African countries in setting up and measuring public policies' impacts towards women participation in oil and gas sector.

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<https://afrik4r.org/wp-content/uploads/2017/01/CatherineIfejika.pdf>



Case study 7: Inclusive financing in Africa: Lessons from the CEO of Kenya Women Holding Group

Background

Financial inclusion can be defined as delivery of banking services at an affordable cost to the vast sections of disadvantaged and low-income groups (Mahendra, 2006). Financial inclusion has been recognized as critical to reducing poverty and achieving inclusive economic growth (Demirguc-Kunt et al., 2015). Collins et al (2009) show that when people participate in the financial system, they are better able to start and expand businesses, invest in education, manage risk and absorb financial shocks.

The World Bank Global Findex data revealed that unbanked people are disproportionately poor and female. Worldwide, 42 percent of women are unbanked compared to 35 percent of men. Women comprise 55 percent of the world's unbanked population. The problem is particularly acute in Sub-Saharan Africa where only 21.5 percent of women held accounts at formal financial institutions. Such figures show how difficult it is for women globally, to access and use financial services (IFC, 2014).

Financial data on Kenya and research evidence show that Kenya, like other African countries, also has a gender gap in financial services access and use (Demirguc-Kunt et al., 2015). Experienc-

ing restricted financial access, women have difficulty in collecting and saving income, growing their businesses and moving their families out of poverty. Jennifer Riria, Chief Executive Officer of Kenya Women Holding (KWH) is using microfinance to tackle that gender gap and empower thousands of Kenyan women to improve their access to financial services. This case study aims to showcase Jennifer Riria and KWH's successful financial inclusion initiative to inspire other entrepreneurs and provide key policy recommendations to further financial inclusion in SSA.

Activities and results

According to Amanja (2015), 35 percent of the population has access to formal financial institutions. The rest is excluded from the financial system or use informal financial systems which are costly, inefficient and unsustainable. Women in Kenya experience continuous challenges in accessing financial services which constrain them from fully participating in the economy. To improve women's financial inclusion in Kenya, Jennifer Riria led the creation of Kenya Women Microfinance Bank (KWFT), the financial arm of Kenya Women Holding (KWH). KWFT's innovative positioning is the

niche market. KWFT developed the bulk of its operations with women and prides itself on being the bank of women in Africa. This is quite innovative and disruptive on a continent where a large proportion of women is excluded from the banking system. The services of KWFT consist of savings, loans and insurance products.

Financial services entail dealing with money but the success of women's businesses is not dependent on financial services only. KWH championed by Jennifer Riria, provides “non-financial services to women entrepreneurs to enable them improve their economic status, their livelihoods and the wellness of their families”. The leadership of Jennifer Riria at Kenya Women Holding yielded a number of outcomes.

The leadership of Jennifer Riria made KWFT a premier microfinance institution in Kenya: KWFT went against the odds by focusing its microfinance initiative exclusively on women. Despite her lack of experience in the financial industry, Jennifer used her courage and determination to learn how the sector works and how to succeed in it with the objective to change the lives of women.

KWFT contributes to sustainable and inclusive economic growth in Kenya: KWFT emerged as a model microfinance institution positively impacting the lives of Kenya's women and their families. The independent audits performed by Deloitte on the financial statements

from 2012 to 2014 show that the company is financially viable.

More women are included in the financial sector: Overall, KWH works with more than 2.3 million women and their families, mostly in rural Kenya. KWFT, the financial arm of KWH has over 900,000 clients across Kenya.

More jobs are created for Kenyans: KWH activities created both direct and indirect jobs. With over 900,000 clients across the country, according to official data published on its website, KWFT has invested in a vast branch network with over 230 offices spreading across 45 out of the 47 counties in Kenya.

Lessons learnt

African women can demonstrate high leadership: In the world of entrepreneurship and social impact, Jennifer Riria is a real inspiration. She exemplifies progress by African women who are impacting a diversity of social and economic sectors.

Women are bankable and financial inclusion should be more gender-sensitive: One of the reasons for the persistent financial exclusion of women is that they are often considered to be risky clients. The successful experience of Jennifer Riria through KWFT shows that women in Africa are bankable and can help companies to earn decent profit.

Non-financial services are as important as the financial ones: KWH does not offer financial services only. They also offer non-financial services which are essential to the success of the financial ones. Despite that financial exclusion is a major concern, it is recognized that it is not money alone that is important for the success of a business or to improve livelihoods. Therefore, financial services should not be offered in a vacuum.

Policy recommendations

There is need to address the financial exclusion of women through specific conditions and mechanisms. Thus, all actors in the financial sector need to deepen their understanding of women's financial needs through research and case studies to gain better insights into the gender based barriers and costs and opportunities of including women in the financial industry. This is an area in which actors like ACBF can play an important role by strengthening the capacities of financial institutions and

national statistical offices in producing such information.

The actors on the supply side should include in their portfolio a wide range of well-targeted non-financial services: Such services increase the probability that loans will be repaid and they will also help cement relationships between lenders and borrowers, generate further profits to lenders while diversifying the financial services available to borrowers. This also calls for capacity building of the financial institutions as the provision of non-financial services to customers is not trivial and needs specific knowledge and skills.

Joint efforts by all stakeholders are necessary for the creation of the conditions that will enhance women's financial inclusion in Africa: The case study demonstrates that microfinance for women is a financially viable business sector in Africa, hence, requiring joint efforts from all stakeholders for its success.

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Web link to the full knowledge product

<https://afrik4r.org/wp-content/uploads/2017/01/CEO-of-Kenya-Women-Holding-Group.pdf>



Case study 8: Empowering women in technology: Lessons from a successful woman entrepreneur in Kenya

Background

According to the International Telecommunications Union report "Measuring the information Society 2015", on average across the developing world, nearly 20.5 percent fewer women than men have access to internet (ITU, 2015) and the gender gap soars to nearly 43 percent in regions like Sub-Saharan Africa (Intel Corporation 2013). Though Africa has recently seen rapid growth in mobile and internet access, women are vastly underrepresented in these technologies. This discrepancy reduces their access to opportunities and economic development, thus worsening their already fragile situation.

Judith Owigar, an innovative Kenyan woman is developing solutions to these challenges by working to make a huge impact and nurturing the talents of women in technology, so that they can develop innovations and solutions for Africa. She is cofounder of AkiraChix (<http://akirachix.com/>), a real game changer for women innovators in Africa.

This case study aims to publish the story of a successful African woman entrepreneur who used her strong determination and vision to impact women from her community. We used a literature review based approach to collect data on women and ICTs and on the AkiraChix initiative.

Activities and results

In 2010, Judith Owigar, one of the most popular female tech leaders in Kenya attended iHUB's maiden and she realized they were very few ladies in attendance. This shock prompted her to co-found with a group of friends AkiraChix (<http://akirachix.com/>), a space for women in technology to experiment, fail, and excel with the vision to increase the ratio of women in technology. Overtime AkiraChix was extended to the wider community to share the skills learnt. They (Judith and her co-workers) decided to first focus on women from low income areas in Nairobi who do not have access to the opportunities they had. AkiraChix acts as a not-for-profit organization which provides assistance for women and girls in technology and entrepreneurship in Africa. To address factors inhibiting women's access to and use of ICTs, AkiraChix provides training, mentorship and outreach programs to increase the number of skilled women in technology and positively impact on the community. It has so far achieved notable points.

- **AkiraChix connected young women in Nairobi to technology:** Since 2010 AkiraChix has taken 61 young women through its proven intensive diploma course in Information Technology and Entrepreneurship.

- **AkiraChix seeds the passion of technology in mind of girls and children:** Through its special programs, High school outreach and Kids camp, AkiraChix introduced hundreds of girls from disadvantaged communities (Kibera, Kabiria, and Deepsea etc.) and children between 7 and 13 to technology.
- **The community of female technologists empowered by AkiraChix is growing:** Over the last five years of activities, AkiraChix has built a strong community of more than 500 volunteers and supporters, and look to grow this community beyond Kenya, into Africa.
- **AkiraChix became a model in technology field in Africa:** The initiative of AkiraChix has been appreciated by different organizations and Judith won many prizes. According to TechHer (<http://techherng.com/>), a community platform of women using technology, Judith is an East African Acumen Fellow, 2014 International Focus Fellow, one of the 10 Africa Tech voices to follow on Twitter named by CNN, etc.

Challenges and lessons learnt

- ICTs are powerful tools likely to change the conditions of women in Africa but much

remains to be done. The literature on the gender digital divide and the experience of AkiraChix shows clearly the opportunities of ICTs for women.

- A slight change in mindset can sometimes make a large difference in women empowerment. Judith believes there should be no stereotype in the technology industry. This change in her mind helps her to overcome the problems.

Policy recommendations

- There is need to set up a holistic strategy creating conditions for skills, innovation and entrepreneurship to flourish alongside modern infrastructures. These conditions include more investment, adequate policy formulations and more actions with regard to gender responsive outreach, advocacy and capacity building.
- Special policy which promotes early involvement of women in ICTs is important to improve women's access to and use of ICTs. AkiraChix encourages girls at high school to select the technology field and connects children with technology field during kids' camps.

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Web link to the full knowledge product

http://afrik4r.org/wp-content/uploads/2017/05/CaseStudy10_WomenICT_Kenya.pdf



Case study 9: Breaking barriers: The story of Divine Ndhlukula

Background

Zimbabwean women are traditionally brought up to view business as a male domain and women are to play supporting roles. Women socialised not to aspire to have a lot of money, when they have it they have to hide the fact because this tends to reduce their chances of getting married. Nyatara (2011) argue that the customary law in Zimbabwe views women as not having individual economic rights on the ground that they have benefits given to them through their spouses or male relatives. Esplen and Brody (2007) are of the view that globally, women are becoming entrepreneurs but in the developing countries they represent a minority group. The majority of these women entrepreneurs are in agricultural related business or in small enterprises. Esplen and Brody (2007) commented that women have the capacity to start and manage their own businesses but factors such as education, patriarchy and culture and gender roles are some of the inhibiting factors undermining the economic empowerment of women in entrepreneurship (Nyatara 2011).

This case study outlines the experience and path to success of Divine Ndhlukula. She is the founder and Managing Director of SECURICO, one of Zimbabwe's largest security companies. The Harare-based outfit is a market leader in the provision of security services and electronic

security solutions. The objectives of this case study include: documenting the experience of Divine Ndhlukula in a male dominated industry; examining the challenges faced by women in business through her experiences; and highlighting how the success of this women can act as motivation for young women.

Activities and results

Divine Ndhlukula was born in Gutu, a district which is located in Masvingo province. Her parents were entrepreneurs and this developed her keen interest in business. She is a mother of eight and her husband passed away in 2001. In many interviews, she has always highlighted how at an early age she saw her future in business. In 1995, she enrolled in an Entrepreneurial Development Programme to learn the critical elements of running a business. This highlights that entrepreneurship enterprises require preparation through education and training. Business related training is important for entrepreneurs as they learn many new skills which will assist in their businesses. In 1998, she saw an opportunity in the security services sector. From her own analysis, she found that there was a lack of professionalism and quality service which would be a way in for a new player. She then founded SECURICO Security Services in 1999 with the first offices of the

company located in Divine's backyard cottage. Divine Ndhlukula has over the years won many awards for her success in business.

Challenges and lessons learnt

The company was started in 1999 and by 2015 it was worth over US\$13 million with 3,400 people employed. She has broken barriers in a male dominated industry. The first major challenge was that the industry was heavily male dominated and there was a general perception that security was not a job for women. The challenge was to convince the market that she could do the job even though she was a woman. Clients even refused to be guarded by women and it took a lot of persuasion to convince them that their security would in fact improve if they accepted women to guard them. The other challenge was that she was

coming from a totally different industry and had no knowledge about how security organisations operate. Another challenge was that the industry was dominated by big players who had been in the business for a long time. She also struggled to get funding for the new business.

Policy recommendations

- There is need for governments to work towards removing structural barriers for women entrepreneurs through increasing access to finance, knowledge and markets.
- Policy makers should support mentorship sessions for young women with such luminary businesswomen to act as motivators and examples of what could be possible with perseverance, preparedness and hard work.

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THEME 2: PROMOTING GENDER EQUALITY

Case study 10: Reducing gender inequalities in the rural economy: Tanzania's experience

Background

Tanzania remains a rural country with an agriculture-based economy and large rural-urban and interregional socioeconomic disparities. Improving agriculture's performance is critical for poverty reduction and for food security. Women, particularly in rural areas, are often disadvantaged by poorer access to decent work and income-generating opportunities and control over resources, including education and training, and land and decision-making powers. Rural women face greater difficulties than men in translating their labor into gainful and productive work that could ultimately lower poverty and enhance food security (FAO 2014).

This case study highlights gender inequalities in Tanzania's rural economy and the responses and initiatives of the country's policy organs. It portrays the implementation of the Africa Regional Policy frameworks that support country activities, and the gains from addressing gender inequalities in the rural economy.

Activities and results

Key initiatives to reduce gender inequalities have been put in place to translate the strategies into actions. The Tanzania Social Action Fund (TASAF) is a government instrument to empower communities, facilitating their participation in planning and implementation of interventions that will improve their livelihoods and enable them to benefit from macroeconomic gains. Also, learning from the low execution rate of development plans, the Tanzanian president has decided to introduce a large-scale public-sector reform initiative called Big Results Now! (BRN) whose design and management structure was inspired by its Malaysian equivalent (Kikwete 2014). Some key results can be highlighted as follows.

Improvement of quality of life and social well-being: 384,709 (57 %) households gained access to improved sanitation and 254,947 (38 %) households had hand-washing facilities out of a cumulative target of 675,156.

Promoting gender equality: The proportion of women in Parliament increased from 15 percent in 2005 to 35.6 percent during 2013-2014; that of women regional commissioners increased from 10 percent in 2005 to 24 percent in 2013-2014.

Tanzania Social Action Fund: From 2013 to 2014, 266,601 beneficiary households (about 97.1 %) out of the targeted 274,493 had been enrolled.

Big Results Now: The number of people living in rural areas with access to clean and safe water rose from 500,000 in July 2013 to 2,390,000 in December 2013.

Tanzania Women's Bank: Different financial institutions have provided funds and loans to women's groups and entrepreneurship training. Such schemes included the Women Development Fund, for example, which provided TShs 629 million (USD 281,000) in loans from 2011 to 2013; and TShs 445 million (USD 198,000) to 40 councils during 2013-2014.

Challenges and lessons learnt

Tanzania has an enabling environment for promoting gender equalities in the rural economy, but constraints prevent full gender equality, as seen in the results.

A gender-neutral approach does not generate neutral outcomes. Existing sociocultural conditions are such that, compared with men, women face much poorer access to land and other basic resources and services that are necessary to secure the potential benefits from land cultivation and related investments in rural areas.

Gender inequality also builds upon power relations inside households and communities

and upon gender division of labor and benefits in the society, whose root causes are only partially understood. These structural aspects require long-term efforts on cultural norms and informal institutions to be changed.

Several interventions targeting extension services or other business development services failed to address systemic elements of discrimination and their impacts were short lived. Establishment of a conducive national legal framework coupled with practical plans that address the rural economy and gender issues will take care of the interests and livelihoods of rural men and women.

Policy recommendations

- The government needs to craft national gender policies that include rural women as important agents of national development so that development activities are safeguarded.
- The government has a crucial role in safeguarding the interests of women from the negative influences of large-scale land investors.
- Women in pastoralists' communities should also be given a special space since their livelihoods are linked to livestock and natural resources such as water.
- Tanzania should fulfill its ambition to put in place a national women's machinery supported by legislation, including the power to conduct gender audits and enable gender budgets.
- Constitutional provisions in Tanzania's proposed constitution should ensure equity, non-discrimination, and links to international and local human rights.

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Web link to the full knowledge product

<http://afrik4r.org/wp-content/uploads/2017/01/Gender-Inequalities-Tanzania-AfCoP.pdf>

Case study 11: Rural women entrepreneurs, informal saving, self-financed investment and development

Background

It is estimated globally that more than 1.3 billion women operate outside the formal financial system, 100 million of them in Africa (Demirguc-Kunt, Klapper, and Singer 2013). More than 70 percent of people from emerging markets do not have formal bank accounts (Goss et al. 2011). In Africa, 70 percent of women are financially excluded and their access to finance and financial services is consistently behind that of males (MFW4A et al. 2012). Women from rural areas are particularly affected by discriminatory exclusionary mechanisms and traditions. According to Daniels (2015), some of the barriers to women's access to finance are low education, low financial literacy and incomes, lack of tangible assets or collateral, legal and sociocultural constraints, and conflicting roles in the household and professional spheres.

In Africa, women prefer saving and investing in their local, informal banks. In South Africa, 11.5 million adult South Africans are members of the over 70,000 stokvels, with females constituting most members. Investment is commonly channeled through Rotating Savings and Credit Association (ROSCA), pooling resources and paying out to individual members, accumulated

savings and credit associations, burial societies, and purchasing power groups.

Some international development agencies including CARE, Oxfam, Catholic Relief Services, and PLAN have developed programs building on ROSCAs to boost agricultural productivity and poverty eradication among rural female populations. These organizations operate in 23 countries globally, 18 of them in Africa (Allen et al. 2010). Noting that savings groups are a viable alternative for most people experiencing economic exclusion, funders are also promoting the ROSCAs to facilitate the acquisition of social capital, improve gender relations, women's leadership, and community social and economic development.

This case study is derived from activities of women from the Chinamhora communal area close to Harare in Zimbabwe and focuses on Kutamburira Musha.

Activities and results

Women in Zimbabwe have operated savings-led finance schemes (mikando) for over 50 years. In particular, market women vending vegetables

from stalls rented from local authorities are active in informal savings schemes. Women pool finances and lend them to individual members on a rotational basis to enhance individual group members' savings capacity. Operations initiated at very low financial levels gained greater visibility in the 1990s with more women forming groups to finance investment and consumption, resulting in development agencies harnessing the potential for building sustainability around women's economic activities to end poverty and improving household-level gender power relations. As a result, the number of groups has increased and created innovative strategies that cushion women against hardships experienced due to the economic crisis in Zimbabwe since 2000. Some results are highlighted as follows:

- Capacity building by WCDA (Wadzanai Community Development Association) empowered the women with skills that built group confidence and successful outcomes: The group was formed by women who desired to achieve set goals for securing livelihoods and resolved to initiate activities that could be scaled up to meet higher goals.
- The group achieved better use of time and resources through joint planning, decision making, and implementation at group and individual level activities.
- Five new groups formed because of the success achieved by the Kutamburira Musha group. A successful development model for poverty eradication and empowerment of women has been created and can be replicated.
- Group members moved from survival to more sustainable goals that enabled them to achieve greater security in their lives with

longer-term benefits.

- Members reported improved gender power relations at the household levels with their involvement in decision making and planning; greater income and social security for members of the group and family members; and enhanced leadership roles for group members within the community.

Challenges and lessons learnt

- It is important to develop a database of successful models for financing business enterprises and projects of marginalized women. Replicating and publicizing them and providing financial and other support to the organization that have successfully supported women's businesses is critical.
- National accounts and development discourses must reflect the roles that women play in development through their non-formal economic activities.
- Development planners and implementers need to improve their awareness of the impact of women's economic activities to facilitate the use of women's capacities for enhancing economic and social development.

Policy recommendations

- Build financial inclusion of women into all entrepreneurial services and products.
- Overhaul all financial products with the help of organizations such as WCDA and women who use ROSCAs to ensure that the products respond to the gendered needs of borrowers.
- Overhaul the legal and regulatory framework and ensure it caters to married, divorced, single, and young women and men without discrimination.

- Encourage couples to register property such as land and houses jointly or ensure that they have equal access to marital property and protection from its abuse by either spouse.
- Develop more user-friendly models and institutions, using the experiences of institutions and organizations such as WCDA, with experience in tapping the capacities of marginalized groups, to enhance financial inclusion of poorer groups and reduce the costs and conditions of financial transactions.
- Develop dispute resolution mechanisms and accessible and user-friendly institutions for prompt, affordable, and fair mediation and settling of financial disputes, using the experiences of community organizations such as WCDA.
- Tap and scale up the activities of community-based organizations in Africa to support and steer women's groups through decision making over financing, business planning, training, implementation, and monitoring, and train and mentor women entrepreneurs to achieve development results in Africa.
- Encourage public and private bodies and other entities in Africa to procure a defined proportion of their goods and services from women's businesses to improve their financial inclusion.
- Initiate and sustain an Africa-wide policy dialogue to generate, explore, and develop various models and processes for funding women's businesses using the experiences of mikando/marounds in Zimbabwe, stokvels in South Africa, and other ROSCAs in Africa.

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Web link to the full knowledge product

<http://afrik4r.org/wp-content/uploads/2017/01/Womens-Saving-AfCoP.pdf>



Case study 12: Gender and land based reforms in Zimbabwe

Background

Zimbabwe, like Egypt, among other African states has the least percentage of women's' share in land access, with women being subordinate minority of the population. In Zimbabwe, land is considered to be a male figure asset, who controls production systems, except for the day to day food crops. These are assigned to be under the woman's control for example groundnuts and vegetables. In very few and scanty situations the unmarried women have access to land gaining title deeds. The married women only gain full possession upon the spouse's death. In Zimbabwean law however, the issue of legally inheriting land as a widow is not clear, posing vulnerability of these women. Comparing to men, women have gained much lesser recognition in land tenure rights. Even though this has been a well contested issue, there exists no defined statutory element to ensure that women acquire security of tenure (Gaidzanwa, 2011).

As a way to address these inequities, the Zimbabwean government embarked on a land reform program and the first set of resettled families were in place in the early 1980s. The reform presented an appealing source of a sustainable livelihood for most women, an opportunity that had never been presented in the country's history of land invasions (Mutopo, 2011).

Activities and results

Access to land under the reform: Under the two resettlement models, differences existed on land acquisition. The general percentage of women who acquired land under the two models ranged between 18 and 20% nationwide (Chingarande, 2003; Bhatasara, 2011; Mutopo, 2015).

Utilization of land by women entrepreneurs:

If women have access to and control over land, household livelihoods and patterns improve and can be sustained. Since they are natural caretakers, they have proved to have better management policies regarding farm produce, its marketing exchange and subsequent use of the income earned (Mutopo, 2015).

Marketing strategies implemented by

women: Women have played a vital role in employment creation. In the event that they acquire land, they are said to employ workers whereas men usually rely and use their spouses as laborers (Chiweshe et al., 2014).

Results

Women, especially the unmarried, managed to be part of the land acquisition process, for the two models with some satisfying the criteria and owning land.

Women managed to break new ground with the creation of institutions which allowed them to learn more collectively on agribusiness; some even noted to hire both men and women to work on their land and manage to venture and tap into new markets, even cross border trading.

Customary law in the land reform program was gendered and therefore there is a need to ensure that women are adequately represented in the customary setup (from headman level to the Rural District Councils).

Challenges and lessons learnt

The Zimbabwe Constitution of 2013, although stating that land distribution should have gender balance, has no clear gender specific policy regarding land access to women but basic women rights.

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The lack of gender mainstreaming, paying particular focus to women, affects the economy as women potential in the economic recovery of the country via agribusiness and entrepreneurship is suppressed.

Policy recommendations

- **Zimbabwe needs a gender policy that is all encompassing of women issues (practical gender mainstreaming).** This will potentially enable women to be visible and recognized and even benefit from government policy.
- **There is need for a nexus to be established between the statutory and customary laws so that the two do not override each other.** It will not make sense to give women rights to land that can be invalidated by customary laws.

Web link to the full knowledge product

<https://afrik4r.org/wp-content/uploads/2017/01/GENDERANDLAND.pdf>



Case study 13: Gender and climate information dissemination systems in semi-arid areas in Zimbabwe

Background

One of the major challenges facing Southern Africa, including Zimbabwe is climate variability. The country is predicted to become drier and drier and mean average temperatures are on the increase (IPCC, 2014). The impacts of climate variability affect vulnerable groups, including women and children, more than others in a community. It is within this context that a project on strengthening weather and climate information was initiated in three semi-arid districts of Zimbabwe namely Gutu, Chirumanzu and Zvishavane. This case study seeks to profile channels of communication and extension methods useful for disseminating gender sensitive climate information that takes into cognisance the gendered roles and responsibilities at household and community levels.

Activities and results

Climate change slows progress towards attaining gender equality as women become more and more burdened by the impacts of climate change. On the other hand, gender inequality can further worsen the effects of climate change as women are marginalized and lack access to information on mitigation and adaptation strategies (AfDB, 2011). The choice of adaptation strategies as well as channels and extension methods for dissemina-

tion of climate information should ensure a relief on some of the burden endured by women due to climate change (UNDP, 2010). While many channels are available to disseminate climate information, their effectiveness according to gender needs further investigation.

One of the new extension and delivery channels that were introduced for sharing weather forecasts with champion male and female farmers was the SMS platform (Oxfam, AGRITEX, MSD, 2013).

The marginalization of women in communication could be linked to the access to Information and Communication Technologies (ICT) means of communication: Technology is not gender neutral and is less gender sensitive.

Both men and female farmers found house to house visits to be the most useful means of communication whilst drama was the least useful method for women.

Men and women farmers react differently to effects of climate change because of the differences in access to climate information.

Challenges and lessons learnt

- Farmers react differently after receiving information depending on their status and positions in society which influence the method of dissemination.
- Women's and men's groups are not homogeneous hence the need to consider individual and specific characteristics of both men and women in gendered climate change extension
- Perceptions from mixed groups are not always representative of the community as men's perceptions tend to dominate the findings.
- Women and men react differently in the dissemination of information.
- Even though women are more vulnerable to climate vulnerability, they have better adaptive capacity since they have more diverse livelihoods options
- Women found the school method as a favorable channel of communicating climate change variability and other information.

There is need to package information appropriately to recipients so that language and content are suitable for minors and the elderly and disabled are taken into consideration.

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Policy recommendations

- Taking into consideration the roles and responsibilities of both men and women that affect how they access and disseminate information.
- There is need to review extension approaches and methods in disseminating climate information.
- Technological developments will help to consider women specific priority needs and roles and responsibilities and make full use of their knowledge and expertise
- Collective involvement in communicating climate information is important.
- Mainstreaming climate change in agricultural programmes is recommended and this should be done simultaneously with gender mainstreaming if agricultural extension services are to make an impact in this era of climate variability.
- Findings cannot be generalized as communities are unique, but the case study contributes to evidence on gender sensitive responses to effects of climate change including gendered dissemination of climate information from an African perspective.

Web link to the full knowledge product

<https://afrik4r.org/wp-content/uploads/2017/01/GenderandClimateInformation.pdf>

Case study 14: Managing for gender equality results: Empowerment of women for equitable participation in the oil and gas sector

Background

Participation of women in business in Africa is low, especially in the oil and gas sector, which remains male dominated. With economic growth in Africa and numerous discoveries of oil and gas in recent years, such participation is more important than ever for Africa to achieve inclusive economic growth. To ensure that they access equal opportunities in oil and gas, women must focus on addressing their position, and a deliberate push is required to facilitate their participation in business opportunities in oil and gas in their countries and throughout Africa. This will bring about increased economic growth and development.

Countries that underinvest in women are associated with sluggish poverty reduction efforts and economic development, while those that invest in them and provide them with top-level management opportunities record strong socioeconomic development (Bangura 2014). Winihin Ayuli-Jemide¹ argued that one of the reasons South Africa was the dominant economy in Africa for such a long time is that women were involved in businesses of all sizes.

This study aims to establish the reasons for low participation of women in the oil and gas value

chain and what needs to be done, given recent discoveries of oil and gas in African countries.

Activities and results

In Africa, women currently represent a negligible fraction of the energy industry's workforce, and are particularly rare in engineering and the other technical fields that are the lifeblood of the oil and gas value chain. According to a Gender Assessment of the Ghana Energy Sector in 2010, women were underrepresented in energy sector organizations, hence their influence in decision making in energy was insignificant. This was attributed to the low increase in the number of women in engineering and energy over the years due to the perception that engineering is a “man's field”. This pattern prevails across Africa.

Thus, the oil and gas industry is still overwhelmingly male, with surveys (such as Women in Mining and PwC, 2015) showing that the executive boardrooms of oil and gas companies are mostly “boys' clubs”. African women constitute a tiny fraction of the oil and gas labor force, but empirical data are limited. There would, however, seem to be encouraging developments in some parts of Africa like Uganda, South Africa, Nigeria and Sierra Leone.

¹ <http://winihinjemideseries.org/index.php>

Identifying, analyzing, and advocating the participation of women in the hydrocarbons sector are in line with efforts in other sectors. But there is too little political will to put in place mechanisms for participation.

Challenges and lessons learnt

The main challenges to women's participation in the oil and gas value chain are external factors related to negative stereotypes, discrimination, and weak policies; internal factors, related to limited education; and natural factors, tied to reproductive and caregiving responsibilities. African states could consider the following approaches to address the factors limiting participation of women in the oil and gas industry.

Opportunities at engineering schools and universities should be created to ensure greater enrollment of young women in mathematics and science subjects. Women should be encouraged to engage in technical studies through special scholarships. Some African states have started promoting women studying science subjects.

The education systems ought to be dynamic, responding to the demands of the economy. As the exploration and harnessing of oil and gas are at a peak in Africa, the education system should design courses covering this industry, targeting female students.

Oil and gas companies should engage more with young women at school and university, providing role models and an opportunity to see for themselves what the sector has to offer through visits and paid internships. This will ensure that these firms benefit from the untapped talent of female engineers.

Technical and managerial capacities and skills of girls and women need to be increased, alongside investment in science and technology. Some African countries' commitments to women in government are laudable, but firms and governments must achieve the same in managing strategic resources such as hydrocarbons.

Policy recommendations

- Addressing the limited participation of women in the oil and gas industry in Africa is part of a broad package needed to address the general problems limiting participation of women across all socioeconomic sectors. This generic approach to empowering women will release their potential to intervene in nontraditional sectors, such as oil and gas.
- Fostering a conducive environment for scientific talent is an area of increasing interest to African policy makers and partners and one that organizations such as AIMS and the Next Einstein Fellowship, the African Union's Pan African Universities, and the World Bank's centers of excellence are addressing.
- African governments and partners need to build capacity of and encourage women to have broader executive skills to run companies, including oil and gas firms. This includes giving greater support to AIMS and AWSE.
- African governments should build capacities of women to think big and achieve greater heights—from earlier school life and in communities.
- There's need for African states to develop national policies that support participation of indigenous people in the oil and energy sector more effectively. They should make special arrangements for more women's involvement.

- Civil society organizations should increase advocacy for governments to raise incentives for girls' education in general, and in fields such as engineering, mathematics, and other sciences related to oil and gas production.
- Women's movements and support groups should be strengthened and supported across the region.
- African and regional institutions should conduct an evaluation to understand the oil and gas value chain vis-à-vis gender considerations. Together with think tanks, they should also support in-depth research and discussions on these and related issues to ensure increased benefit of the African people from the oil and gas industry.

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Web link to the full knowledge product

<http://afrik4r.org/wp-content/uploads/2017/01/Managing-for-gender-equality-results-AfCoP.pdf>

Case study 15: Enhancing gender equality in Africa: Progress in three regional economic communities

Background

African governments need to keep narrowing the gender gap in their countries. The negative effect of widening gender gap on the poverty incidence among women is widely documented in the literature (for example, OECD 2009). The call to achieve gender equality and promote women and girls' empowerment by 2030 was reiterated at the United Nations Heads of State and Government meeting in New York (September 25–27, 2015) and was included as one of the Sustainable Development Goals (SDGs). Efforts by Regional Economic Communities (REC) to promote gender equality in Africa have become more pronounced in the last two decades. They recognize that it is a critical step toward promoting a peaceful, prosperous, and sustainable world. Increased intervention by RECs is also based on recognition that collaborative regional efforts are needed.

Gender differences in education attainment, pay gaps, political empowerment, and child survival have narrowed moderately in Africa (WEF 2015), but much needs to be done to meet the SDG goal of gender equality by 2030. This study reviews East African Community (EAC), Economic Community of West African States (ECOWAS), and Southern African Development Community

(SADC) strategies for narrowing gender inequality, while appraising their performance and drawing lessons for African countries.

Activities and results

International legal frameworks

Equality between men and women has gained more international recognition in recent years, as demonstrated in international declarations and pronouncements on equal human rights. The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), which was adopted in 1979 by the United Nations General Assembly and since ratified by 183 countries, was intended to reinforce the provisions of existing international instruments to eliminate such discrimination.

Institutional frameworks in Africa

In Africa, gender mainstreaming is promoted through the Gender Management System (GMS). The GMS is intended to advance gender equality through political will, forging partnerships with stakeholders and building capacity and sharing good practices (AU 2009). In that perspective, the three RECs have designed and adopted gender policies to reduce gender gap between men and women. Thus, SADC Declaration on Gender and

Development was signed in September, 1997, SADC gender policy was adopted in 2007 and SADC protocol on gender and development was signed in 2008. ECOWAS adopted its gender policy in 2004 and its Supplementary Act on equality of rights between women and men for sustainable development in 2015. EAC signed a Treaty in 2000 on gender equality, respect for women's right, and the role of women in socio-economic development.

Although many countries have adopted protocols and other legal documents on gender equality, domestication and implementation differ among signatory countries. This leads to divergent performance between RECs and among member states. The performance is assessed on four main gender equality indicators that are economic participation, education attainment, health and survival, and political empowerment.

Challenges and lessons learnt

- Importance to domesticate protocols: Success in political empowerment in some EAC and SADC countries is based on a high degree of internalization of regional instruments in their constitutions and other related laws.
- Gender mainstreaming has increasingly dominated RECs' actions in the last decade,

yet gender inequality is still pronounced, albeit varying among the RECs and countries: Many REC member states have made progress in achieving gender equality, particularly in education attainment and health and survival. But the participation of women in key political offices is—so far—unimpressive.

- Greater efforts to generate the public's awareness of their human and gender rights and publicizing that these rights are legally binding on all actors in the state would help narrow the gender gap further.

Policy recommendations

- Generating greater awareness and promoting commitment to gender legislation: Extensive dissemination of gender equality documents ratified by member states or enshrined in constitutions is important.
- Adopting gender budgeting: Gender-sensitive budgeting in some countries has supported gender equality.
- Embrace more interventions by NGOs and civil society bodies: The strong interventions of NGOs and civil society bodies—and their collaboration with government departments—have aided gender equality in some countries.

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Web link to the full knowledge product

<http://afrik4r.org/wp-content/uploads/2017/05/CaseStudy20EnhancinggenderequalityinAfrica.pdf>



Case study 16: Gender balance in decision-making bodies: Lessons from Tanzania

Background

A significant recent development in implementing the African transformation agenda is the inclusion of women in decision-making bodies, as in seats in parliament. A shift from dictatorship and political conflict to liberalized hybrid regimes has led to greater participation by women at many levels. Africa has achieved a measure of leadership on women's participation in its parliaments. A few countries in Africa have high figures for parliament: for example, 35 percent in Tanzania, 64 percent in Rwanda, etc. (Tripp 2014).

In local government, women fill almost 60 percent of positions in Lesotho and Seychelles, 43 percent in Namibia, and more than one-third in Mauritania, Mozambique, Tanzania, and Uganda (Tripp 2014). These proportions demonstrate noteworthy progress in including women in socioeconomic policies.

Tanzania, the focus of this paper, established its Special Seats system to strike a balance between men and women in Parliament. But the majority of women enter Parliament differently, through nomination rather than ballot. Those nominated are treated as equals to those elected on rights and benefits but are somewhat marginalized by not serving or enjoying support associated with a base

constituency (Killian 2014). Beyond reviewing the increase in female parliamentarians, this paper also looks at how other outcomes enhance women's effectiveness in participating in high-level decision-making bodies, as seen by laywomen (those not actively involved in politics) and by Special Seats members of Parliament (MPs) themselves.

Activities and results

In 1985, the government introduced the Special Seats and quota systems to increase the participation of women in official, formal decision-making bodies like Parliament and councils throughout the country. The Special Seats system sets aside 15 such seats for women and 15 special seats for “mass organizations” such as the women's associations, in the National Assembly. These are in addition to the seats gained by women when elected to constituencies in the same way than their male counterparts are elected. Based on the low rate of elected women during 1985 and 1990, there was a call for the government to increase the number of Special Seats from 15 percent to 45 percent (Killian 1996).

- The Special Seats system has increased the participation of women in Parliament compared with numbers through the normal

electoral process: Without the allocation of Special Seats, only 8.7 percent of Tanzanian MPs between 1995 and 2010 would have been women.

- Because of the Special Seats system, women held more than one-third of all seats in the last Parliament. This compares favorably with the world average of 22.6 percent (IPU 2015).
- There has also been some progress in the number of women appointed to key cabinet ministries over the past decade including the Ministries of Foreign Affairs, Finance, Trade and Industry, Justice and Constitutional Affairs, and Local government; and to the civil service.
- It is equally significant that affirmative action has been instituted at the local government level, where at least one-third of all elected councilors in council wards must be women. After the 2010 elections, the NEC declared 1,184 women councilors (NEC 2010). By 2014, out of 3,335 council seats nationwide, 1,272 (30.6 percent) were filled by women.

Challenges and lessons learnt

- The Special Seats system has significantly increased the number of women in Parliament but its impact on socioeconomic policies is still insignificant.
- Lack of internal motivation, confidence, soft skills, and competence in socioeconomic development and parliamentary procedures and processes limits the performance of Special Seats MPs.
- The structures supporting the Special Seats system are critical if gender balance in Tanzania's decision-making processes is to be achieved. This should be backed up with a

functional legal framework that will reduce the potential for the abuse of power, favoritism, etc. that could disrespect or humiliate women.

- Experience has shown that recruiting women for entry-level positions can be difficult. Engagement of other stakeholders besides political parties in the recruitment process should therefore be sought.
- Use of media, particularly social media, to connect with young people and showcase the successes of the Special Seats system could encourage more professional young women to enter politics and enhance the public image of women who have the courage to enter this field.
- It is unlikely that women will secure 50/50 parity through the normal electoral process soon. Therefore, the Special Seats system will have to be used to engage young women and increase their realization that they have capacities to enable them to take part in the political process and become actively involved in decision making.
- Networking among women MPs regardless of party lines or how they entered into Parliament should be encouraged if they are serious about working with interested gender groups to address gender concerns and develop essential laws. Issues include violence against women, abortion, health, rape, employment, and equal pay.
- Supporting the development of individual capacities cannot be ignored as capacity has significant implications for how well the Special Seats MPs perform. Regular support programs should be provided to strengthen the hard and soft skills of Special Seats MPs.

Policy recommendations

- The National Electoral Commission (NEC) should establish legal mechanisms to ensure that the Special Seats nomination process is democratic.
- Capacity must be built in political institutions to develop strong functional structures, proper procedures, and appropriate systems. All responsible must be educated on the rule of law, good governance, and leadership.
- The NEC should put in place a mechanism to monitor the implementation of the Special Seats system. Reports should be discussed during the parliamentary sessions to eliminate loopholes that can compromise implementation of the system.
- Changes in structures and procedures to enhance the Special Seats system might include the introduction of women's whips that would rally capable and qualified women for the Special Seats.
- A new framework should be put in place to enable Special Seats members to represent constituencies and have all the attendant supports that other constituency-based members access.
- Good governance measures should be instituted to prevent the abuse of power, sexual harassment, and favoritism in the nomination process to promote the recruitment of qualified, capable, and highly motivated women to the Special Seats system. Anyone who abuses power must be held accountable.
- Discussions should begin on how to improve the Special Seats system by instituting processes such as identifying and recruiting women with experience to run for office; nominating candidates democratically through parties; and having Special Seats members elected by voters

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Web link to the full knowledge product

<http://afrik4r.org/wp-content/uploads/2017/05/CaseStudy21Increasinggenderbalanceindecisionmaking.pdf>



Case study 17: Empowering adolescent girls in menstrual hygiene management: interventions and lessons from Tanzania

Background

The onset of menstruation is a key indicator in pubertal development, serving as a biological and social measure of a girl's healthy transition from childhood into adolescence or young adulthood. From a physiological perspective, the age of menarche serves as an important clinical indicator of a girl's physical maturation, nutritional status, and reproductive health. From a social perspective, particularly in many African countries, the onset of menses has traditionally served as a symbol of fertility, sexual readiness, and marriageability, depending on the local culture (Sommer 2013). Girls who enter menarche after reaching 14 years old and those who have older sisters or close older female relatives are likely to have some understanding of menstruation. A growing evidence base from South Asia, Sub-Saharan Africa, and other low-income regions indicates that many girls reach menarche with inadequate guidance and information on this important development stage and physiological change, or on how to manage their menses and body hygiene with confidence (Sommer 2011).

This case study presents Menstrual Hygiene Management (MHM) activities that are undertaken at project level through a school health promotion intervention of the Health Promotion

and System Strengthening Project (HPSS) in empowering adolescent girls in MHM in the Dodoma region, central Tanzania.

Activities and results

Interventions to address MHM are categorized into two groups: “hardware” interventions to address material deprivations such as the provision of absorbents, or improved water, sanitation, and hygiene facilities; and “software” interventions that address deficits in knowledge of menstruation and management, by providing education. The cost and availability of sanitary products, and underwear in which to wear them, are fundamental barriers to MHM (Pillitteri 2011; House et al. 2012). Software interventions including education interventions may facilitate school attendance and engagement in the classroom through improved MHM and greater confidence in MHM methods.

- At regional and district levels, the HPSS intervention has elevated the visibility of WASH, particularly MHM, at community, district, and regional levels.
- At school level, the project has contributed to behavior change by reducing open defecation, because schools now have more holes.
- Participation of the schools, districts, and

other WASH actors in the region has generally improved knowledge on MHM. The school health coordinators have reported that female students now have positive attitudes toward menstruation as the school clubs openly discuss this topic.

Challenges and lessons learnt

- WASH has a fundamental role in creating school environments that make it easier for girls and female teachers to manage menstrual hygiene.
- Resources for WASH infrastructure and MHM facilities in schools are still inadequate in most low- and middle-income countries.
- The literature review shows that globally, there is an increasing interest in exploring and removing MHM barriers facing schoolgirls in the education setting.

Policy recommendations

The implementation of WASH programs calls for a very well-coordinated multisector approach and partnership. Suggested sector involvement includes Ministries of Water, of Education, of

Health, and of Community Development. To ensure that MHM is addressed at all levels, the multisector partnerships require collaboration in synthesizing the available evidence and identifying gaps in the knowledge needed for effective and efficient responses.

MHM activities need to be focused and designed with a view to going to scale. Best practices, knowledge, and gaps need to be well documented and disseminated. Global, regional, and national events, including discussions on MHM, provide a good platform for sharing experiences.

Attention should be given to the communities surrounding the school system, as their engagement helps foster an enabling environment for MHM implementation. Community involvement brings a sense of ownership and ensures sustainability of the activities and achievement of outcomes. The HPSS project experience of involving the communities should be further explored and the lessons learned should be documented.

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Web link to the full knowledge product

<http://afrik4r.org/wp-content/uploads/2017/01/Empowering-Adolescent-Girls-in-Menstrual-Hygiene-Management-AfCoP.pdf>

4. Conclusion and policy recommendations

This compendium provides insights on the current state of gender issues on the African continent as well as successful efforts and initiatives to close the gender gap. The compendium points to potential policy recommendations and capacity imperatives that can help in addressing the issue of gender equality. The case studies revealed that the magnitude of gender gaps in countries is the combined result of various socio-economic, policy and cultural factors.

The compendium highlights the impact that a country's gender gap may have on its economic performance and surveys some of the latest findings on the case for gender equality. It also teases out the policy recommendations that can be used by other countries to set priorities within their own economic, political and cultural contexts. Though, specific policy recommendations are provided in each case study, the following broad policy recommendations are applicable within various contexts:

Support research-development through specialized Think-Tanks to formulate specific and evidence based gender policies:

Case studies revealed that solutions are specific to each economic, policy and cultural context. Thus, to adapt lessons learnt and policy recommendations, research is necessary to analyze the context and what could be applied or not. In this case, specialized think tanks could be supported to formulate accurate and locally based policies.

Support Gender Sensitive Budgeting in the countries: One of the best ways to ensure gender equality is the promotion of gender-sensitive

budget. Indeed, most national budgets usually ignore the different, socially determined roles, responsibilities and capabilities of men and women. These differences are generally structured in such a way to leave women in an unequal position in relation to men in their community, with less economic, social and political power. Therefore, gender sensitive budgets are fundamentally about ensuring that gender issues are integrated into all national policies, plans and programs.

Promote national systems of disaggregated statistics and monitoring and evaluation:

Training needs to be provided to practitioners in statistics that would allow the production of disaggregated data on gender issues. This is essential to inform policy formulation on gender equality. Availability of disaggregated data on gender will also increase understanding of gender inequality drivers that would ultimately support evidence-based planning and implementation. It is also important to invest in monitoring and evaluation to track progress at national and regional levels.

Ensure active stakeholders' participation in elaboration and implementation of gender policies:

While much has been done to ensure that government plays an effective role in mainstreaming gender into processes, very little has been done to ensure that stakeholders can effectively acquire the skills and knowledge required to participate. Therefore, continental capacity building institutions are needed to support the acquisition and utilization of the required capacity by stakeholders.

Annex 1: Case studies matrix

Title	Geographical coverage	MfDR pillars addressed	Page number in the compendium	Web link to the full case study
An African Women Entrepreneur: Lessons from the CEO of Uganda's largest juice processing factory	Uganda	Leadership	4	http://afrik4r.org/wp-content/uploads/2017/05/CaseStudy22AnAfricanWomenentrepreneur_Uganda.pdf
Ngabaghila Chatata: An African female agro-entrepreneur and community change agent in Malawi	Malawi	Leadership	8	http://afrik4r.org/wp-content/uploads/2017/05/CaseStudy15AnAfricanwomanentrepreneur.pdf
Moringa based small scale enterprise: From a nutritional problem to a business opportunity, lessons from a rural woman entrepreneur in Benin	Benin	Leadership	10	http://afrik4r.org/wp-content/uploads/2017/05/CaseStudy19Moringabasedsmallenterprise_Benin.pdf
Leadership opportunities: Turning environmental problems into economic opportunities – story of rural African Woman entrepreneur	Benin	Leadership	13	http://afrik4r.org/wp-content/uploads/2017/01/Femme-entrepreneur-Jacinthe-deau.pdf
Managing for gender equality in women entrepreneurship: Case study of Nelly Ndaguba in Nigeria	Nigeria	Leadership	16	https://afrik4r.org/wp-content/uploads/2017/01/NELLYNDAGUBAINNIGERIA.pdf
Active participation of women in the oil and gas economies of Africa: Lessons from Catherine Uju Ifejika, the continent's most successful female oil tycoon	Nigeria	Leadership	18	https://afrik4r.org/wp-content/uploads/2017/01/CatherineIfejika.pdf
Inclusive financing in Africa: Lessons from the CEO of Kenya Women Holding Group	Kenya	Leadership	21	https://afrik4r.org/wp-content/uploads/2017/01/CEO-of-Kenya-Women-Holding-Group.pdf
Empowering women in technology: Lessons from a successful woman entrepreneur in Kenya	Kenya	Leadership	25	http://afrik4r.org/wp-content/uploads/2017/05/CaseStudy10_WomenICT_Kenya.pdf

Title	Geographical coverage	MfDR pillars addressed	Page number in the compendium	Web link to the full case study
Breaking barriers: The story of Divine Ndhlukula	Zimbabwe	Planning Leadership	27	http://afrik4r.org/wp-content/uploads/2017/05/CaseStudy10_WomenICT_Kenya.pdf
Reducing gender inequalities in the rural economy: Tanzania's experience	Tanzania	Planning Leadership	29	http://afrik4r.org/wp-content/uploads/2017/01/Gender-Inequalities-Tanzania-AfCoP.pdf
Rural women entrepreneurs, informal saving, self-financed investment and development	Africa	Planning Leadership Budgeting	32	http://afrik4r.org/wp-content/uploads/2017/01/Womens-Saving-AfCoP.pdf
Gender and land based reforms in Zimbabwe	Zimbabwe	Planning Leadership	35	https://afrik4r.org/wp-content/uploads/2017/01/GENDERANDLAND.pdf
Gender and climate information dissemination systems in semi-arid areas in Zimbabwe	Zimbabwe	Planning Leadership	37	https://afrik4r.org/wp-content/uploads/2017/01/GenderandClimateInformation.pdf
Managing for gender equality results: Empowerment of women for equitable participation in the oil and gas sector	Africa	Planning Leadership	39	http://afrik4r.org/wp-content/uploads/2017/01/Managing-for-gender-equality-results-AfCoP.pdf
Enhancing gender equality in Africa: Progress in three regional economic communities	Africa	Planning Budgeting Leadership	42	http://afrik4r.org/wp-content/uploads/2017/05/CaseStudy20EnhancinggenderequalityinAfrica.pdf
Gender balance in decision-making bodies: Lessons from Tanzania	Tanzania	Planning Leadership	44	http://afrik4r.org/wp-content/uploads/2017/05/CaseStudy21Increasinggenderbalanceindecisionmaking.pdf
Empowering adolescent girls in menstrual hygiene management interventions and lessons, Tanzania	Tanzania	Planning Leadership	47	http://afrik4r.org/wp-content/uploads/2017/01/Empowering-Adolescent-Girls-in-Menstrual-Hygiene-Management-AfCoP.pdf

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The African Capacity Building Foundation (ACBF)
2 Fairbairn Drive, Mount Pleasant, Harare, Zimbabwe
T: +263-4 304663, 304622, 332002, 332014
<http://www.acbf-pact.org>

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