



Government of Nepal



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# Female representation on District Chambers of Commerce and Industry

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## Needs Assessment

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28 February 2019

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## List of Acronyms

AGM	: Annual General Meeting
BLB	: Branchless Banking
CA	: Constituent Assembly
DCCI	: District Chamber of Commerce and Industry
DFID	: Department for International Development
EC	: Executive Committee
EE	: Enabling Environment
GON	: Government of Nepal
MCCI	: Municipal Chamber of Commerce and Industry
MOU	: Memorandum of Understanding
MSME/s	: Micro Small & Medium Enterprise/s
NGOs	: Non-Governmental Organisations
RAP 3	: Rural Access Programme (Phase 3)
RAP3 CONNECT	: Rural Access Programme CONNECT component
SED	: Social Economic Development
SME/s	: Small & Medium Enterprise/s
SMS	: Short Message Service
UK	: United Kingdom
VCF	: Value Chain Financing

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## 1. EXECUTIVE SUMMARY

“Despite significant advances in education and political participation, women remain underrepresented in leadership positions in politics and business across the globe”<sup>1</sup>. Lack of female leadership translates directly into an underrepresentation of women’s interests in policy decisions. Therefore “in many countries, policy-makers have responded by introducing gender quotas in politics”<sup>2</sup>.

Nepal’s Interim Constitution, 2007 mandates 33% seat for women in the Constituent Assembly (CA). In the 2018 CA election, women representation reached 32.8%. Despite progress at the central level, the representation of women at local level is still struggling to reach 33%.

RAP3 CONNECT’s female representation policy reform paper recommends a minimum reservation of 33% for women DCCI Executive Committee members. RAP3 CONNECT<sup>3</sup> included this intervention under the components Enabling Environment work, believing that a more inclusive local environment, will more effectively address the needs of women business owners, strengthen the women entrepreneurial community and improve prospects for private sector led growth to flourish. The policy reform advocated for has been passed by the DCCIs of Doti, Dailekh, Jumla, Dadeldhura and Bajura.

RAP3 CONNECT’s objective was to advocate for policy reform and aimed to table the reform at DCCIS’ AGMs. Surpassing this target and successfully passing the policy reform in 5 of CONNECT’s 6 districts of operation, RAP3 CONNECT have undertaken a needs assessment of women Executive Committee members.

The assessment was conducted in Doti and Jumla as both these districts have held elections since adopting the policy reform in their constitutions and respectively, appointed 39% and 20% women members to their Executive Committees.

The assessment aims to inform future programmes of DCCI members’ understanding of roles and responsibilities of the Executive Committee; the level of female participation within the DCCI; members’ expectations of the DCCI and it’s Executive Committee; the current capacity of female Executive Members; and any gap between current capacity and attributes needed to fulfil role as Executive Committee member.

“These days girls are becoming equally capable as boys in terms of education and profession. In coming days there will be fierce competition between male and female candidates.”

*Focus group member*

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<sup>1</sup> Gender Quotas and Female Leadership: A Review Background Paper for the World Development Report on Gender Rohini Pande and Deanna Ford\*

<sup>2</sup> Gender Quotas and Female Leadership: A Review Background Paper for the World Development Report on Gender Rohini Pande and Deanna Ford\*

<sup>3</sup> RAP3’s economic development component, CONNECT, aims to boost the economy in the remote Mid and Far West of Nepal by making roads work for the poor.

## 2. INTRODUCTION

### 2.1 Background

RAP3 CONNECT has been advocating for policy reform within DCCIs of six districts, Doti, Dailekh, Jumla, Achham, Dadeldhura and Bajura.

RAP3 believes that a more inclusive local environment improves prospects for private sector led growth to flourish. By introducing a quota for female representation on DCCI Executive Committees it is our view that the local business environment will be strengthened, more effectively addressing the needs of women business owners operating in our core districts and encouraging more women to engage in entrepreneurial activities.<sup>4</sup>

RAP3 CONNECT's policy reform paper 'Female Representation on District Chamber of Commerce & Industry Executive Committees' which recommends a minimum reservation of 33% for women Executive Committee members has been circulated to all six districts, presented at five DCCIs' AGMs and subsequently passed by the DCCIs of Doti, Dailekh, Jumla, Dadeldhura and Bajura.

Doti DCCI, in their first Executive Committee election following adoption of the policy reform, have achieved 39% female representation on their Executive Committee. Jumla DCCI achieved 20% female representation in their first Executive Committee election following adoption of the policy reform. Other DCCIs (Dailekh, Bajura and Daedldhura) have not yet held DCCI Executive Committee elections since passing the reform.

If the needs of women business owners are to be represented and more women encouraged to engage in entrepreneurial activities, we anticipate women taking seats on DCCI Executive Committees will need the knowledge, skills and confidence to actively participate.

### 2.2 Objective

Having successfully advocated for policy reform and witnessed positive steps towards more inclusive representation<sup>5</sup>, RAP3 CONNECT has sought to go one step further and understand the gap between current competencies and those required to fulfil EC roles. While any recommendations resulting from the assessment will be beyond the scope of RAP3 CONNECT we hope that learning from the needs assessment will inform future programmes, and interventions aimed to build capacity of MCCIs, DCCIs and the wider business community.

The objective of the assessment:

- a. To understand DCCI members' understanding of roles and responsibilities of the Executive Committee;
- b. To understand the level of female participation within the DCCI;
- c. To understand members' expectations of the DCCI and it's Executive Committee;
- d. To understand the current capacity of female Executive Members; and
- e. To assess the gap between current capacity and attributes needed to fulfil role Executive Committee member roles.

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<sup>4</sup> RAP3 CONNECT Female Representation policy reform paper

<sup>5</sup> Doti and Jumla DCCIs have increased number of women on their Executive Committees

### 3 METHODOLOGY

#### 3.1 Sampling

The research population for this study included male Executive Committee members, female Executive Committee members, former female Executive Committee members and both male and female DCCI (non-Executive Committee) members.

The male and female DCCI (non-Executive Committee) members were randomly selected.

Interviews were conducted with Executive Committee and non-Executive Committee DCCI members in Dailekh and Jumla, districts where DCCIs have held elections since implementing the policy reform, mandating minimum 33% reservation for women Executive Committee members.

Activity	Participants
Focus group discussion with male Executive Committee members	Doti – 5; Jumla – 5
One to one interviews with elected female Executive Committee members	Doti - 5 ; Jumla – 3
One to one interviews with elected, former female Executive Committee members	Doti – 1
One to one interviews with female (non-Executive Committee) members	Doti – 5; Jumla – 5
One to one interviews with male (non-Executive Committee) members	Doti – 5; Jumla – 5

*\*The sample size of this assessment is small covering only two districts and with few female Executive Committee members. We acknowledge therefore that conclusions drawn may not be representative.*

#### 3.2 Preparation of Questionnaire

Five sets of structured questionnaires were prepared to conduct:

1. one to one interviews with
  - a. female DCCI members (voters),
  - b. male DCCI members (voters),
  - c. elected female Executive Committee members,
  - d. former elected female Executive Committee members, and
2. focus group discussions with male Executive Committee Members.

### 4 KEY FINDINGS

#### Understanding of roles and responsibilities of the DCCI and it's Executive Committee

There is general consensus amongst DCCI members (Executive and non-Executive) interviewed about the purpose of DCCIs. The following purposes were noted:

1. uplift business in the district;
2. safeguard and enhance the interests, rights and privileges of the business community,
3. advocate and represent the views of its members

4. influence concerned authorities for favourable business environment,
5. provide services to the business community to strengthen their performance,
6. manage the market (categorisation of shops and monitoring of prices),
7. collate and disseminate business related information.
8. extend relationship with government, non-government agencies at international, national, regional and local levels to create favourable economic atmosphere, and
9. promote local products

Some of this is supported by interviewees statements of benefits received from their membership. For example, easy payment of taxes. And, interviewees stated motivations for becoming members, see Members' expectations of the DCCI and it's Executive Committee, page 7.

However, there is very limited knowledge of the DCCIs' constitutions and their contents. Only 1 of the female EC members interviewed had read the DCCI's constitution. None of the male or female DCCI members interviewed were aware of the DCCI's constitution. But, 40% of male members were aware of the recent policy change to have 33% women representation on the EC.

Similarly there is limited knowledge of DCCIS' current plans; 80% of female DCCI members and 80% of male DCCI members interviewed did not know what their DCCI's planned programme of activities was. Less than half of female members knew whether their DCCI had any programme specifically for women.

Many interviewees were able to state roles and responsibilities of DCCI EC members, though the answers to the question varied and are repetitive of the DCCI's objectives, lacking specificity. Their responsibilities stated included the following:

1. work for the safety of female entrepreneurs
2. safeguard and enhance the interest rights and privileges of the business community
3. act as a voice for all business men and women in the district
4. arrange meeting in absence of President
5. regularly attend meetings
6. bring price consistency
7. monitor PAN registration process
8. strengthen the institution
9. collate disseminate business related information
10. encourage businesses to register with DCCI, especially women's businesses
11. conduct business awareness programme
12. provide services to the business community to strengthen their performance,
13. regularly monitor the quality, price of products, stock,
14. guide business owners to uplift their businesses,
15. advocate the views of its member
16. raise awareness of the locally available products,
17. support establishment of industries to process locally available raw materials,
18. increase the participation of members during meetings, and
19. acquire more funding and benefits for businesses.

Many of the roles of the EC mentioned are general, this indicates limited understanding of the actions EC members can and should take to promote and support business in their districts.

One female EC member said "there is not much work load in becoming an EC member, she just needs to attend the meetings, which she does regularly".

We can surmise that DCCIs are not fulfilling their mandate, not communicating the work they are doing to the benefit of members and / or making members aware of the services on offer and how to access them.

### **Level of female participation within the DCCI**

Male members interviewed felt society, being a male dominated one, where men usually undertake activities that require travelling and women's lack of interest to perform activities outside their home as reasons for businesses run by women being registered in male family members' names.

90% of male members interviewed said we building womens' confidence, raising awareness would encourage women to come forward and register the business they run in their own name. Also noted, that women would need to be educated.

All female members pay tax and renew their licence, 40% considered this made them active members whereas others said they were not. Reasons for not considering themselves active included lack of communication between EC and members, lack of interest, and time management issues.

Female members consider lack of interest, busy household duties, lack of support from family members, lack of awareness regarding the opportunity, lack of confidence and fear about society, lack of education, male members not giving women opportunities and time management issues as reasons why women don't stand for election.

This is mirrored by the view of males members that lack of interest, women being busy with household work, unable to manage time between household work and business, fear to work in an environment dominated by male, lack of opportunity and responsibility given to women, lack of awareness, lack of support from family members, lack of education, capacity and the skills required by the position.

But, 50% of female DCCI members interviewed said they would stand at the next election.

Of the current female EC members interviewed 37% said their motive to stand for election was to develop their leadership skill, to prove themselves and to advocate for all women entrepreneurs. One quarter of them said they were approached and encouraged to stand for election because of the quota.

100% of male members interviewed believe there should be female representative in EC, 90% added that the number of female representatives should increase and 100% said they would support the DCCI to implement a programme that focuses on women entrepreneurship.

Male members reported that if women were made aware of the opportunity and given responsibility the number of women standing up for an election may increase. Capacity development (public speaking, writing skills, awareness on different level of policies, business literacy) and support from family members is also necessary. Female members reported the same.

Male EC members said education, support from family, capacity building training that further supports their education, awareness of the available opportunity might increase women's participation. They further added that women's participation in business would increase if a women led group is established with an aim to produce and market local products.

Most female EC members interviewed said they are confident to put forward their opinion during a meeting and that decisions are take by consensus. As decision is taken by consensus, it does not always favour women. They felt a greater ratio of female would help them to advocate for the female business community.

DCCI female membership has increased more in Jumla thanks to 30% discount offered for businesses registered in female entrepreneur's name.

Former female EC member elected said it is a good platform for women to further their capacity. She stood for election with a hope to secure a budget to establish a programme that works in favour of women entrepreneur. She said "one voice is never heard", felt being the only women on the committee, her appeals could not be passed. She thinks there should be more female EC members.

### **Members' expectations of the DCCI and its Executive Committee**

Most have become DCCI members because they are required to register their business. A few individuals stated other motivations / expectations:

1. to become aware of business related information (VAT, income tax, trade fairs (national and international), collaboration);
2. easy access to loans;
3. to stand for election to EC; and
4. opportunity for networking and learn from each other.
5. to develop managerial capacity through training, seminar, workshops and
6. because DCCI will advocate on their behalf
7. to build their capacity and empower themselves,
8. to get aware on different policy and to bring budget in the institution, and
9. to fight for women's right and to address the problem faced by women entrepreneur committee.

50% of female members and 10% of males members interviewed said they had received benefits from membership but 90% of female members and 70% of male members interviewed said their expectations were not met.

In broad scope these expectations correspond with the members' understanding of the DCCI's roles and responsibilities however, they again lack specificity and benefits derived from membership e.g. paying tax and renewing licence and expectations of easy access to loans, for example, were not mentioned during discussions about the purpose of the DCCI>

Female EC members report making few commitments during election campaigning but those that did noted making the following commitments:

1. empower women and advocate for benefit of women,
2. provide awareness of policies and subsidies,
3. uplift business,
4. work to reduce tax and registration fee,
5. construct building for DCCI and to run institution smoothly,
6. encourage business owners to register their business,
7. provide business service and
8. solve business related problems.

Female members' expectations included that there should be more focus towards women entrepreneur, work for price stability, consumer protection, enforce business related rule like two days in every month shops must close.

A few male members said that female EC members should have good education, political interest and be informed about policies.

### **Capacity of female Executive Members**

Male EC members said time managing ability, participation in every meeting, leadership, awareness of all kinds of government policies, business literacy, confidence, public speaking skills, becoming a voice for all women entrepreneur are some of the competencies expected of (female) EC members.

Former female EC interviewed said independence, patience, negotiation skills, and confidence are some of the basic skills required for a women entrepreneur to perform well as an EC member.

Former, female EC member reported that time management is critical for women but that if women has interest she can manage time in any way possible and support from family is equally important.

80% of male members interviewed said that women EC members are capable of performing their responsibilities. Similarly male EC members reported that female members possess the skills needed to fulfil their responsibilities. 60% of female members said Executive Committee members have the skills and capacity to perform their duties

Majority of female EC members said that they are confident to put forward their opinion during a meeting.

However, male EC members stated that training should be given on bookkeeping, audit, report writing, proposal writing to secure budget for different programmes and awareness on law and government policies.

Most of the female EC members are involved with different organisation and are active in society in one way or another. In Jumla, an exposure visit is organised for newly elected EC (men and women) with support from different organisations.

### **Gap between current capacity and attributes needed to fulfil role as Executive Committee member.**

Female members' capacity:

1. half use smart phones,
2. less than half use the internet, others use only for facebook,
3. less than half read the newspaper,
4. none are computer literate, and
5. few consider themselves confident at public speaking.

The female EC members had varied thoughts on the skills they want to develop, the following were identified: bookkeeping, audit, networking, team work, public speaking, event organisation, business literacy, internet use and search for necessary information, knowledge on DCCI, time management and policy awareness.

Female EC members were aware of two subsidy polices given to women, one subsidy given by land registration office and one by DCCI.

Approximately half of female EC members said there are no programme or policies that support female entrepreneurs but 25% said noted the 33% quota and the discounted registration fee for women (Jumla) and 12.5% said there is a training programme and awareness programme for women entrepreneurs.

Former female EC member interviewed said being an EC member helped improve her leadership skills, public speaking and networking skills.

## 5 RECOMMENDATIONS

### **Increasing DCCIs' female membership**

There should be more awareness programmes through FM such as debate, motivational speech and announcement of different policy and subsidy schemes when formulated. In this way we more people can be reached.

The findings of this study suggests that there is an increasing trend in number of women registering their business due to the introduction of quota, discount in registration for the female entrepreneurs and benefits for women entrepreneurs. Still there is challenge to fill the reserved seats for women.

To increase female participation in DCCIs, the following is recommended:

1. Communicated clearly the role of DCCI, the benefits of membership and how members can access services and support.
2. Improve communication between EC, DCCI and members,
3. Inform female members of new or amended policies, subsidies in a timely fashion,
4. Hold regular meetings,
5. Inform members of workplan of activities and keep them informed of progress
6. Promote benefits of women run businesses being registered in the women's name.
7. Establish a sub-group for women members or programmes to support women members

Many of the above suggestions apply to all DCCI members but efforts should be made to communicate to women business owners, and female members to ensure they are well positioned to realise the benefits of membership. In turn, this will further encourage others to join.

Interviewees suggested using radio programmes, motivational speeches, debate programmes and dissemination of information via SMS as methods for raising awareness and increasing engagement.

### **Increasing number of women standing for election to DCCIs' ECs**

One female executive member said *"there is not much work load in becoming an executive committee member, you just need to attend the meetings, which I do regularly"*

To engage female EC members and make the role appealing to potential, future EC candidates, interviewees suggesting the following:

1. Give women key roles within the EC, with more responsibility. A role beyond attending meetings, participating in the discussion and campaigning during an election would motivate individuals to stand.
2. There should be clear Terms of Reference for EC members.
3. Raise awareness of the opportunity presented by the policy change, reserving 33% of EC seats for women.
4. The committee should provide minimum one day's notice when participation is required to enable women to manage their time to attend.
5. Provide training and support specifically for female EC members, for their benefit and to encourage others to stand in the future.

## **Bridging the capacity gap to support women EC members to fulfil their roles**

The women who were elected in recent election as an executives were confident and capable of delivering their responsibility, as their current major roles are just to regularly attend the meeting, participate in the discussion (taxation, registration) and plan for an event (local fair, exposure visit) for which they require the basic skills of public speaking, time management, debate, and event planning.

However, the assessment demonstrates that awareness amongst all members, including EC members, particularly female EC members, of the DCCI constitution, new or amended rules, policies relating to business and entrepreneurship, GoN subsidies, DCCI workplans, tax etc. is low.

For women to take key roles in the EC and increase their voice, they require support to increase their knowledge and understanding of such policies.

Female EC would benefit from:

1. Basic computer skills
2. Induction in the DCCI Constitution, current workplan ad TOR for the EC
3. Briefing on GoN policies, subsidies etc. available to them and other female members
4. Access to Finance training

## **6 CONCLUSION**

CONNECT's advocacy to include 33% women in DCCI Executive Committees has successfully raised awareness of importance of female representation and on increasing representation in Doti and Jumla.

There is a possibility to extend this success, advocating for inclusion of the 33% mandate in constitutions of Chambers of Commerce in other districts and at the Municipal level, as and when they are established.

The case of Jumla provides evidence that subsidising fees for women registering their businesses, increases female members. However there is a theme throughout the intnerviews that women require the support of their family both for registering the business in their name and managing their time to participate and / or stand for election.

While the purpose of the assessment was focused on women EC members, from our interviews we understand that there is limited, deep understanding of the purpose of the DCCI and that members are taking minimal benefits from membership.

In the first instance, improved communication between the DCCIs and their membership would create a more informed membership, increase engagement, enable members to make use of available services and therefore, encourage increased membership.

The majority of interviewees believed that female EC members had the qualities required for them to perform the role of an executive. However, there current role seems not to extend much beyond attending meetings, and organising events. For female members to engage fully in discussions, advocate for women members and shape policy they would benefit from significant capacity building, not least induction into their DCCI's remit and current workplans.

## 7 ANNEXES

### Annex -1: Questions asked to Female DCCI Members (Voters)

- 1) Why did you decide register with the DCCI?
- 2) What are the benefits of your membership? If applicable, why is this useful? Or, how have you made use of this facility?
- 3) What role should the DCCI Executive Committee play?
- 4) Have you read the DCCI's Constitution?
- 5) What is the DCCI's main purpose?
- 6) Are you aware of all the work plan and activities committed by DCCI to implement in a year's period?
- 7) Do you consider yourself to be an active DCCI Member? If yes, in what way(s) do you actively participate? If no, why not?
- 8) Does the DCCI have a programme focusing on women entrepreneurs / women owned businesses?
- 9) What do you think about female representation on the Executive Committee? Do you think there are enough women members?
- 10) Why do you think so few women stand up for election?
- 11) What would increase the number of women standing for election?
1. Do you think the female Executive Committee members have the skills they need to perform their roles and responsibilities? If no, what skills do they have and what skills do they need to improve?
- 12) What should elected female member do to support women entrepreneurs?
- 13) Where do you go / look for information about policies / programme / support for women entrepreneurs?
- 14) Would you consider standing for election to the Executive Committee in the future?
- 15) How would you describe your abilities regarding the following:
  - a) Smart Phone – 50% yes; 50% No
  - b) Internet use – 60% do not use internet; 40% active for Facebook only
  - c) Reading Newspaper – 60% do not read newspaper; 40% occasionally read
  - d) Computer Skills – 100% no
  - e) Others – Public Speaking – 20% confident

## Annex – 2: Question asked to Male DCCI Members (Voters)

- 1) Why did you decide to register with the DCCI?
- 2) What are the benefits of membership?
- 3) What is the role of the DCCI?
- 4) What should be the role of the DCCI Executive Committee?
- 5) Have the DCCI executive committee met your expectations? If not, why not?
- 6) Have you read the DCCI's Constitution?
- 7) Are you aware of all the work plan and activities committed by DCCI to implement in a year's
- 8) Do you consider yourself to be an active member of the DCCI? If yes, how to do you participate?
- 9) Would you be supportive of programme's to encourage woman entrepreneurs?
- 10) What do you think about female representation in Executive Committee?
- 11) Do you think there should be more women on the Executive Committee?
- 12) Why do you think only few woman stand up for election?
- 13) What do you think would encourage women to stand for election?
1. Do you think the female Executive Committee members have the skills they need to perform their roles and responsibilities? If no, what skills do you think they need to develop / improve?
- 14) There are many cases where women run businesses but register it in a male family member's name – why do you think this happens?
- 15) And, how we can encourage women to register their businesses in their own name?

### Annex – 3: Question Asked to Female Elected Executive Committee Members

- 1) Does the DCCI have their own constitution? If yes, have you read it?
- 2) What are the main purposes of the DCCI?
- 3) What should be the role of The Executive Committee?
- 4) Why did you become a member of DCCI?
- 5) What motivated you to stand up in an election?
- 6) What are your roles and responsibilities as an Executive Committee member?
- 7) What skills do you need to have to carry out your roles and responsibilities? Do you feel you have the necessary skills? Which skills would you like to learn or improve?
- 8) Do you have time to fulfil the roles and responsibilities of a DCCI Executive Committee member?
- 9) Do you know of any government policies about woman entrepreneurs?
- 10) Does the DCCI have any current programmes or policies to support female entrepreneurs?
- 11) How do you feel being elected as an executive member of DCCI?
- 12) How much time you are contributing to your DCCI commitments and to your own business?
- 13) How are you managing your time?
- 14) What commitments did you make during the Executive Committee election campaign?
- 15) Do you feel you are able to fulfil your commitments?
- 16) How will you fulfil your commitments?
- 17) Do you think your voice is heard by other Committee members? If no, what would help you make your voice?
- 18) Are you confident to communicate your point of view and ability to influence decision making processes?
- 19) Do Executive Committee members make decisions in a consensus?
- 20) Do any Executive Committee members take lead roles during meetings?
- 21) Do any Executive Committee members take decisions on behalf of the Committee?
- 22) Do you think there should be more women on the Committee? If yes, what benefit would that have for you, the Committee, DCCI membership?
- 23) How would you describe your abilities in relation to the following skills:

#### Annex – 4: Questions Asked to Former Female Executive Committee Members

- 1) Your Experience (Best and Worst) as a DCCI Executive Committee Member? What did you hope or plan to achieve when you stood for election to the Executive Committee?
- 2) What did you achieve during your time as an Executive Committee member? Is there anything you didn't / couldn't achieve? if yes, what were the reasons for not achieving this?
- 3) What are the skills/ability required in a woman entrepreneur to perform well in her position as an Executive Committee member? Did you have these skills when you were elected? What new skills did you develop during your time as an Executive Committee member? Was this through experience or did you receive training? What about male DCCI members? Do they have the skills to deliver the roles and responsibilities of an Executive Committee member?
- 4) Did you feel your voice was heard by other Executive Committee members? If not, what would have helped you make your voice heard? Were you confident to put your point across and influence the decision making process? Do Executive Committee members make decision in a consensus?
- 5) How much time did you give to the DCCI as an Executive Committee member? How did you manage your time between your DCCI commitment, your business and other commitments? Do you think lack of time is a barrier to women's participation in the DCCI and DCCI Executive Committee?
- 6) Do you think there are enough women on the Executive Committee? Do you plan on standing for an election again?

## Annex – 5: Question Asked to Male Executive Committee Members

- 1) What do you think about the recent policy reform to include 33% woman representative in executive committee?
- 2) What kind of leadership quality is expected from elected female members?
- 3) Do female members have the skills needed to fulfil the roles and responsibilities of an Executive Committee member? If no, what skills do you think they need to develop / improve?
- 4) Why female participation is less?
- 5) Measures needed to be adopted to increase female participation?
- 6) How has policy reform impacted the DCCI? Has policy reform impacted the wider entrepreneur community? If yes, how?
- 7) Does the DCCI provide any training to female members or Executive Committee members? If yes, what kind of training? Have you participated in training programmes? If yes, what and when, delivered by which organisation?