

TFWA

Trade Facilitation
West Africa



Gender Capacity Building of NTFCs in Nine West African Countries

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LIST OF ACRONYMS

AfCFTA	African Continental Free Trade Area
ECOWAS	Economic Community of West African States
GDP	Gross Domestic Product
ITC	International Trade Centre
KII	Key Informant Interview
M&E	Monitoring and Evaluation
NTFC	National Trade Facilitation Committee
OECD	Organisation for Economic Co-operation and Development
PTA	Preferential Trade Agreement
SME	Small and Medium Enterprises
SSCBT	Small Scale Cross Border Traders
TFA	Trade Facilitation Agreement
TFWA	Trade Facilitation West Africa
UEMOA	West African Economic and Monetary Union
UNCTAD	United Nations Conference on Trade and Development
WTO	World Trade Organization

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EXECUTIVE SUMMARY

This report presents findings from a gender capacity needs assessment conducted on the National Trade Facility Committees (NTFC) in nine ECOWAS countries. Despite the critical role of women in trade, NTFCs in the region are largely gender-blind organizations. The World Bank contracted A2F Consulting under the Trade Facilitation West Africa (TFWA) Program to assess the gender capacity of NTFCs toward integrating gender into trade related processes and policies to ensure that trade facilitation contributes to inclusive growth. The focus of the study are the nine countries along the TFWA selected corridors, namely Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger, Nigeria, Senegal, and Togo. In order to conduct this capacity-building needs assessment, a multi-tier capacity assessment was carried out to understand gender capacity needs, both at the individual and at the organizational level. Key Informant Interviews were conducted with 6-10 key stakeholders, including NTFC leadership and relevant members, in each country. Additionally, a rapid assessment was conducted of the level of gender awareness of NTFC members in each country through a digital survey of between 3 and 14 NTFC members (representing between 26 percent and 65 percent of total membership per country). A summary of the number of respondents is shown in Table 1 below.

Table 1: Summary of Responses

	Benin	Burkina Faso	Côte d'Ivoire	Ghana	Mali	Niger	Nigeria	Senegal	Togo
Number of Key Informant Interviews	6	8	8	8	8	6	10	7	8
Number of Digital Surveys	4	14	11	9	13	6	14	14	9

NTFC members in the study countries have a low level of awareness of the gender and trade nexus and lack operational know-how to integrate gender. Across countries, respondents to key informant interviews and the digital survey lacked an understanding of gender issues, particularly as they relate to trade. There is limited awareness of what a trade policy that considers gender would look like. NTFCs have expressed interest in integrating gender into their day-to-day operations and policymaking activities, however, they do not know where to start.

Additionally, the NTFCs are at a nascent stage of development and beyond not knowing how to integrate gender into their operations, they typically do not have the level of institutionalization, operational platform or resources that would allow for true gender mainstreaming. Capacity building thus needs to be framed within the operational guidance necessary to build organizational effectiveness. In terms of monitoring and evaluation (M&E), no NTFC has an M&E framework or access to the type of data that would be required to institute gender-sensitive M&E.

There is a clear need for a capacity building program to build institutional capacity to integrate gender considerations, in particular through creating a network of gender champions. NTFCs are not consistent organizations and there is a high level of turnover both of appointees and even meeting attendees. Thus, any capacity building initiatives need to take an institutional approach goes beyond individual members and is structured in such a way that knowledge transfer can occur and be sustainable. Designation of one or more institutions, which can serve as gender champions and are able to drive the gender agenda within the NTFC, will be critical to ensure sustainability of reforms. The main role of the gender champion will be to act as “catalyst” to assist the process of gender mainstreaming that can aid colleagues and leadership to identify strategies and work methods, which will enable and build further capacity of colleagues to integrate gender concerns into their own areas of work. Across countries, the NTFC members emphasized the importance of the Gender Ministry. While it is not typically an NTFC member, including it would present an important opportunity to bring new perspectives to the Committee and foster cross-agency cooperation. Additionally, Gender Ministries bring critical experience in collecting sex-disaggregated data and other data related to gender indicators that is important for M&E.

Table 2: Preferences for Training by Country

	Top 3 Preferred Training Modalities				Optimal length of training	Priority topic		
	1	2	3			1	2	3
Benin	Small group interactions	Training of Trainers	Case Studies	Class-room Lectures	Up to 1 day	Gender analysis for strategic planning	Gender communications	Gender responsive M&E
Burkina Faso	Online Courses	Training of trainers	Case Studies		Up to 3 days	Gender analysis for strategic planning	Gender communications	Collect & analysis of sex disaggregated data

Côte d'Ivoire	Small group interactions	Case Studies	Training of Trainers	2-3 days	Gender analysis for strategic planning	Inclusion of gender into operational documents	Gender communications
Ghana	Training of trainers	Small Group Interactions	Online Courses	Up to 1 day	Gender sensitive policy making	Inclusion of gender into operational documents	Gender responsive M&E
Mali	Training of Trainers	Case Studies	Small group interactions	More than 3 days	Gender analysis for strategic planning	Gender responsive M&E	Collect & analysis of sex disaggregated data
Niger	Training of trainers	Small group interactions	Online courses	Up to 3 days	Collect & analysis of sex disaggregated data	Gender analysis for strategic planning	Gender responsive M&E
Nigeria	Classroom Lectures	Training of trainers	Small group interactions	Up to 2 days	Gender analysis for strategic planning	Collect & analysis of sex disaggregated data	gender sensitive policy making
Senegal	Training of trainers	Case Studies	Online courses	Up to / more than 3 days	gender sensitive policy making	Gender analysis for strategic planning	Inclusion of gender into operational documents
Togo	Case Studies	Training of trainers	Classroom Lectures	Up to 3 days	gender responsive M&E	gender sensitive policy making	Gender analysis for strategic planning

At the individual level, we recommend a focus on awareness-raising using a structured change management approach to ensure sustainability. There is a clear need for capacity building of individual members of the NTFC. However, given the high levels of inconsistency of who attends NTFC meetings and turnover of NTFC members, we recommend a capacity building approach that goes beyond training of individual members and aims to entrench institutional knowledge. An effort should also be made to facilitate the emergence of local gender champions and a network of accredited local consultants to provide further coaching and ad-hoc technical support. Such change management approach will ensure that gender issues are mainstreamed into trade facilitation dialogue in a systematic and sustainable manner.

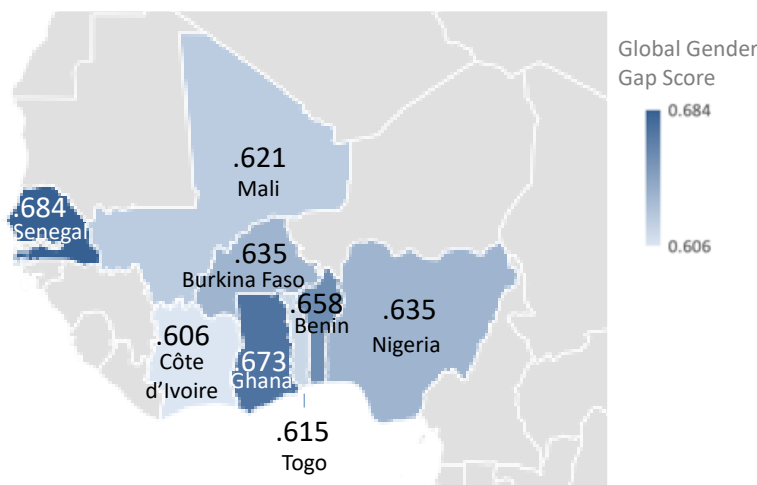
At the organizational level, we recommend the development of a gender-sensitive NTFC operational toolkit. Based on the discussions with NTFC members, such a toolkit would be equally useful for countries without an established NTFC, as well as those with more advanced set-up, including an established NTFC Secretariat with its own staff and resources. Centered on a need to build institutional capacities, these tools would provide support to all relevant stakeholders in considering gender dimensions in their work with the NTFC, including developing and implementing trade facilitation policies, conducting monitoring and evaluation (M&E), communicating gender in trade, etc. The TFWA has developed an NTFC Maturity Model which provides the basis for this level of customized support. Additionally, the TFWA Program may want to consider the establishment of a portal to facilitate the exchange of experience and good practices among the NTFCs in TFWA countries (and beyond).

Table 3: Key Recommendations	
Individual Level	
Training for all NTFC members	Potential modules include: <ul style="list-style-type: none"> • Introduction to Gender and Policy • Gender and Trade Nexus • Gender Mainstreaming in NTFC Operations
Organizational Level	
Operational toolkits	<ul style="list-style-type: none"> • Gender-sensitive Self-Evaluation Tool • Gender-sensitive Policymaking Tools • Gender-sensitive NTFC Operational Toolkit • Gender-sensitive M&E Toolkit
Delivery Mechanisms	
Series of capacity building workshops and materials	<ul style="list-style-type: none"> • Training for all NTFC members • Training of trainer event for future gender champions • Virtual library of modules

1. INTRODUCTION & STUDY METHODOLOGY

Women play a critical role in trade in West Africa but are disadvantaged compared to their male counterparts. It has been estimated that in some countries in West Africa, the contribution of women traders is 70 percent and 90 percent of total trade flows.¹ Yet, women traders remain disadvantaged when producing, transporting and trading their goods. Evidence suggests that women traders in West Africa are constrained by low levels of literacy and limited market information, low levels of awareness of trading rules, procedures and requirements, lack of access to infrastructure and finance, lack of gender sensitivity at borders and societal and cultural norms. Trade and trade facilitation policy needs to consider these gender dimensions to ensure that policies are sensitive to the roles women play, the specific challenges they face and the gendered impacts that proposed policies might produce.

Figure 1: Gender Gap Across Study Countries



Source: A2F Visualization Using Global Gender Gap from World Economic Forum Global Gender Gap Report 2020

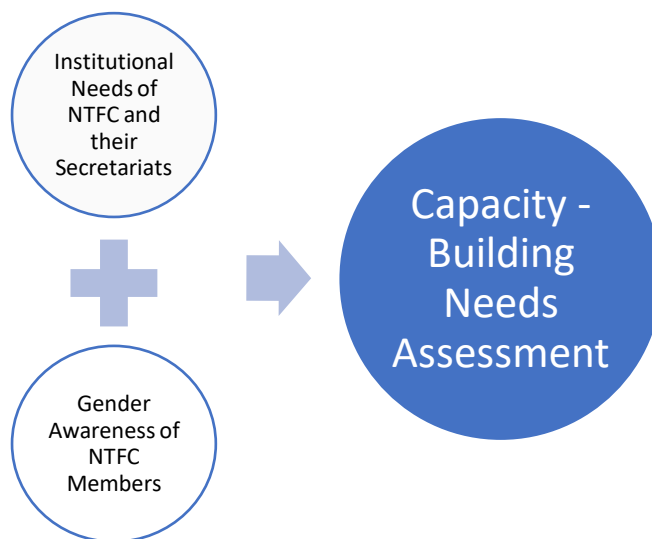
The objective of this assignment is to strengthen the institutional gender capacity of the National Trade Facilitation Committees (NTFCs) in the West Africa region. The World Bank contracted A2F Consulting under the TFWA Program, which includes three main components: (i)

¹ Aboudou, Oga F. A., M. Tassou, and K. Alamou. 2017. "Study on the Specific Problems of Women Traders in the Abidjan-Lagos Corridor." Study conducted by the Laboratoire d'Analyse Régionale et d'Expertise Sociale for the Borderless Alliance. Borderless Alliance, Accra, Ghana.

improved and more efficiently implemented trade facilitation measures, (ii) more efficient movement of goods along selected corridors, and (iii) reduced barriers for small-scale traders and emphasis on improving conditions for women traders. As part of this, the TFWA is providing support to the NTFCs to improve their functioning and ability to support trade facilitation measures. NTFCs have the potential to play a critical role in promotion of gender equality, yet, they lack awareness on gender mainstreaming. This assignment thus aims to assess and strengthen the gender capacity of NTFCs toward mainstreaming gender into trade related processes and policies to ensure that trade facilitation contributes to inclusive growth.

To conduct this capacity-building needs assessment, a multi-tier capacity assessment was implemented, consisting of qualitative and quantitative analysis. The first pillar was an assessment of institutional needs of NTFCs to inform the design of future organizational level capacity-building initiatives to mainstream gender. Additionally, a rapid assessment was conducted of the level of gender awareness of NTFC members in each country to inform the depth of the knowledge gap and of any potential constraints / resistance to future gender mainstreaming efforts.

Figure 2: Multi-Tier Capacity Assessment Approach



Key informant interviews were conducted with a sample representing at least 30 percent of NTFC members in each country. Key members were selected in coordination with the NTFC leadership and the World Bank Group team. The objective of these interviews was to capture the internal perspective on what the NTFC is currently doing and what members consider important to identify entry-points for gender mainstreaming and gender-specific activities of relevance to NTFCs. The diagnostic focused on assessing the NTFCs' "gender fitness", i.e., how ready they

are to incorporate gender into current and future operations and policies. The assessment also focused on the institutional mandate, the membership structure, governance arrangements (e.g., gender representation, decision-making structure, etc.), results framework, policies (especially on monitoring and evaluation) and ongoing activities from a gender perspective. This assessment allowed us to understand the current level of gender capacity and potential areas of improvement toward gender equality in terms of governance, human resources, and tools & processes.

To gain the broader perspective of NTFC membership, we also deployed a short digital survey. This survey was sent to all NTFC members and a minimum of 25 percent response rate was required for completion. The objective of the survey was to assess the current gender capacity of members, including awareness, attitude and skills. The survey covered NTFC members' knowledge of gender and trade issues in their respective country, their attitudes toward gender mainstreaming and perceived capacity-building needs with priority ranking. The survey was also used to map stakeholders and identify current or potential future "local gender mainstreaming champions" within or outside of the NTFC.

Primary data collection was complemented with a desk review and data mining of previously collected data. The team reviewed documents related to the TFWA Program and establishment of the NTFCs to conduct an assessment of the readiness of each participating NTFC to expand gender mainstreaming and/or gender-specific activities through a review of institutional structures and operational frameworks. This included relevant decrees and documents, annual reports, data collection practices, and operation manuals. National policies and programs related to gender and trade (for example, trade policies, transport policies, gender policies, SME policies, etc.) were also reviewed to understand current integration of gender into trade policy and where there might be potential areas of synergy for future integration of gender. Additionally, data mining was done on data collected on small-scale cross-border traders by the World Bank TFWA team for the initial gender assessment conducted in 2019.

There are a few limitations to the study that must be considered when interpreting results. First, the interviews have been done with a sample of NTFC members and might not reflect the perspective of every member. In each country, the digital survey was completed by a minimum of 25 percent of members and KIs were done with another portion of members. In some countries, this threshold was significantly exceeded, and the majority of members participated. However, in other countries the response was more limited. All members were encouraged to participate in the digital survey and responses reflect those that chose to do so. Therefore, there may be a self-selection bias toward those that consider gender an important topic. A complete list of participating stakeholders is included in Annex 2.

Table 4: Summary of Responses

	Benin	Burkina Faso	Côte d'Ivoire	Ghana	Mali	Niger	Nigeria	Senegal	Togo
Number of NTFC Members	7	34	22	34	19	20	43	42	28
Number of Key Informant Interviews	6	8	8	8	8	6	10	7	8
Number of Digital Surveys	4*	14*	11	9	13	6	14	14	9

* Note: due to reluctance to participate in the full digital survey in Benin and Burkina Faso, the team instead administered three key questions to respondents over the phone. There is thus limited data available for analysis in these countries and the resulting charts and figures are different and more limited than those in the other countries.

KEY CONCEPTS USED IN THIS REPORT

Gender: The social, behavioral, and cultural attributes, expectations and norms associated with being a woman or a man.

Gender equality: Gender equality refers to how these aspects determine how women and men interact with each other and the resulting differences in power between them.




Gender analysis: The systematic gathering and examination of information on gender differences and social relations in order to identify, understand, and redress inequities based on gender.




Gender mainstreaming: the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels. It is a strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.

2. CROSS-CUTTING FINDINGS OF THE NTFC CAPACITY ASSESSMENTS

Table 5: Key Findings

	Gender Policy & Awareness	Level of Gender Institutionalization	Priority Capacity Building Needs
Benin 	<p>Gender Policy: National Policy for Women Promotion (2009) focuses on women's empowerment, but no specific trade issues are mentioned</p> <p>Trade Policy: National Trade Development Policy (2018) is gender blind</p>	<p>Gender-focused members: None</p> <p>Integration of gender into operational documents: No – Benin's NTFC is still being formalized. There is a draft Arrêté that does not consider gender</p> <p>Gender discussed in meetings: No</p> <p>Any steps toward gender integration: None</p>	<p>Top 3 priority resources needed: toolkits on gender, training on gender, additional human resources</p> <p>Top 3 priority areas of training: gender analysis for strategic planning, gender-sensitive communication, gender-responsive M&E</p>
Burkina Faso 	<p>Gender Policy: National gender policy (2009) does not deal with trade-related aspects</p> <p>Trade Policy: Ministry of Trade reportedly has adopted a gender strategy</p>	<p>Gender-focused members: None</p> <p>Integration of gender into operational documents: No</p> <p>Gender discussed in meetings: No</p> <p>Any steps toward gender integration:</p> <ul style="list-style-type: none"> Technical committee set up to discuss gender integration 	<p>Top 3 priority resources needed: Training on gender, allocated funds, designated gender champion</p> <p>Top 3 priority areas of training: gender analysis for strategic planning, gender-sensitive communications, collection & analysis of sex disaggregated data</p>
Côte d'Ivoire 	<p>Gender Policy: National Policy for Equalities of Chances, Equity and Gender (2009) focuses on social protection, rather than economic and trade-related empowerment.</p> <p>Trade Policy: National Export Strategy focuses on improving business environment for exports. No gender considerations in trade policy.</p>	<p>Gender-focused members: No</p> <p>Integration of gender into operational documents: No</p> <p>Gender discussed in meetings: Meetings held with women traders' associations</p> <p>Any steps toward gender integration:</p> <ul style="list-style-type: none"> Creation of gender and trade working group 	<p>Top 3 priority resources needed: training on gender, toolkits on gender, allocated funds</p> <p>Top 3 priority areas of training: gender analysis for strategic planning, inclusion of gender into operational documents, gender-sensitive communications</p>

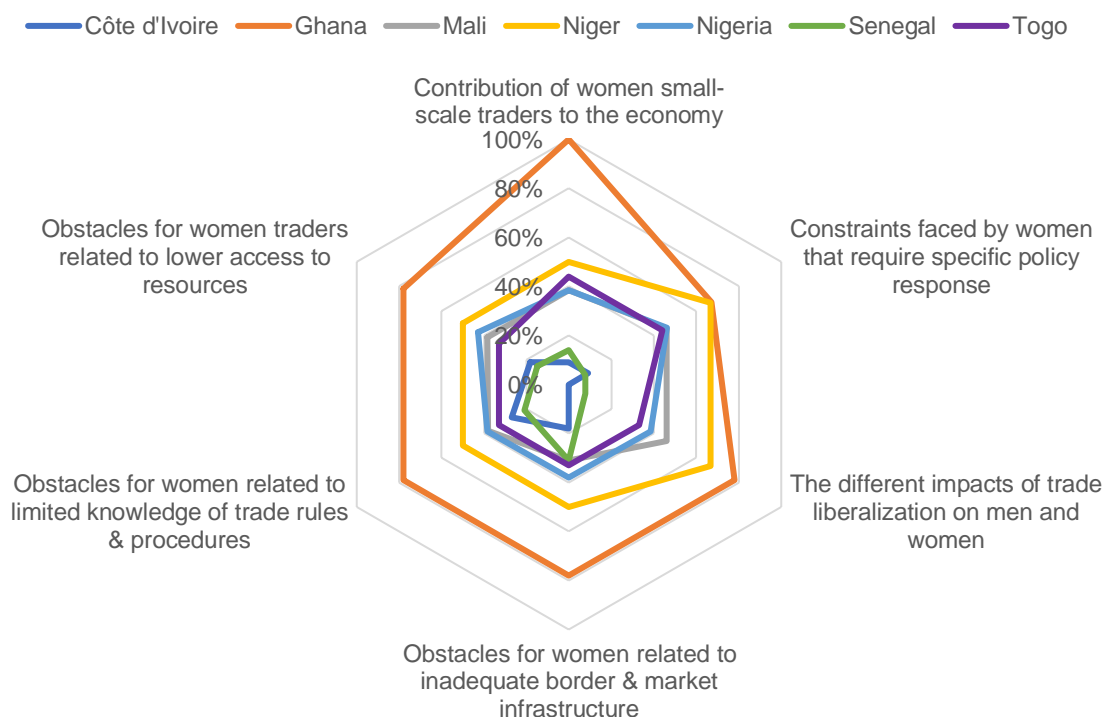
<p>Ghana</p> 	<p>Gender Policy: National Gender Policy (2015) discusses the role of women in Trade & Industry, but lacks clear plans for implementation</p> <p>Trade Policy: TF Road Map for Ghana 2018 - 2022 is gender blind</p>	<p>Gender-focused members: None</p> <p>Integration of gender into operational documents: No – NTFC guided by TORs and RoadMap, neither of which consider gender</p> <p>Gender discussed in meetings: No – only exception was when the World Bank presented to the committee</p> <p>Any steps toward gender integration: None</p>	<p>Top 3 priority resources needed: training on gender, designated gender champion, technical working group</p> <p>Top 3 priority areas of training: gender-sensitive policymaking, inclusion of gender into operational documents, gender-responsive M&E</p>
<p>Mali</p> 	<p>Gender Policy: National Women's Empowerment Plan has no trade dimension</p> <p>Trade Policy: National Trade Development Policy is gender blind</p>	<p>Gender-focused members: None</p> <p>Integration of gender into operational documents: No – NTFC set up in 2019, Arrêté does not include gender</p> <p>Gender discussed in meetings: No</p> <p>Any steps toward gender integration: None</p>	<p>Top 3 priority resources needed: Training on gender, designated gender champion, toolkits on gender</p> <p>Top 3 priority areas of training: gender analysis for strategic planning, gender responsive M&E, collection & analysis of sex-disaggregated data</p>
<p>Niger</p> 	<p>Gender Policy: National Gender Policy (2017) does not cover trade, but does establish gender cells in relevant line ministries, including Ministry of Commerce</p> <p>Trade Policy: Niger Trade Policy is gender blind</p>	<p>Gender-focused members: None</p> <p>Integration of gender into operational documents: No – Arrêté does not include gender</p> <p>Gender discussed in meetings: No</p> <p>Any steps toward gender integration:</p> <ul style="list-style-type: none"> Designated a female Assistant to Permanent Secretary NTFC reports that it intends to modify the Arrêté to include gender and designate a female head of the committee 	<p>Top 3 priority resources needed: Training on gender, allocated funds, additional human resources</p> <p>Top 3 priority areas of training: collection & analysis of sex-disaggregate data, gender analysis for strategic planning, gender responsive M&E, gender sensitive communications</p>

<p>Nigeria</p> 	<p>Gender Policy: National Gender Policy (2008) ended in 2013 had limited results and no new policy has replaced it</p> <p>Trade Policy: National Trade Policy is gender blind</p>	<p>Gender-focused members:</p> <ul style="list-style-type: none"> Federal Ministry of Women affairs and Social Development Organization of Women in Trade Nigeria (OWIT) National Business Women Forum <p>Integration of gender into operational documents: No</p> <p>Gender discussed in meetings: No – with the exception of the World Bank scoping mission in 2019</p> <p>Any steps toward gender integration:</p> <ul style="list-style-type: none"> The NTFC is currently developing a new Roadmap and plans to include gender considerations 	<p>Top 3 priority resources needed: training on gender, data/evidence on gender, designated gender champion</p> <p>Top 3 priority areas of training: gender analysis for strategic planning, collection and analysis of sex disaggregated data, gender sensitive policymaking</p>
<p>Senegal</p> 	<p>Gender Policy: Stratégie Nationale d'Autonomisation Economique des Femmes (SNAEF) focus on economic autonomy, but does not explicitly cover trade issues</p> <p>Trade Policy: 2018 Sector Policy Note of the Ministry of Trade and SMEs reportedly include gender aspects. No results have yet been observed</p>	<p>Gender-focused members: two associations focused on women</p> <p>Integration of gender into operational documents: No</p> <p>Gender discussed in meetings: Yes – discussions have begun supported by TFWA Program</p> <p>Any steps toward gender integration:</p> <ul style="list-style-type: none"> Addition of women associations 	<p>Top 3 priority resources needed: training on gender, dedicated technical working group, toolkits on gender</p> <p>Top 3 priority areas of training: gender sensitive policymaking, gender analysis for strategic planning, inclusion of gender into operational documents</p>
<p>Togo</p> 	<p>Gender Policy: National Gender Equity and Equality Policy (PNEEG) provides activities to support women trader and other income-generating activities for women</p> <p>Trade Policy: Trade policy is gender blind</p>	<p>Gender-focused members: No</p> <p>Integration of gender into operational documents: No</p> <p>Gender discussed in meetings: No</p> <p>Any steps toward gender integration:</p> <ul style="list-style-type: none"> NTFC recently appointed a female Vice-Chair 	<p>Top 3 priority resources needed: training on gender, additional human resources, toolkits on gender</p> <p>Top 3 priority areas of training: Gender responsive monitoring and evaluation, gender sensitive policymaking, gender analysis for strategic planning</p>

2.1 Low Level of Gender Awareness

The level of gender awareness is low. In those countries where NTFC members were aware of the importance of women as small-scale border traders, they still lacked a nuanced understanding of broader gender issues. In key informant interviews, the majority of members across countries reported that they were aware that women make up a high proportion of small traders in their countries. The majority of members were also aware that women face different challenges than men. Yet, beyond this, knowledge was more limited. Based on the digital survey results, NTFC members rated their own awareness highest when it came to obstacles for women related to limited knowledge of trade rules and procedures and obstacles for women related to inadequate border and market infrastructure. Few members were able to explain specific policy responses to these issues or how trade policy impacts men and women differently.

Figure 3: NTFC Members' Self-Assessment of Level of Awareness of the Trade-Gender Nexus

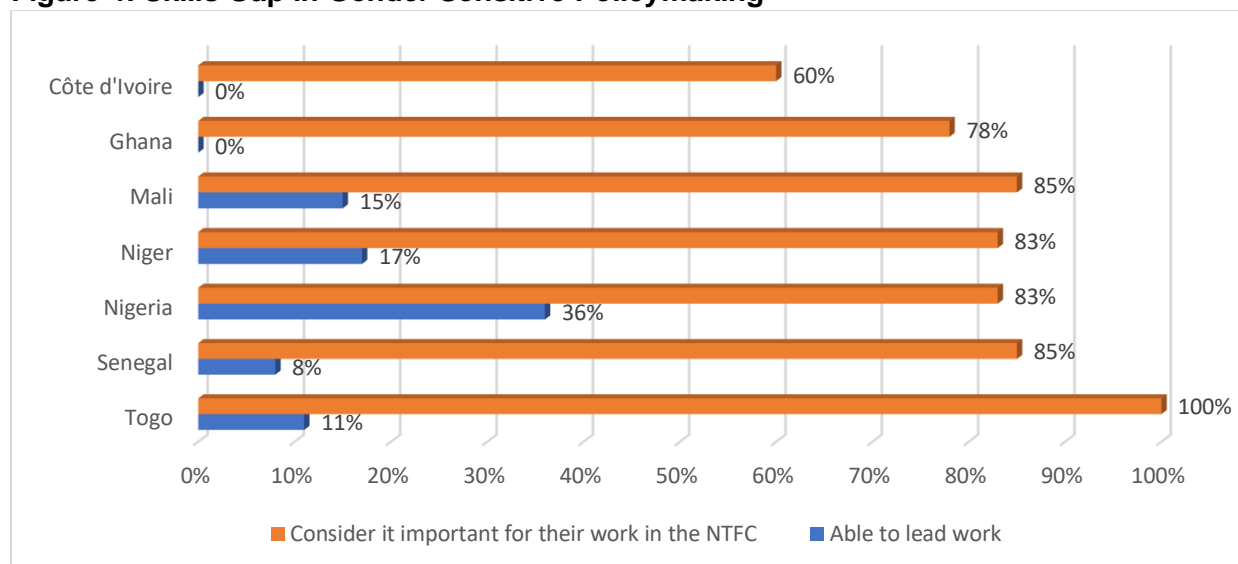


Note: Axis represents proportion of members that reported having good awareness on each dimension

Trade policies across the countries are gender blind and NTFC members lack awareness of how gender should or could be incorporated based on their existing policies. NTFC members tended to report that their policies did not discriminate against men or women and there was limited

understanding of how these gender-blind policies might still have gender differential impacts. Members indicated that gender sensitive policymaking is important for their work, but the vast majority did not feel confident to lead work on it. Interventions should thus focus on building the capacity of NTFCs to recognize, formulate and implement gender-sensitive policies.

Figure 4: Skills Gap in Gender Sensitive Policymaking



2.2 Need for Operational Guidance

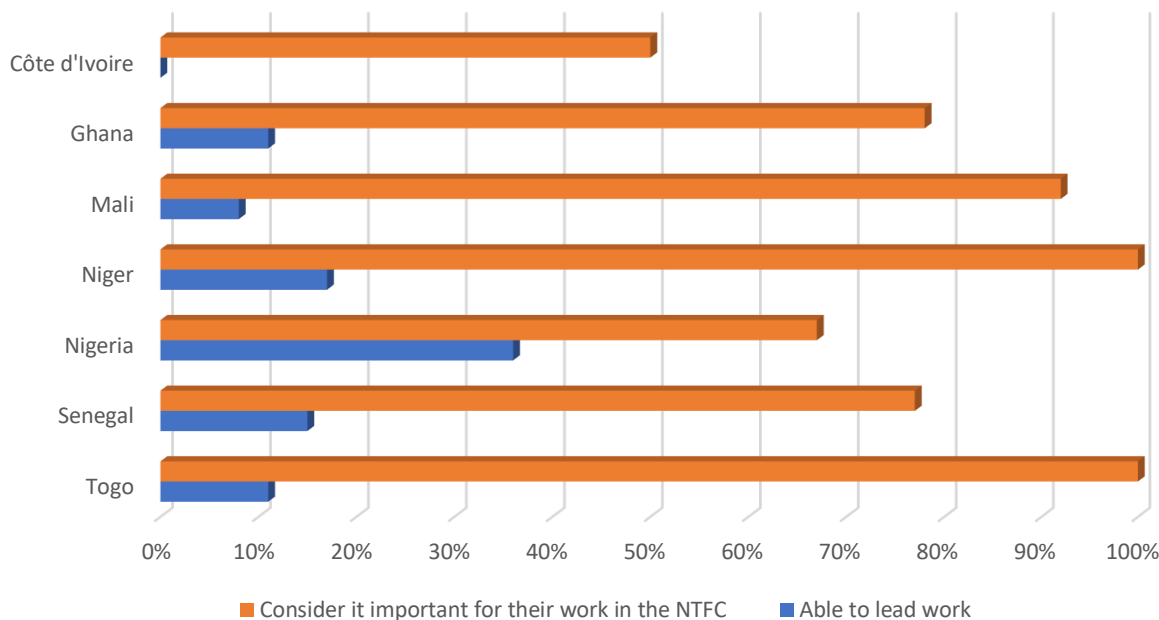
The analysis suggests that any gender mainstreaming initiative for NTFCs will require significant operational guidance. The NTFCs across the region are generally still at an infancy stage and constrained by a lack of adequate operational platform and financial resources. The legal statutes and decrees establishing the various NTFCs do not refer to gender and NTFC members. Public and private sector stakeholders representing the interest of women, including the respective Ministries of Gender Affairs, are members of the NTFC only in Nigeria. Yet, in concert with the TFWA Program, there has been an effort to include these Ministries by inviting them to attend meetings in several countries. Only in Togo has the NTFC specifically appointed a woman to a leadership position. While NTFCs have expressed interest in inclusion of gender into their operations and structure, they do not know how to go about doing this.

Figure 5: Steps Taken by NTFC Toward Gender Inclusion

	Benin	Burkina Faso	Côte d'Ivoire	Ghana	Mali	Niger	Nigeria	Senegal	Togo
Held initial discussions on gender		●	●			●	●	●	
Invited Gender Ministry to attend meetings	●	●	●	●		●			
Added gender focused members (for example, Gender Ministries, Women's Trade Associations, etc.)							●		
Appointment of women to positions of leadership		●	●						●

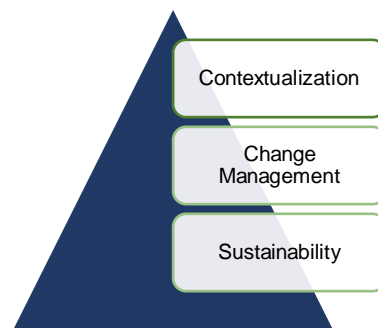
Gender-sensitive monitoring and evaluation (M&E) must be centered in a proper M&E framework. Monitoring and evaluation were consistently brought up as a constraint for the NTFCs. No country has a proper M&E framework. For those NTFCs that do some form of monitoring (Ghana and Niger), it takes the form of preparing and presenting progress updates to the committee. This is not done on a regular basis, nor does it appear to be used for evaluating and making changes to programs. No NTFC has access to sex disaggregated data nor do they have the capability to collect such data. Those that do monitoring rely on data from member organizations (Customs). Capacity building related to gender sensitive M&E will thus need to start from the baseline low level of current monitoring. Toolkits on M&E, in addition to training workshops, can be very helpful in supporting NTFC to conduct these preliminary M&E activities.

Figure 6: Skills Gap in Gender Responsive M&E



2.3 Need for Institutional Focus for Capacity Building

Findings indicate that capacity building initiatives for NTFCs need to take an institutional approach. A key challenge to building capacity within the NTFCs will be membership turnover. NTFC members reported that the members do not consistently attend meetings. Members are typically chosen by the Director of the Ministry, etc. based on technical knowledge. However, this representative could change from year to year. Additionally, NTFC members in all countries reported that often a representative from the organization is sent to attend meetings, rather than the appointed member him/herself. Thus, any capacity building initiatives need to take an institutional approach that considers not individual members, but is structured in such a way that knowledge transfer can occur and be sustainable as new members are appointed, new representatives attend meetings, etc. Capacity building initiatives for the TFWA NTFCs should thus be based on the principles of Contextualization, Change Management, and Sustainability:



Contextualization: While the NTFCs in the 9 West African countries share many characteristics, they are also different entities operating in different environments, under different constraints and managed in different ways. They thus present different circumstances and have different needs. Capacity building initiatives need to be designed in such a way that considers these differing contexts.

Change Management: Change management is a structured approach to prepare, support, and help individuals, teams and organizations in making organizational change. Organizational change processes are important as organizational structures, processes and cultures can support or hinder implementation of a mainstreaming strategy.

Sustainability: An initiative is sustainable when its benefits are maintained and scaled up beyond the end of the intervention. It is crucial to consider whether the choices being made are conducive to effective and lasting change.

2.4 Special Role of Gender Ministry

The NTFCs in the region have generally not taken active steps to ensure the inclusion of gender diverse perspectives. Evidence suggests that, both in the private and public sectors, increasing gender diversity improve outcomes. For example, a recent study of 1,069 leading firms across 35 countries and 24 industries found that more gender diverse companies are more productive in terms of market value and revenue in contexts where there is a widespread cultural belief that gender diversity is important.² In the public sector, analysis suggests that female participation in public administration is positively correlated with economic development, gender equality in society and gender equality in work.³

² Zhang, Letian. "An Institutional Approach to Gender Diversity and Firm Performance." *Organization Science* vol. 31, no. 2 (March–April 2020): 439–457.

³ McKinsey & Company and United Nations Development Programme (UNDP). "Gender Diversity in the State: A Development Accelerator?" (2017).

Across countries, the NTFC members emphasized the importance of involving the Gender Ministry. In key informant interviews, there was also interest from the Gender Ministries themselves in joining the NTFC where they are not currently members. Yet, these organizations typically focus on social protection and lack technical knowledge on gender as it relates to trade. These organizations currently have limited skills and resources to fulfil the role of gender champion and therefore a specific capacity building program would be necessary. Yet, bringing these organizations on board presents an important opportunity to bring new perspectives to the Committee and foster cross-agency cooperation. Additionally, Gender Ministries bring critical experience in collecting sex-disaggregated data and other data related to gender indicators. Their voices and experience will thus be advantageous in building M&E within the NTFC.

2.5 Need for Gender Champions

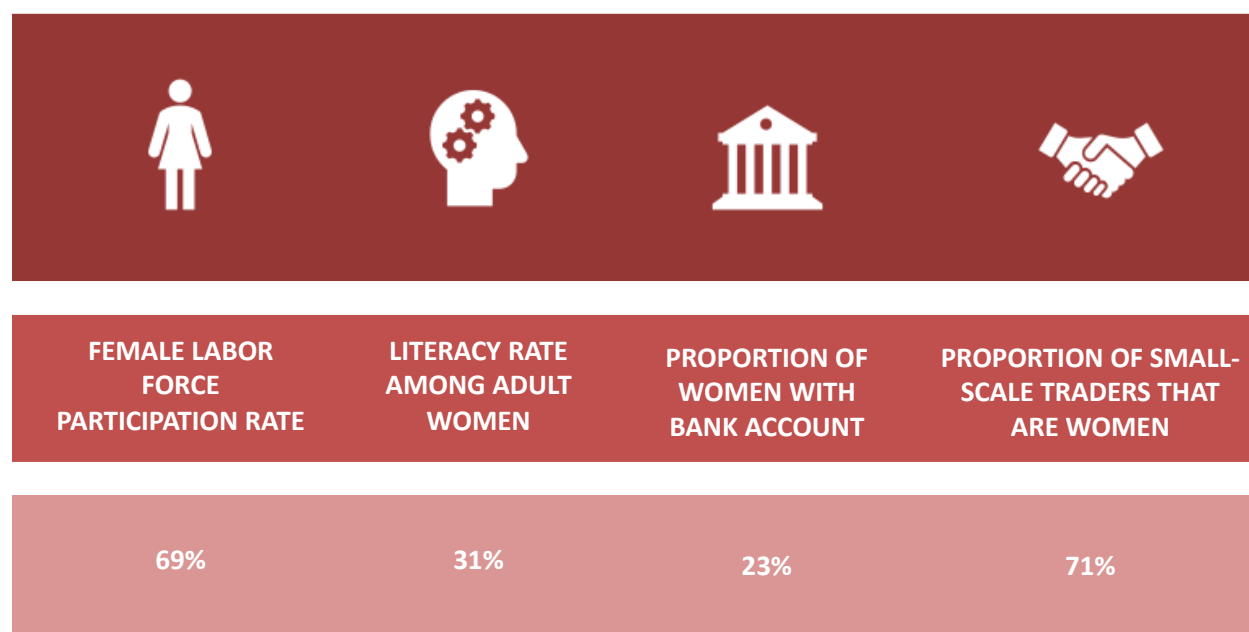


Across all the NTFCs, it will be critical to appoint a member that is able to drive the gender agenda. To preserve institutional knowledge, it is recommended to designate an institution as gender champion and implement a training of trainers approach to ensure that knowledge transfer takes place and there is a sufficient number of staff with the knowledge and ability to take responsibility for gender champion activities. The main role of the gender champion will be to act as “catalyst” to assist the process of gender mainstreaming that can aid colleagues and leadership to identify strategies and work methods that will enable and build further capacity to integrate gender concerns into their own areas of work. The gender champion will also be responsible for advocacy of gender issues. The nature of the NTFCs lends itself to being driven by different agendas based on what is seen as important to the members at the time. The TFWA Program is currently focusing the attention on gender, however, to ensure continuity and sustainability it is critical that the NTFC itself takes on this role itself and appoints gender champions. These gender champions could be the Gender Ministry or other relevant agency or association with programs targeting women in trade.

Given the low level of awareness among all members, a special capacity building program should be implemented for these gender champions. From the NTFC’s perspective, it is critical to ensure that adequate time, conditions and financial resources are allocated so that the gender champion can perform the tasks required. Capacity building should also include toolkits with practical information the gender champion can use to advocate for gender issues in carrying out their work.

3. CAPACITY ASSESSMENT FINDINGS BY COUNTRY

3.1 Benin



Data Sources: Word Bank World Development Indicators, World Bank Global Findex, Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program

3.1.1 Gender & Trade Policy Context in Benin

Available data for Benin suggests that gender disparities persist limiting the ability of women to participate in economic activity. Women's income and income earning opportunities are limited by their lack of access to land, technology, and credit. While 73 percent of men participate in the labor force, 69 percent of women do so and while 54 percent of adult men are literate, only 31 percent of adult women are.⁴ The proportion of women with an account at a formal financial institution is 23 percent, compared to 41 percent of men.⁵ Yet, women are very active in the trade sector. The

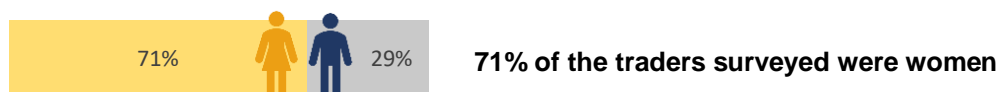
⁴ World Bank World Development Indicators

⁵ World Bank Global Findex

Cotonou-Niamey Corridor in Benin had the highest proportion of female small-scale border traders in the TFWA's Regional Field Survey with 71 percent of trader surveyed being women.⁶

The gender policy in Benin is operated under the framework of the National Policy for Women Promotion (2009). Benin has made significant progress in setting up an institutional and legal framework aimed at closing gender gaps. This is particularly the case with the National Policy for Women (2001), and the National Policy for Gender Promotion (2009). This framework focuses on women's rights and access to justice, women's empowerment and livelihoods, accountable governance structures, women's leadership and participation, women's economic justice, and gender roles and relations. This policy does not address gender as it relates to trade.

Figure 7: Profile of Women Traders in Benin along the Cotonou-Niamey Corridor



Profile of women traders in Benin:		Comparison to male traders
Percent that have completed primary school or no schooling	90%	71%
Top products traded	1. Raw vegetables: tomato, potatoes, onions etc. (61%) 2. Fish (18%) 3. Grains (9%)	1. Raw vegetables (48%) 2. Grains (33%)
Average distance travelled from where goods are purchased (mean)	645 km	449 km
Main means of transport	1. Car/bus (36%) 2. Truck (33%)	1. Truck (79%) 2. Car/bus (12%)
Percentage that own their means of transport	4%	12%
Average income on each market day	USD 95.33	USD 211.41

⁶ Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program

Top 3 infrastructure needs at the border/market	<ol style="list-style-type: none"> 1. New market stalls (64%) 2. Road paving or rehabilitation (51%) 3. Storage & warehouse facilities (44%) 	<ol style="list-style-type: none"> 1. New market stalls (60%) 2. Storage & warehouse facilities (50%)
Percent that find clearance procedures at the border complex or very complex	19%	36%
Percent that report that they typically do not receive receipt for payments made at the border	83%	60%
Percent aware of existing regional provisions such as ECOWAS Common External Tariff (CET) and Tariff Liberalization Scheme (ETLS)	1%	7%
Awareness of trade rules, regulations and procedures	No awareness (98%) Limited awareness (2%)	No awareness (86%) Limited awareness (12%) Average or good awareness (2%)
Membership in associations of traders	42%	57%
Top 3 needs to improve trading conditions at the border	<ol style="list-style-type: none"> 1. Simplified procedure & processes (49%) 2. Access to finance (21%) 3. Improved safety (9%) 	<ol style="list-style-type: none"> 1. Simplified procedure & processes (64%) 2. Functional border (12%) 3. Access to finance (7%)

Data Source: Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program

Benin adopted the National Trade Development Policy in 2018. In Benin, the Ministry of Industry and Trade is the main authority responsible for all aspects concerning the formulation and implementation of trade policy, including WTO-related matters, and all trade agreements. The overall objective of the NTDP is to increase the contribution of trade to sustainable economic growth and poverty reduction. This general objective is split into two specific objectives as follows: 1) Strengthen the productive and commercial capacities of enterprises; and 2) Promote an environment favorable to the development of trade. Efforts are being made to create a favorable investment climate, to increase local value added and to raise the competitiveness of products so as to facilitate their access to international markets. The Investment and Export Promotion Agency has been created to contribute

in particular to increasing the level of exports and private national and foreign investment, and to the competitiveness of businesses. Regional economic integration within UEMOA and ECOWAS is also a key aspect of Benin's trade policy. ECOWAS common external tariff (CET) is applied since 1 January 2015.

Current trade policies, programs and initiatives do not specifically target gender issues. The main trade policy instruments and trade facilitation provisions include customs clearance, airport services, port services transit trade, preferential rules of origin, technical barriers, sanitary and phytosanitary measures, export support and promotion, financial incentives in the framework of Investment Code. However, there are some initiatives that are aimed at improving the processes for small-scale traders, a large proportion of which are women. That is the case of the Investment and Export Promotion Agency Initiative aimed at formalizing small-scale firms. It is also the case of the National Chamber of Commerce and Industry program for training young entrepreneurs who are mostly women.

3.1.2 Current NTFC Structure & Membership in Benin

The National Trade Facilitation Committee (NTFC) is still being formalized and has no gender component. On 26 July 2017, Benin ratified the WTO Trade Facilitation Agreement (TFA). The NTFC mission is to coordinate and supervise the implementation of measures toward trade facilitation in accordance with WTO TFA. The coordinating agency is The Ministry of Industry and Trade which has prepared a draft Arrêté to formalize the NTFC. The implementation of the National Trade Facilitation Committee in Benin is still in progress and the "Arrêté" (i.e., Decree) setting up the Committee has not yet passed. No document could be found to confirm the actual number of NTFC members, which was indicated to be 7 (instead of about 30 in the draft Arrêté). NTFC members indicated an overall lack of formalization and weak technical capabilities.

Current membership in the NTFC does not include representatives focused on advocacy of gender issues. Members mentioned that there is no gender consideration to designate the representatives of the various institutions joining the NTFC. The choice is generally based on their technical skills and work experience. Members also reported that men and women participate equally, and everyone is encouraged to participate. Decisions are taken by consensus and no member is reported to dominate. However technical considerations are important to support deliberations and decisions. Similarly, there is no gender dimension in the draft Arrêté, nor are there gender-related initiatives within the NTFC. However, the members interviewed expressed the desire to include gender issues into future programs and activities.

The informal working structure of the committee is chaired by the Ministry of Industry and Trade. A permanent technical secretariat is expected to be established under the Ministry of Industry and Trade (General Direction of Trade). The Ministry of Social Affairs and Microfinance is not a member of the NTFC; however, members mentioned that representatives of the Ministry of Social Affairs and Microfinance have attended some meetings in collaboration with the World Bank.

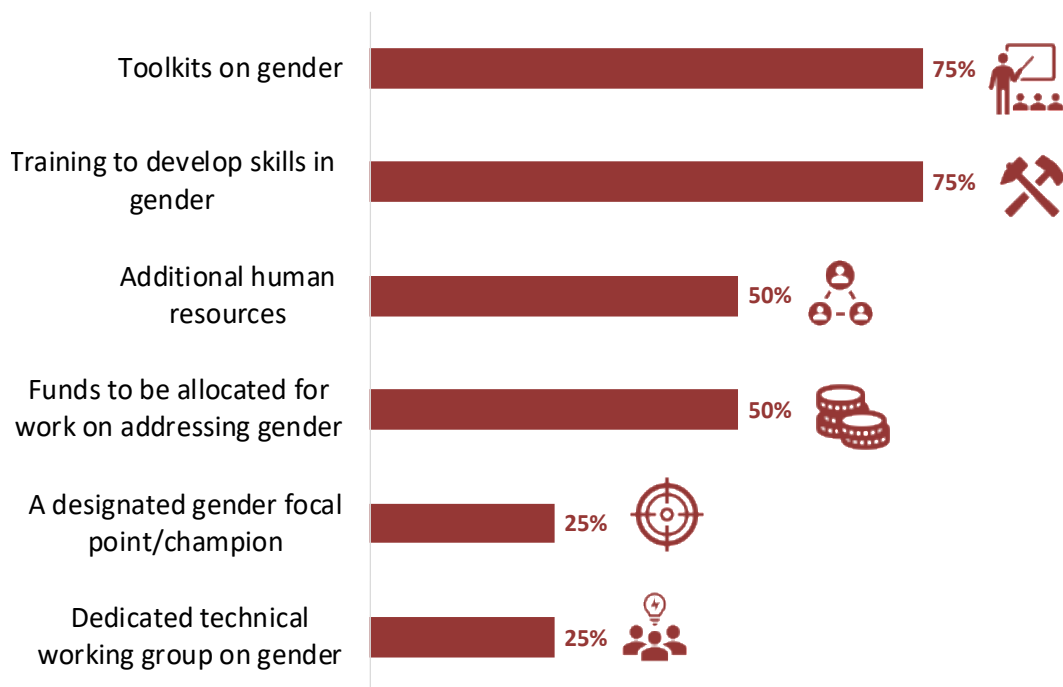
As the NTFC has no strategic program implemented, there is no monitoring and evaluation (M&E) process. However, members acknowledge the importance of M&E for the future. Likewise, there is no trade data disaggregated by gender. Some networking with the National Institute for Statistics will be necessary to fill the gap.

3.1.3 NTFC Gender Capacity Building Needs in Benin

Members of the NTFC understand the importance of gender as a useful concept in the country's context, where women make up a large proportion of traders in general and cross-border traders in particular. Despite that, members don't have a good understanding of how to approach gender issues within the NTFC and integrate them in their work. They reported that trade policy does not directly discriminate against men or women, but there is no convergence across membership in their awareness of differential impacts of trade policies and trade infrastructures on men and women. NTFC members expressed great interest of capacity building on these issues. Until now, the Committee has worked on an informal basis and benefited of some capacity building seminars with the Support of UNCTAD.

Three types of resources are cited for improving the integration of gender into the NTFC work: human, material and financial.

Figure 8: Resources needed to improve integration of gender

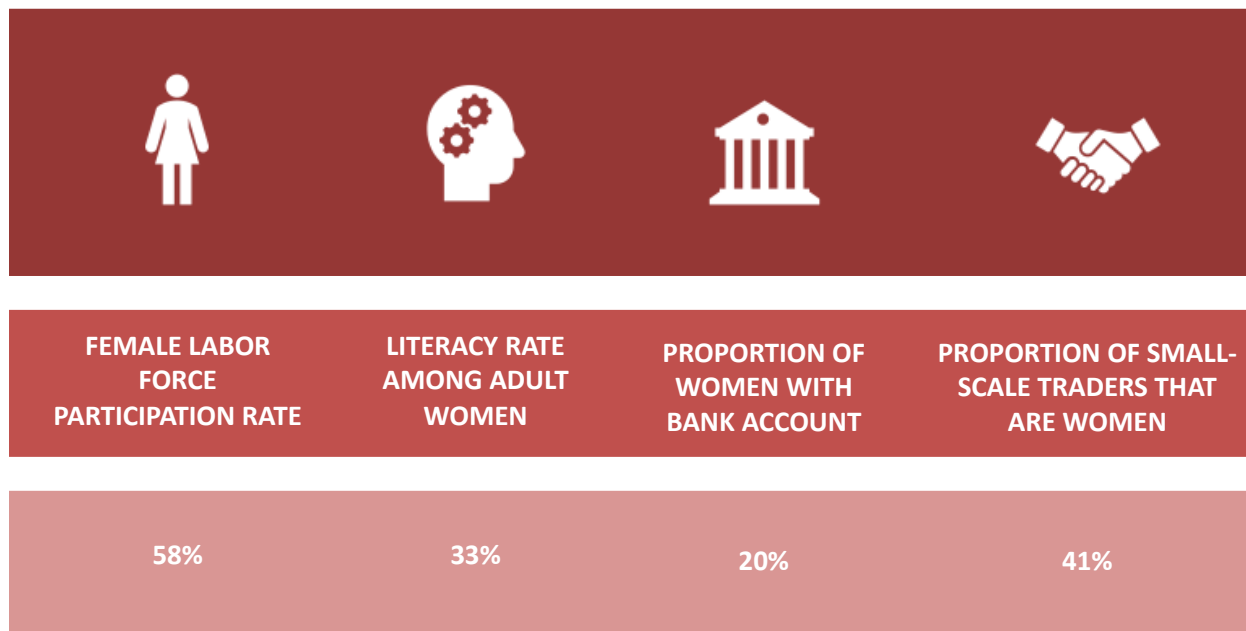


Regarding gender champions, members of the NTFC most frequently mentioned that the **Ministry of Social Affairs and Microfinance**, while not currently a member, would be the best organization to play that role.

Regarding capacity building and training, the NTFC members mentioned the following:

- Small group interactions (6 respondents of 6)
- Training for trainers (4 respondents of 6)
- Case studies with best practices from other countries (2 respondents of 6)
- Classroom lectures (2 respondents of 6)
- Online courses (1 respondent of 6)

3.2 Burkina Faso



Data Sources: World Bank World Development Indicators, World Bank Global Findex, Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program

3.2.1 Gender & Trade Policy Context in Burkina Faso

Social norms and informal laws in Burkina Faso limit the ability of women to fully participate in trade-related activities. Only 58 percent of adult women participate in the labor force, compared to 75 percent of adult men.⁷ Similarly, while only 33 percent of adult women are literate, 50 percent of adult men are literate.⁸ While women tend to be active in trading, men benefit more from trade-related opportunities than women due to the products they trade. Of small-scale traders surveyed along the Abidjan-Ouagadougou, Ouagadougou -Tema and Lomé- Ouagadougou corridors, 41 percent were women. These female traders tended to trade in small items; followed by grain, which was most common among men and women, women derived their income mainly from raw vegetables and clothing, while men did so from livestock.

⁷ World Bank World Development Indicators

⁸ ibid

Burkina Faso has taken significant steps toward enshrining gender into its policies but has not yet established policies that consider trade as it relates to gender. Burkina Faso has ratified all regional and international conventions on gender equality, adopted a national gender policy (2009), established the Ministry of Women, National Solidarity and Family⁹ and developed action plans and gender programs. This national gender policy has generally aimed to promote participatory and equitable development of men and women, ensuring equal and equitable access and control over resources and decision-making spheres, while respecting their fundamental rights in order to create “a society free of all forms of gender inequality and inequities, and which provides all its citizens with the essential security for their social, cultural, political and economic development”.¹⁰ In 2015, the Ministry of Women adopted the national strategy for the promotion of female entrepreneurship (2016 – 2024) to respond to the challenges and constraints faced by women entrepreneurs in terms of lack of guarantees for access to credit, lack of access to land, poor access to means of production, lack of access to information related to business procedures and market opportunities. Yet, the Ministry of Women reports limited human and financial resources to implement policy.¹¹ Gender policies in Burkina Faso do not explicitly deal with trade-related aspects.

The Ministry of Trade has adopted a gender strategy and a gender cell. In the area of trade, there are no policies targeting women in particular, however, the gender dimension is taken into account with the presence of a gender cell within the ministry. Some of the activities carried out, in particular within the framework of the Enhanced Integrated Framework, involve activities that are carried out mainly by women (in the case of shea butter and sesame).¹² These activities have an impact on women with the emergence of national champions such as the Velegda Group which excels in the field of sesame export. According to the World Bank, at the level of Customs, there is a simplified declaration for small-scale, cross-border traders, that allows them to clear consignments without assistance from clearing agents.¹³

⁹ Formerly: Ministry for the Promotion of Women and Gender Issues

¹⁰ Document de La Politique National Genre du Burkina Faso accessed <http://extwprlegs1.fao.org/docs/pdf/bkf146346.pdf>.

¹¹ World Bank TFWA Program Regional Gender Assessment Report. Draft Report.

¹² For the shea butter value chain donors include the World Bank, the Danish International Development Agency (DANIDA), Denmark, Luxembourg Cooperation, etc. For the case of Sesame, Germany, through its Agriculture Development Program (PDA / GIZ), financed the project to strengthen the productive and commercial capacities of the sesame sector in partnership with the National Implementation Unit. The World Bank, through its Agro-Sylvo-Pastoral Sector Support Program (PAFASP), also supports the Sesame sector.

¹³ World Bank TFWA Program Regional Gender Assessment Report. Draft Report.

Figure 9: Profile of Women Traders along the Abidjan-Ouagadougou, Ouagadougou -Tema and Lomé- Ouagadougou Corridors in Burkina Faso



Profile of women traders in Burkina Faso:		Comparison to male traders
Percent that have completed primary school or no schooling	84%	72%
Top products traded	1. Grains (28%) 2. Raw vegetables (20%) 3. Clothing (15%)	1. Grains (13%) 2. Livestock (10%)
Average distance travelled from where goods are purchased (mean)	187 km	962 km
Main means of transport	1. Car/bus (30%) 2. Truck (26%)	1. Truck (47%) 2. Car/bus (30%)
Percentage that own their means of transport	2%	15%
Average income on each market day	USD 74	USD 693.61
Top 3 infrastructure needs at the border/market	1. Toilets (66%) 2. New market stalls (57%) 3. Pedestrian Lanes (31%)	1. Toilets (58%) 2. New market stalls (44%)
Percent that find clearance procedures at the border complex or very complex	40%	56%
Percent that report that they typically do not receive receipt for payments made at the border	74%	55%
Percent that are aware of existing regional provisions such as ECOWAS Common External Tariff (CET) and Tariff Liberalization Scheme (ETLS)	5%	9%

Awareness of trade rules, regulations and procedures	No awareness (93%) Limited awareness (4%)	No awareness (89%) Limited awareness (7%)
Membership in associations of traders	22%	26%
Top 3 needs to improve trading conditions at the border	1. Improved safety (29%) 2. Simplified procedure & processes (27%) 3. Access to finance (26%)	1. Simplified procedure & processes (42%) 2. Improved safety (20%)

Data Source: Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program

3.2.2 Current NTFC Structure & Membership in Burkina Faso

There is currently no integration of gender in the operations or structures of the NTFC, but **active steps are being taken to address this**. Burkina Faso's National Trade Facilitation Committee was established following the entry into force of the WTO Trade Facilitation Agreement. Its objective is to ensure national coordination and implementation of trade facilitation provisions contained in the agreement. While the NTFC's structure and documents have not been formally updated to include gender dimensions, the NTFC has been working toward this goal and informally included gender considerations into its work. For example, while the Ministry of Women is not a member, it has been invited to attend meetings and the NTFC is in the process of revising the decree to expand membership. Additionally, the NTFC is in the process of establishing a sub-committee on gender and trade issues. However, as a formal subcommittee also requires a revision of the NTFC degree, the NTFC has for now organized informal gatherings. These informal gatherings have been used to identify women's trader associations to be included in the committee and discuss the modalities of setting up a formal trade and gender subcommittee.

GENDER STRUCTURES WITHIN NTFC MEMBER ORGANIZATIONS

With the adoption of the National Gender Policy in 2009, gender technical cells were set up in all ministries to promote gender equality specially promoting women in all sectors, be it employment, education, etc.

Within the Ministry of Commerce, there is a technical unit of this kind that deals with gender trade issues. The gender technical cell, however, remains somewhat marginalized compared to other structures within the Ministry of Commerce. This cell receives around USD 3,600 for its annual budget, a sum that cannot finance fully its proposed activities.

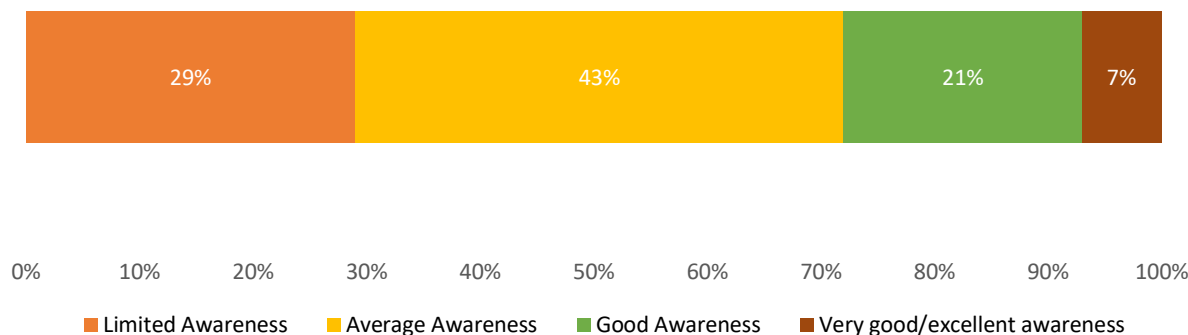
The structural and operational aspects of the committee do not sufficiently integrate gender. All member institutions have gender focal points within so that there is no discrimination in terms of work opportunities. The member institutions are represented by a person from private and related public institutions with different skills. The selection of this representative is mainly based on his or her expertise in trade facilitation, irrespective of the gender.

Regarding monitoring and evaluation, the member institutions of the committee such as Customs monitor the progress of the implementation of the TFA measures. The gender dimension is not yet integrated into the monitoring and evaluation framework. The members do not have the necessary tools for the collection of statistical gender disaggregated data on trade.

3.2.3 NTFC Gender Capacity Building Needs in Burkina Faso

Members typically considered that they had average or limited awareness of the relationship between gender and trade. Although the integration of the gender dimension is taken into account in trade with the presence of a gender cell within the Ministry of Commerce, the importance of the gender dimension is not so far apprehended by policy makers. Members mentioned that there is no discrimination between men and women and did not have an understanding of how women could be impacted by trade policy as a result of socio-cultural differences. In the digital survey, 29 percent of reported limited awareness and 43 percent reported average awareness.

Figure 10: Awareness of Relationship between Gender and Trade



Members need training on gender. Because of their low level of awareness for gender integration to be successful in NTFC, it would first require training to strengthen the NTFC members' knowledge on the concept of gender, on clarifying its concept and its importance for development. Members typically agreed that training sessions should be 2-3 days.

After this training phase, the NTFC would benefit from a diagnostic study to learn about the situation of gender in trade for planning sensitive gender activities. So far, no gender-sensitive diagnostic of gender related to trade in Burkina has been done. Thus, NTFC members reported that they do not understand the issues. They also reported that they do not have the material and financial means to collect sex disaggregated data. In light of these challenges, the members would need gender toolkits (such as diagnostic material and tools) and also funds allocated to do this gender diagnostic study because NTFC does not currently have a budget. Only UEMOA makes a contribution of five million each year to the NTFC.

Figure 11: Optimal length for training session

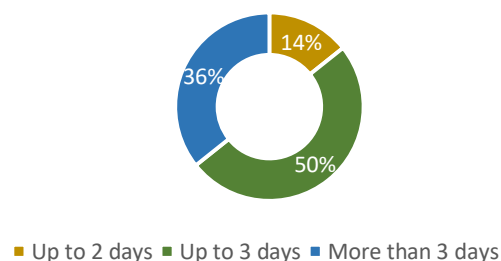
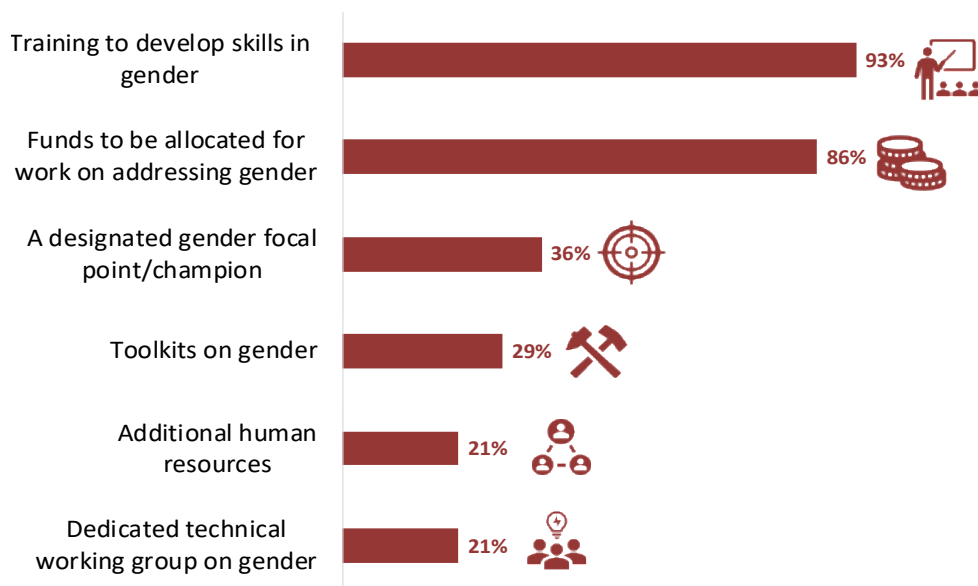


Figure 12: Resources needed to improve integration of gender

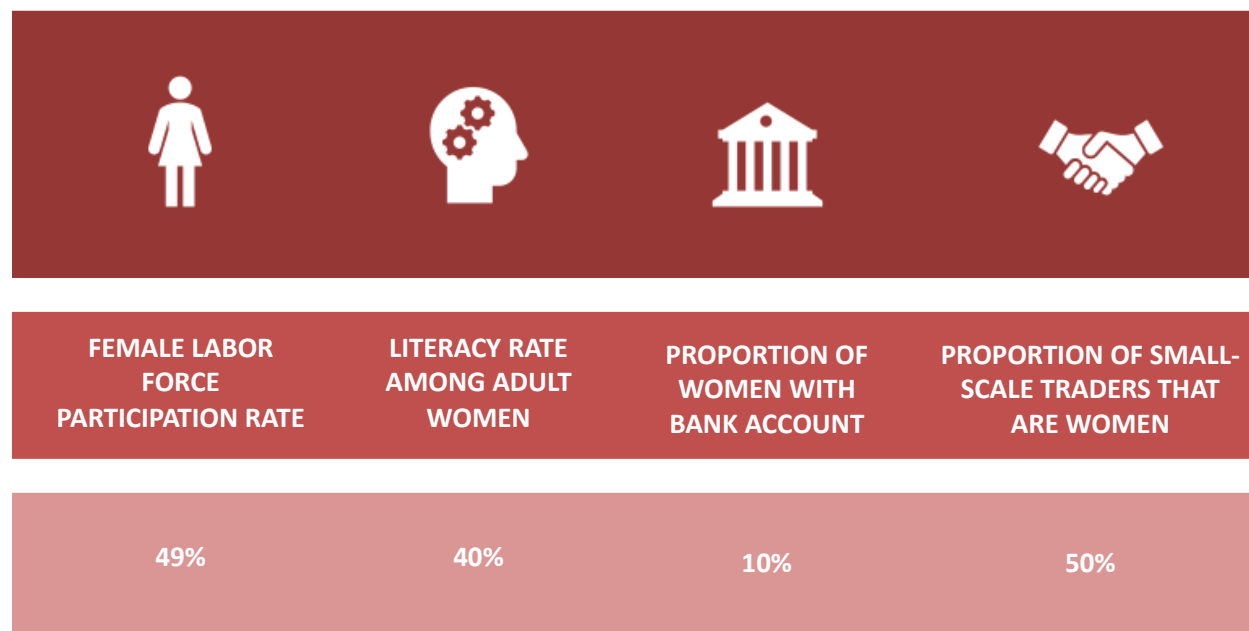


Monitoring and evaluating: Following the above-mentioned diagnostic study, the NTFC will need financial and material support for the implementation and M&E activities.

The Ministry of Trade could be a potential gender champion to led help mainstream gender within the NTFC. A similarly frequently cited institution as a potential gender champion was the Ministry of Women, specifically the Directorate General of Gender Promotion. As mentioned, the NTFC is working to include this Ministry as a member of the committee. The Ministry of Women is trusted by all members who participated in the interviews to be the potential champion for gender issues in supporting the work of the committee. The ministry itself would need capacity building of its staff, such as more training of trainers who could then serve as gender focal point within the NTFC.

A training of trainer approach is recommended to develop gender skills due to the high turnover of focal points. This training will target some members of the committee and staff from the Ministry of Women, and will help strengthen its human resources for gender & trade issues. Members with gender expertise will in turn be able to further train key stakeholders such as women traders on important aspects of trade so that they can exploit the same opportunities as men. This training to non-governmental or private stakeholders can be done in local languages, since French may be a barrier for some of them, so that they become better equipped to understand the concepts involved in trade.

3.3 Côte d'Ivoire



Data Sources: World Bank World Development Indicators, World Bank Global Findex, Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program

3.3.1 Gender & Trade Policy Context in Côte d'Ivoire

In Côte d'Ivoire, despite progress, women remain marginalized. Poverty remains high and women continue to face inequalities at school, in access to health care and in the labor market. Female labor participation rate accounts for 49 percent and involves mostly low-skilled work, self-employment and jobs in the informal sector.¹⁴ Half of the small-scale border traders along the Abidjan-Ouagadougou corridor in Côte d'Ivoire in the World Bank survey were women,¹⁵ yet female traders have lower access to formal financial institutions, partly due to their low level of literacy. Only 10 percent of women in Côte d'Ivoire have an account at a formal financial institution.¹⁶

The National Policy for Equalities of Chances and Gender largely focuses on social protection, rather than economic and trade-related empowerment. The National Policy for Equalities of Chances, Equity and Gender, adopted in 2009, has among its priorities the objective to improve the Government policy framework for mainstreaming the gender approach into all policies, programs,

¹⁴ World Bank World Development Indicators

¹⁵ Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program

¹⁶ World Bank Global Findex

projects and strategic plans, as well as to elaborate the national budget taking into account the gender dimension. There are also donor-sponsored programs focused on building the capacity of women entrepreneurs. For example:

- USAID and Entrepreneurial Solutions Partners are working together to foster job creation and inclusive growth by providing capital and building capacity. They are also promoting SME champions through targeted investments in high-impact value chains.
- Sahel Women Empowerment and Demographic Dividend project (SWEDD), financed by the World Bank, UNFPA, ECOWAS, the Bill & Melinda Gates Foundation, WHO and UN Women.

In addition, the National Development Plan (2016-2021) develops in its Strategic Axes 2 and 3 the priorities for inclusive growth without taking into account the specific needs of women.

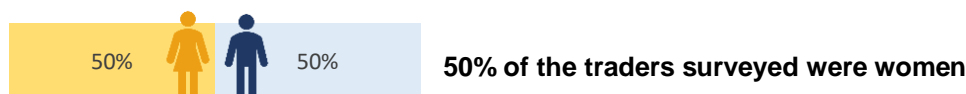
This missed opportunity was highlighted by a 2017 World Bank Group study which identified that reducing gender inequalities could add an additional USD 6 billion to Côte d'Ivoire's economy.¹⁷ The government of Côte d'Ivoire remains constrained in addressing gender inequalities due to:

- ✓ Insufficient mastery of tools for integrating gender issues into policies, plans, development programs and budgets, both at central and decentralized levels. Despite ongoing efforts; the results in terms of institutionalization of gender in the sectoral ministries are insufficient to stimulate a real dynamic and allow an improvement of the sectoral indicators disaggregated by gender.
- ✓ Lack of a Gender Observatory, capable of setting up indicators to identify the degree of gender equality in different areas, identify gender disparities in all areas of the country's life and propose remedies.

Several mechanisms have been set up to improve trade between ECOWAS states but there are no trade programs with gender integration. The overall vision of trade facilitation in Côte d'Ivoire is to facilitate cross-border trade in order to improve economic performance. A National Export Council (CNE) was created by decree in 2014 to mobilize economic and social actors for the implementation of the National Export Strategy defined by the Government with the support of the private sector and to discuss issues related to trade and exports.

¹⁷ *Situation économique en Côte d'Ivoire : et si l'émergence était une femme? (French)*. Washington, D.C.: World Bank Group. <http://documents.worldbank.org/curated/en/374581499668123584/Situation-économique-en-Côte-d-Ivoire-et-si-l-emergence-était-une-femme>

Figure 13: Profile of Women Traders along the Abidjan-Ouagadougou Corridor in Côte d'Ivoire



Profile of women traders in Côte d'Ivoire:		Comparison to male traders
Percent that have completed primary school or no schooling	78%	84%
Top products traded	<ol style="list-style-type: none"> 1. Raw vegetables (31%) 2. Clothing (28%) 3. Grains (13%) 	<ol style="list-style-type: none"> 1. Grains (23%) 2. Processed foods (15%)
Average distance travelled from where goods are purchased (mean)	125 km	429 km
Main means of transport	<ol style="list-style-type: none"> 1. Truck (51%) 2. Car/bus (26%) 	<ol style="list-style-type: none"> 1. Truck (49%) 2. Motorcycle (34%)
Percentage that own their means of transport	10%	37%
Average income on each market day	USD 57.24	USD 124.19
Top 3 infrastructure needs at the border/market	<ol style="list-style-type: none"> 1. New market stalls (75%) 2. Toilets (49%) 3. Storage & warehouse facilities (28%) 	<ol style="list-style-type: none"> 1. Toilets (64%) 2. Storage & warehouse facilities (34%)
Percent that find clearance procedures at the border complex or very complex	56%	47%
Percent that report that they typically do not receive receipt for payments made at the border	92%	66%
Percent that are aware of existing regional provisions such as ECOWAS Common External Tariff (CET) and Tariff Liberalization Scheme (ETLS)	8%	18%

Awareness of trade rules, regulations and procedures	<p>No awareness (72%)</p> <p>Limited awareness (22%)</p> <p>Average awareness (6%)</p>	<p>No awareness (70%)</p> <p>Limited awareness (16%)</p> <p>Average or good (14%)</p>
Membership in associations of traders	47%	41%
Top 3 needs to improve trading conditions at the border	<p>1. Improved safety (36%)</p> <p>2. Simplified procedure & processes (28%)</p> <p>3. Access to finance (21%)</p>	<p>1. Simplified procedure & processes (37%)</p> <p>2. Access to finance (23%)</p>

Data Source: Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program

3.3.2 Current NTFC Structure & Membership in Côte d'Ivoire

Structural and operational aspects do not currently incorporate gender. From 2017 to the end of 2019, the NTFC has developed its Implementation Plan which includes a set of actions to be carried out with all stakeholders including the public sector, the private sector and civil society. It does not take into account the gender dimension. As of the time this study was conducted, no specific interventions to address challenges for women in trade have been planned. Gender has not yet been integrated in the action plan of the Ivorian NTFC and gender matters related to trade are not currently discussed at meetings. However, members reported that meetings have been held with women traders' associations to evaluate their needs and trade barriers, and the creation of a gender and trade working group is being considered by members in their agenda for September 2020.¹⁸

Current membership in the NTFC does not include representatives focused on advocacy of gender issues. Côte d'Ivoire's NTFC is chaired by the Ministry of Trade and Industry and the secretariat is managed by the Customs Department. The representation of women members at the NTFC accounts for less than 10 percent and neither the Ministry of Family, Women and Children nor

¹⁸ Since the time of the interviews conducted for this assessment, TFWA worked with the NTFC Secretariat to establish the Trade & Gender Working Group, which was convened for the first time on September 4, 2020. The working group of 12 members includes representatives from the Ministry of Commerce, Customs, the Chamber of Commerce, Borderless Alliance, two industry advisory bodies and three industry associations. Twenty-five percent of these representatives are women. The inaugural video conference of the working group focused on sensitizing members on the trade and gender nexus, the results of the TFWA gender and SSCBT studies, and planning for the formal presentation of these studies to the broader NTFC.

any women-led associations (women traders, women entrepreneurs) are currently members of the NTFC. Many members recommended that these organizations should be designated as gender champion to help the NTFC in gender mainstreaming. No gender quota in membership has been specified and no woman is currently holding a leadership position within the NTFC.

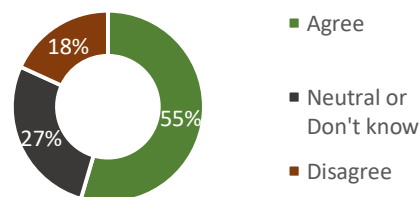
GENDER STRUCTURES WITHIN NTFC MEMBER ORGANIZATIONS

The Chamber of Commerce and Industry has a department that deals with all activities related to gender and promotes SMEs, ensuring capacity building for women entrepreneurs.

At the level of the Ministry of Trade and Industry, the national trade strategy takes into account the gender dimension. The Human Resources department is the one mandated to ensure gender mainstreaming. There are even programs dedicated to women. For example, a Moroccan Fund has been set up in a bank to promote women's entrepreneurship. Today it is the Ministry of SMEs that implements that project.

The NTFC members largely consider the current structure of the NTFC & NTFC Secretariat and its operational model to be adequate to support the integration of gender to the trade facilitation discussions and decisions. Members mentioned that membership is diverse and includes public and private institutions as well as civil society with different skills and perspectives all related to trade. Members also reported that the process is democratic, the current model is open and transparent, decisions are taken by consensus and no member is reported to dominate. However, the NTFC Chairman (Ministry of Trade) has an influential voice as well as the Customs representatives.

Figure 14: Current Structure & Operational Model is Adequate to Support Integration of Gender

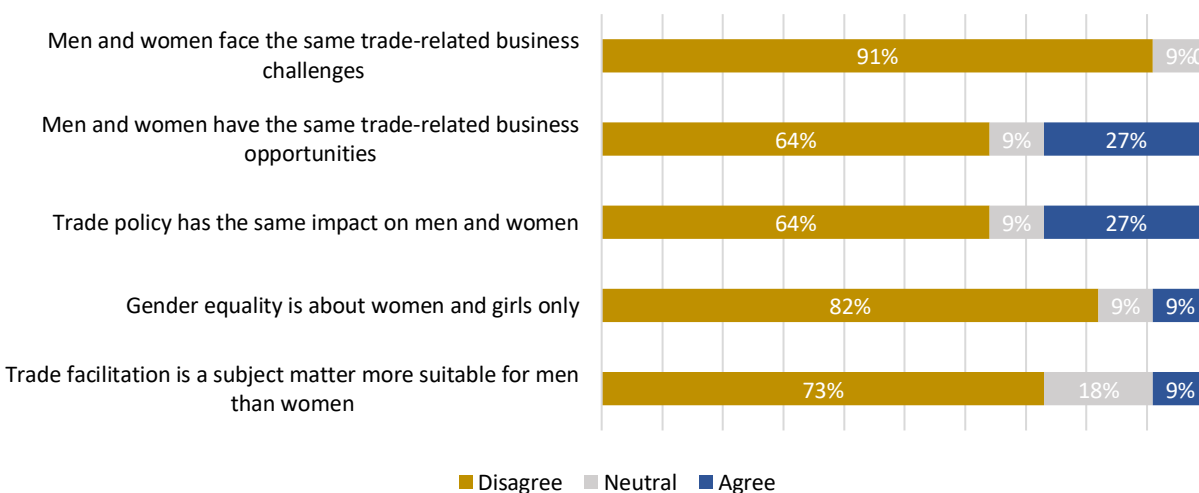


Monitoring & evaluation in the Côte d'Ivoire NTFC is incipient, with no gender integration. According to the provisions of the Trade Facilitation Agreement, the NTFC must carry out missions at the level of public administrations concerning the measures to be monitored and evaluated. The Secretariat reviews these reports, but there is no proper M&E. The NTFC does not yet have access to sex disaggregated trade data since gender was not yet integrated in their activities. NTFC's Secretary General states that sex-disaggregated data could be available through the INS (National Institute of Statistics), the Ministry of Family and Women (MFFE) or the Ministry of Commerce, but no such data has been acquired or used by the NTFC. Now that gender is becoming a priority, advocacy will be made to have this statistical data.

3.3.3 NTFC Gender Capacity Building Needs in Côte d'Ivoire

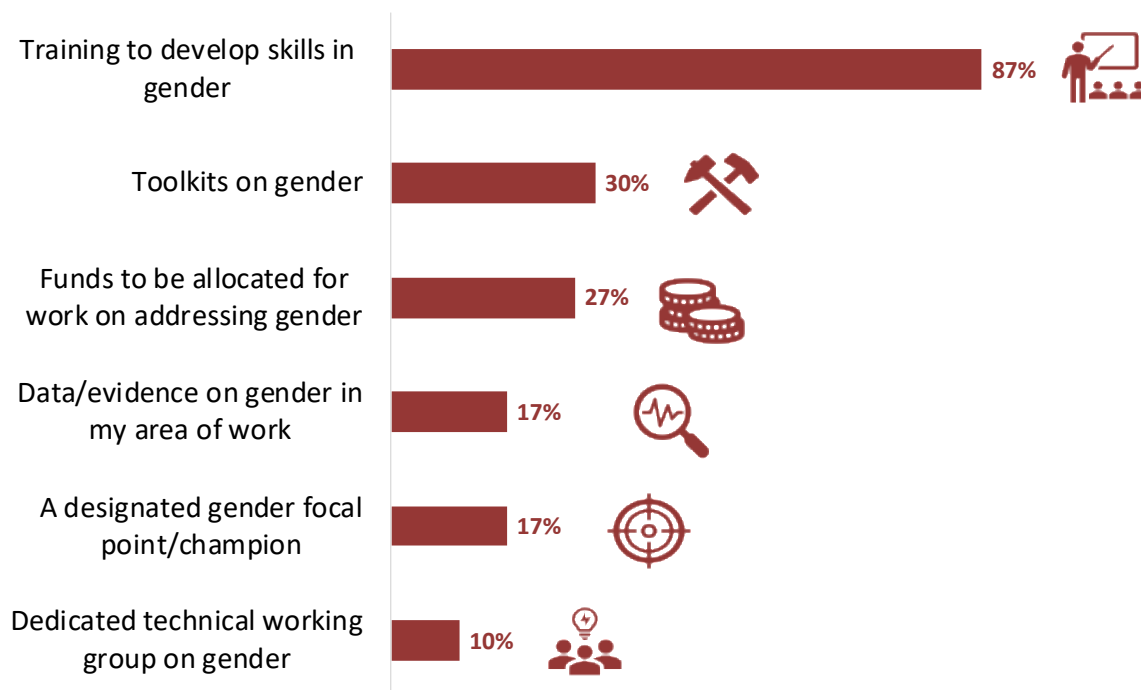
Members understand the importance of gender as a concept and are able to identify key gender related issues and inequalities faced by women traders, but lack understanding of how these issues can be addressed by the NTFC. NTFC members are aware that women make up a large proportion of the cross-border traders in Côte d'Ivoire. There is a common understanding that trade policy does not directly discriminate against men or women, and a majority of members acknowledge that women's unmet need for literacy, security from sexual harassment and violence, access to funding, training to understand the trade system, and help with formalization remain a source of gender inequality due to deep socio-cultural barriers. Yet, the NTFC members do not know how to address these inequalities and have no understanding of how to integrate gender into their work, from either an organizational or policy level. Yet, members expressed a high level of interest in learning.

Figure 15: Agreement with Statements Regarding Gender-Trade Nexus



The most frequently cited resources for improving the integration of gender into their work was training for all NTFC members. In the digital survey, 87 percent of members reported that this was a priority for building capacity within the NTFC. NTFC members believe that if they are better equipped on gender issues, they will help improve gender awareness in their individual organizations. Members identified that frequent sensitization and training workshops for all members are necessary.

Figure 16: Resources needed to improve integration of gender



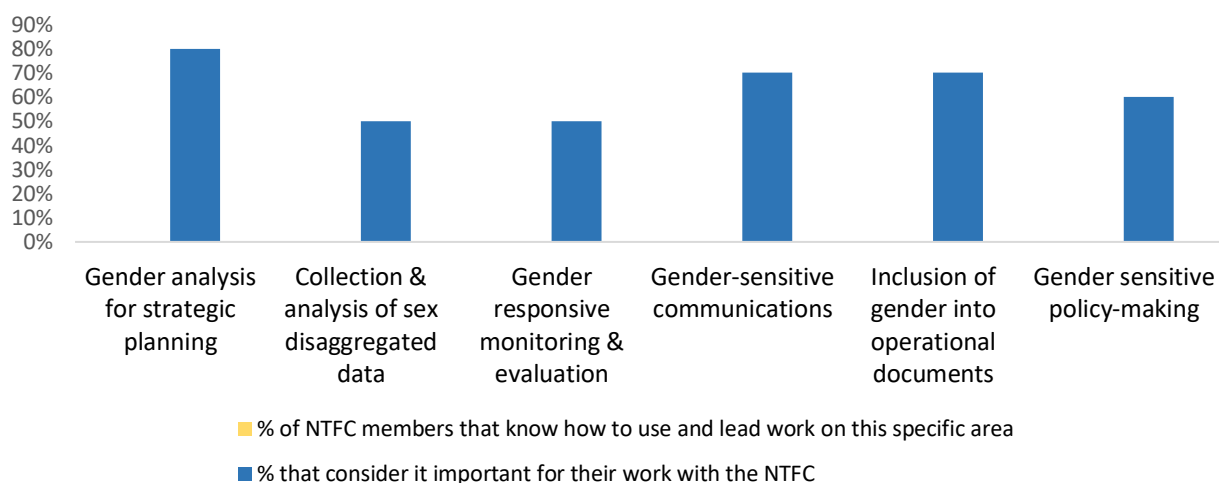
Training workshops are the preferred way to build capacity on gender among NTFC members. 64 percent of NTFC members believe a training of 2-3 days to be optimal.

The preferred methods for training among NTFC members were:

- **Face-to-face training workshop possibly out of Abidjan:** This is what works best with the members of the NTFC in Côte d'Ivoire based on their experience of previous meeting and workshops.
- **Training for trainers:** appropriate to sustain the knowledge and ensure continuity for new members and expand it to members organizations.
- **Small group interactions:** to facilitate good understanding of gender concepts
- **Case studies:** to be more practical and even share good practices from other countries

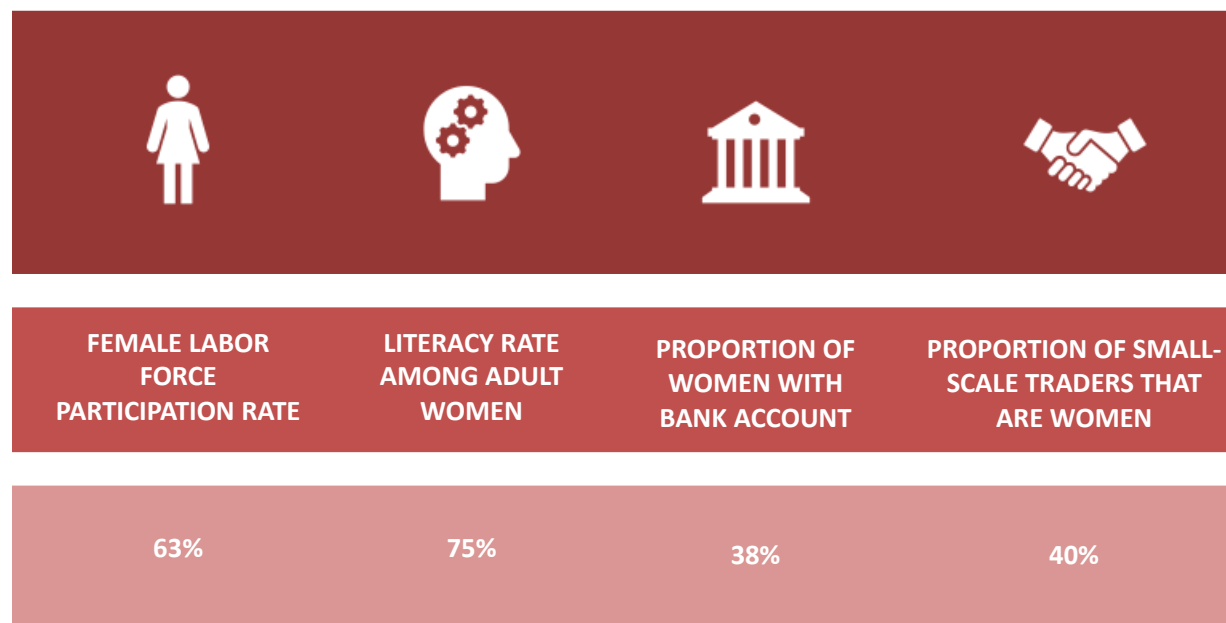
In the digital survey, none of the members reported that they felt confident to lead work on any of the gender-related skills. Gender analysis for strategic planning, collection and analysis of gender-disaggregated data, gender-responsive monitoring and evaluation as well as inclusion of gender into operational documents (terms of reference, vacancy announcements, action plans, reports, etc.) were the most relevant topics mentioned by members in KIIs.

Figure 17: Priority areas for training of NTFC Members



Toolkits on gender were the second most commonly reported resource needed for building capacity on gender. This toolkit should cover areas relevant to the Côte d'Ivoire NTFC, including gender sensitive M&E. Members also mentioned a need for mass media communication, radio in particular, to reach the general public and trade actors to ensure the availability of financial resources to enable women to participate in trade. The political discourse must be made more practical. There must be access to financing for all women and not only a small selection, banks should be willing to lend to traders and make funding more available. They believe that women need to be sensitized on how to do business. For this, literacy and access to credit are imperative. Training and toolkits on how to communicate gender to the public are thus seen as critical to the success of any future gender-related initiatives.

3.4 Ghana



Data Sources: World Bank World Development Indicators, World Bank Global Findex, Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program

3.4.1 Gender & Trade Policy Context in Ghana

Ghana has made significant progress in closing gender gaps, but women remain disadvantaged compared to their male counterparts. Women are less likely than men to be in the labor force, exhibit lower levels of literacy, and have lower access to formal financial institutions. Women's relatively high level of participation in economic activity is attributed to their concentration in low-skilled work, self-employment and the informal sector. According to the World Bank's SSCBT survey, approximately 40 percent of small-scale cross-border traders surveyed at the Ghanaian side along the Tema-Ouagadougou corridor were women.¹⁹ Among these small-scale traders, women are less likely than men to own their means of transportation used to get goods to market.

Ghana adopted the National Gender Policy in 2015. The Ministry of Gender, Children and Social Protection (MoGCSP) is responsible for mainstreaming gender across government activities. The National Gender Policy includes a Commitment to Promoting Economic Opportunities for Women,

¹⁹ World Bank (2019) 'Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program

which has a specific focus on Trade and Industry. However, this policy mainly defines objectives of the government and does not present specific activities expected to be carried out. A Strategic Implementation Plan (SIP) followed the release of this policy in 2016, however, according to a USAID report, it has not been well explained and stakeholders report confusion over the implementation.²⁰ Stakeholders from the MoGCSP also reported that working with other agencies remains a challenge as policies and activities of other agencies frequently do not align with the National Gender Policy.

Figure 18: Profile of Women Traders in Ghana along Tema-Ouagadougou Corridor



40% of the traders surveyed were women

Profile of women traders in Ghana:		Comparison to male traders
Percent that have completed primary school or no schooling	64%	59%
Top products traded	<ol style="list-style-type: none"> 1. Clothing, chitenge, fabric, beddings (43%) 2. Beans (22%) 3. Raw vegetables: tomato, potatoes, onions etc. (19%) 	<ol style="list-style-type: none"> 1. Livestock (30%) 2. Clothing (25%)
Average distance travelled from where goods are purchased (mean)	427 km	397 km
Main means of transport	<ol style="list-style-type: none"> 1. Car/bus (55%) 2. Truck (40%) 	<ol style="list-style-type: none"> 1. Car/bus (47%) 2. Truck (47%)
Percentage that own their means of transport	3%	10%
Average income on each market day	USD 222.88	USD 473.08

²⁰ Britt, Charla, Ivankovich, Megan, Essah, Samuel, and Fiscian, Vivian (2020). USAID/Ghana Gender Analysis Report. Prepared by Banyan Global.

Top 3 infrastructure needs at the border/market	<ol style="list-style-type: none"> 1. Toilets (71%) 2. New market stalls (45%) 3. Storage & warehouse facilities (38%) 	<ol style="list-style-type: none"> 1. Toilets (63%) 2. New market stalls (38%) 3. Storage & warehouse facilities (32%)
Percent that find clearance procedures at the border complex or very complex	43%	47%
Percent that report that they typically do not receive receipt for payments made at the border	59%	35%
Percent that are aware of existing regional provisions such as ECOWAS Common External Tariff (CET) and Tariff Liberalization Scheme (ETLS)	10%	36%
Awareness of trade rules, regulations and procedures	<p>No awareness (74%)</p> <p>Limited awareness (26%)</p>	<p>No awareness (68%)</p> <p>Limited awareness (28%)</p> <p>Average or good awareness (3%)</p>
Membership in associations of traders	31%	25%
Top 3 needs to improve trading conditions at the border	<ol style="list-style-type: none"> 1. Simplified procedure & processes (34%) 2. Improved safety (21%) 3. Don't know (14%) 	<ol style="list-style-type: none"> 1. Simplified procedure & processes (44%) 2. Improved safety (34%) 3. Access to finance (7%)

Data Source: Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program

While there are no trade programs with gender integration, there are several provisions to facilitate the clearance of small-scale traders, many of whom are women, at the border. The trade facilitation roadmap in Ghana is focused on achieving six main goals; reduction of clearance time, reduction in clearance cost, full implementation of categories B and C of international trade policies, reduction in the number of documents used at ports, improve Ghana's position in the World Bank's Doing Business ranking, mainstream trade policies into Ghana's development plan. The current trade facilitation initiatives carried out by the NTFC do not have a gender component, however, there are some initiatives being carried out by the NTFC and its members that are aimed at improving the processes for small-scale traders, a large proportion of whom are women.

- The NTFC has been working to put in place a simplified regime for low-value consignments (up to USD 3,000), known as "headload," which allows traders to skip the clearing agent and exempts them from customs duties if their goods are intended for personal use.
- The Borderless Alliance is working to establish a risk-based pre-arrival customs process, aimed at introducing a fully automated paperless processing. This system is expected to expedite clearance and release of goods, increase predictability and reduce costs, which would benefit women small-scale traders.

3.4.2 Current NTFC Structure & Membership in Ghana

Structural and operational aspects do not currently incorporate gender. At the time the TORs and roadmap on which the NTFC operates were created, gender was not considered and has not since been integrated into operations. Gender issues as it relates to trade are not currently discussed at meetings. The NTFC has set up ad-hoc technical working groups to address other trade related issues and while they have not done so for gender, they are interested in the idea. Despite the lack of current inclusion of gender, members largely agree on the desire to include gender into strategic documents.

Current membership in the NTFC does not include representatives focused on advocacy of gender issues. Ghana's National Trade Facilitation Committee (NTFC) is chaired by Ghana's Ministry of Trade and Industry (MOTI). The Ministry of Gender, Children and Social Protection is not currently a member of the NTFC, although representatives have attended some meetings. While there are no gender-related initiatives within the NTFC, some of the members have put in place gender-related initiatives or structures.

GENDER STRUCTURES WITHIN NTFC MEMBER ORGANIZATIONS

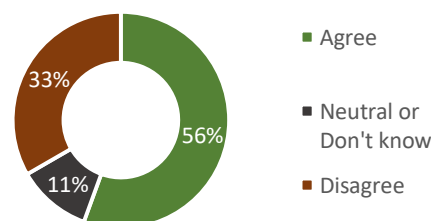
There are gender focal points in each of the various ministries. Currently, these focal points are focused on broader women's empowerment rather than gender and trade.

The Ghana Immigration Service has put in place the Immigration Ladies' Association at the border level, bringing together female immigration officials who are available to assist female victims of abuse.

The Ghana Chamber of Commerce has put in place a forum for women, called Chamber Ladies, which brings together eminent women members of the chamber.

NTFC members largely consider their structure and operational model to be amenable for integrating gender. Members mentioned that membership is diverse (includes public and private institutions with different skills and perspectives) and that there are women on the committee who are experts in trade facilitation and their respective areas and the NTFC values their contribution. During key informant interviews, the majority of members reported that everyone is encouraged to participate and men and women participate equally. Yet, there was also the feeling that men tend to be more active than women in discussions. Decisions are taken by consensus and no member is reported to dominate, although as the chair of the committee, it is reported that MOTI is particularly influential. Among those members that do not believe their current structure and operational model is adequate for supporting the integration of gender, some mentioned that agencies that serve on the NTFC tend to be male dominated and there would need to be specific measures to increase female participation. Additionally, not all members attend every meeting and some send representatives, which, as some members reported, would hinder integration of gender given that there is no consistency in who is attending.

Figure 19: Current Structure & Operational Model is Adequate to Support Integration of Gender



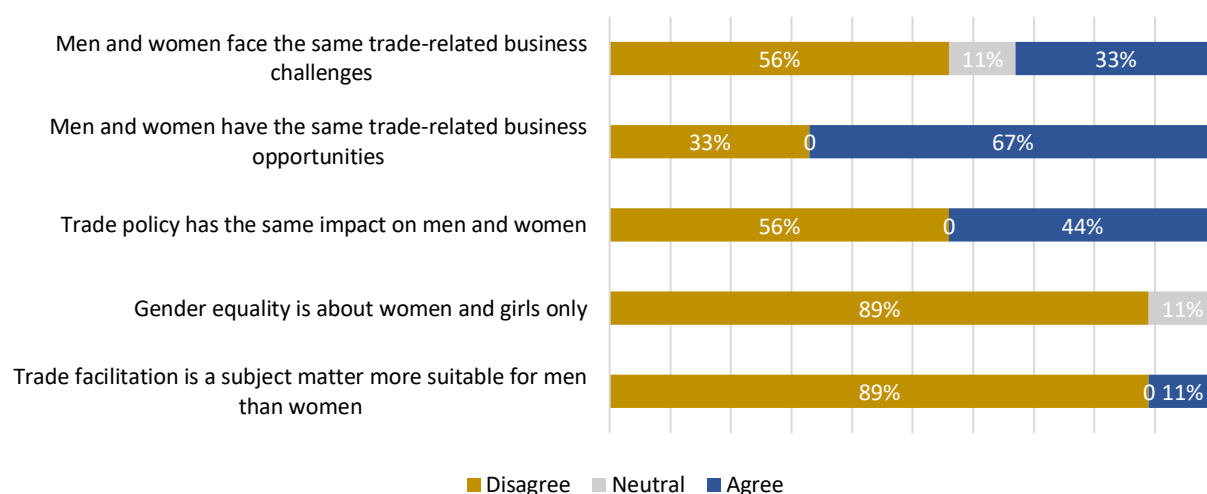
Monitoring & evaluation in the Ghana NTFC is incipient, with no gender integration. The NTFC is supposed to prepare quarterly progress reports, which is not done regularly and often is delayed. The NTFC relies on data for M&E from MOTI, (trade statistics, clearance data for exports and imports), reports from the various technical working groups, and visitations to the ports and harbors. Currently,

neither the progress reports nor the trade related data are disaggregated by gender. There is also no qualitative M&E that includes gender aspects. The Ministry of Gender, Children and Social Protection recently conducted a systematic review and found that there was a lack of sex disaggregated data across agencies in Ghana. The main constraint cited for M&E is lack of human and financial resources. Members mentioned that having dedicated resources on the Secretariat who receive training on collection of sex disaggregated data would allow them to fill the gaps they currently have in their knowledge of gender-related activities.

3.4.3 NTFC Gender Capacity Building Needs in Ghana

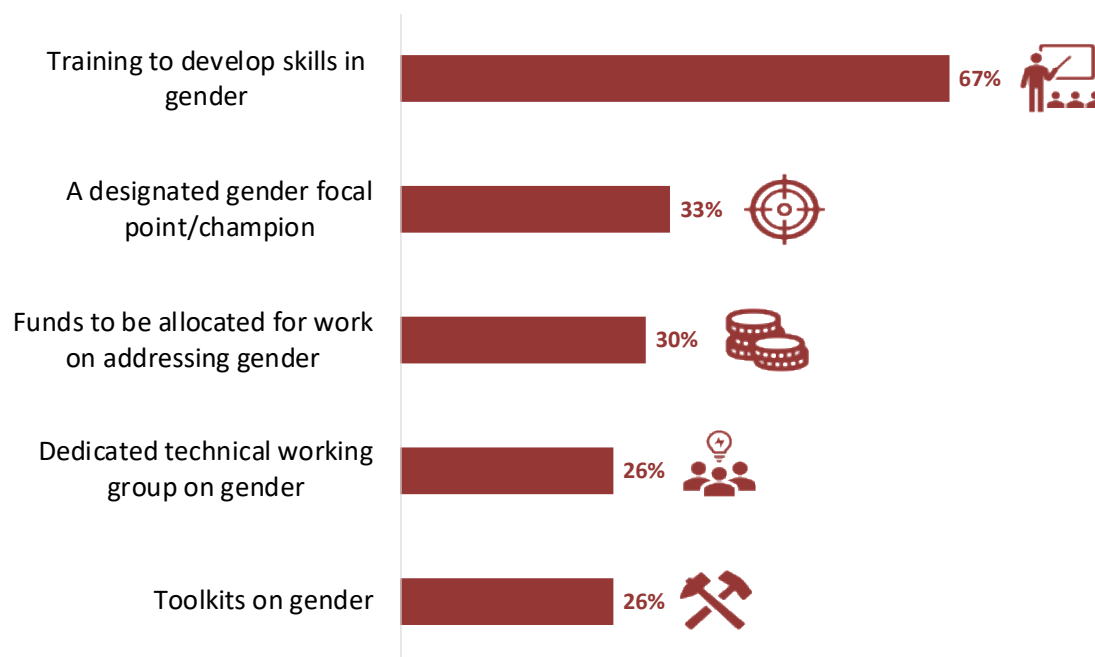
Members understand the importance of gender as a concept, but don't have a nuanced understanding of the issues. NTFC members are aware that women make up a large proportion of the cross-border traders in their country, but beyond this, their knowledge is limited. There is an understanding that trade policy does not directly discriminate against men or women, but there is divergence across membership in their awareness of how "gender neutral" trade policy might impact men and women differently. There is also little awareness of how gender could be considered in trade policy beyond the concerns of small-scale cross-border traders. The NTFC members have no understanding of how to integrate gender into their work, from either an organizational or policy level. Yet, members expressed a high level of interest in learning how to do this.

Figure 20: Agreement with Statements Regarding Gender-Trade Nexus



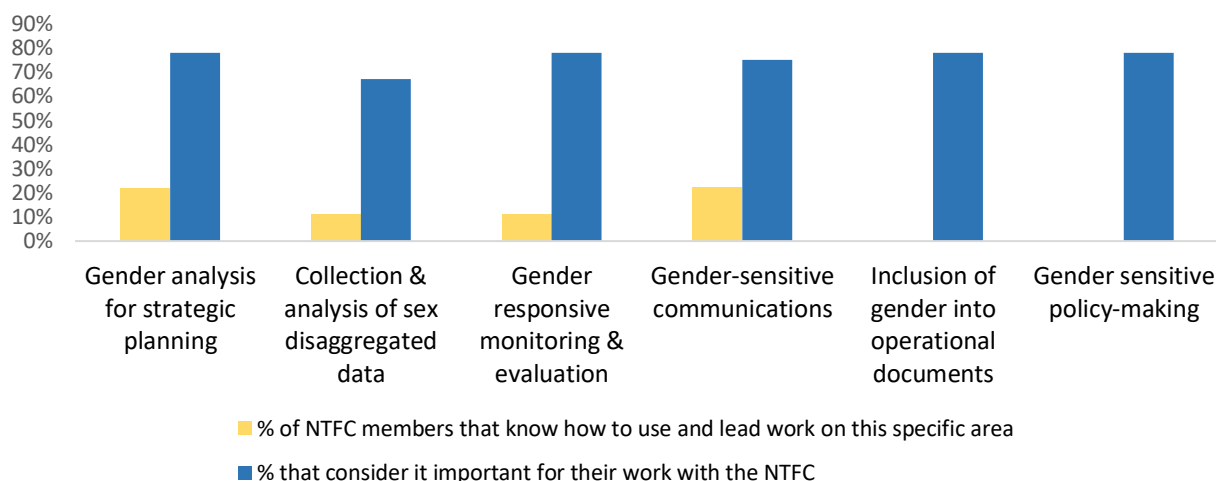
According to the results of the digital survey, the most frequently cited resources needed to improve the integration of gender into their work were trainings, a designated gender champion and dedicated funds allocated to addressing gender. Almost all members of the NTFC mentioned that the Ministry of Gender, Children and Social Protection, while not currently a member, would be the best organization to serve as gender champion. Representatives from the MoGCSP have been invited to attend some meetings but are not aware of how to become a full member. The MoGCSP is interested in becoming a member of the NTFC but has no prior experience with the trade sector. The Ministry of Gender indicated that their staff needs to learn about the nexus between trade and gender but would also welcome a training of trainers' approach. It is thus recommended that any capacity building activities for the NTFC include representatives from the MoGCSP. One NTFC member mentioned the Women's International Shipping and Trading Association as another potential gender champion, however, this organization is also not currently a member. As mentioned, within the NTFC's current membership, there are a few institutions that have separately put in place gender structures, such as the Chamber of Commerce and the Immigration Service. It should be noted that all of these organizations currently lack the skills and resources to fulfil the role of gender champion and therefore a specific capacity building program would be necessary.

Figure 21: Resources needed to improve integration of gender



Across dimensions, there exists a skills gap between what NTFC members believe is important for their work and what they feel confident to use in their work. 78 percent of members reported that they consider gender sensitive policy making and inclusion of gender into operational documents to be important or very important, but none of the members felt confident enough to lead work on this aspect. Similarly, gender responsive monitoring and evaluation is considered important for the NTFC, but only 11 percent of members reported having the skills and proficiency to lead on this. As the current M&E function relies on data collected by MOTI, there is a need for training on collection of sex disaggregated data.

Figure 22: Priority areas for training of NTFC Members

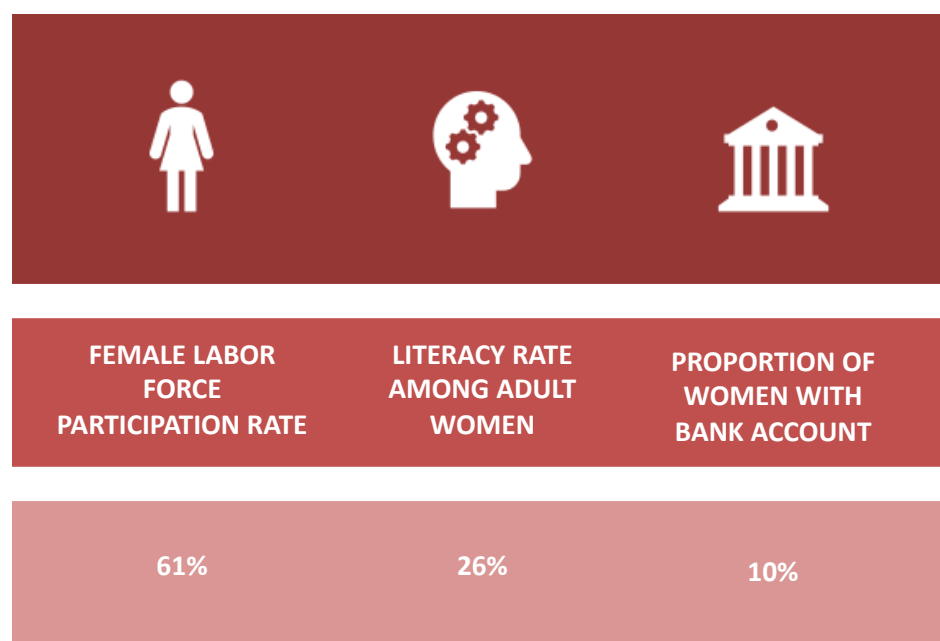


The top 3 preferred methods for training among NTFC members:

- **Small group interactions or short online courses** would be particularly effective given the constraints of COVID. The majority of members (67 percent) mentioned that a training of half a day - up to 1 day would be optimal.
- **Case studies** with best practices from other countries, not just those in Africa, but also developed countries and emerging markets that have done this well, if available.
- **Training for trainers**, particularly for women NTFC members, so that these members can serve as focal points and continue to highlight gender as a priority within the NTFC.

NTFC Members also mentioned that they would need toolkits on gender (for example, concepts, examples, diagnostic tools, project preparation materials, etc.). NTFC members often mentioned the need for support on their M&E function, as they faced difficulty in tracking their activities. The toolkit should thus include a module that focuses on gender-aware M&E and collection of sex disaggregated data.

3.5 Mali



Data Sources: Word Bank World Development Indicators, World Bank Global Index

3.5.1 Gender & Trade Policy Context in Mali

Mali has made some progress toward achieving gender equality, but still scores low across gender indices. Traditional cultural norms and practices continue to dominate in Mali, contributing to the unbalanced roles of men and women in household and economic activity. Because of this, 61 percent of adult women (compared to 80 percent of men) participate in the labor force.²¹ The female literacy rate is also significantly lower than that for men, with 26 percent of the female adult population

²¹ World Bank World Development Indicators

being literate compared to 46 percent of the male adult population.²² According, Mali ranks 139 (out of 153 countries) in the Global Gender Gap Index.²³ Among women engaged in economic activity, most are in the informal sector and are thus not registered in the state's commercial databases and they do not comply with trade rules and procedures.

The current framework for formulation and implementation of economic and social policies is the CREDD 2019-2023.²⁴ This framework takes into account the gender dimension in its Strategic Axis 3: Inclusive growth and structural transformation of the economy, Specific Objective 3.1.3. "Promote growth that reduces poverty and inequalities". This objective aims to reduce female poverty, to facilitate women's access to credit in order to finance their economic activities, property and decision-making bodies. For the moment, no concrete action has been carried out in the gender area.

Mali's gender policy is implemented through its National Women's Empowerment Plan, which does not have a trade dimension. The government of Mali has adopted a National Women's Empowerment Plan, which focuses on creating a conducive social, legal, economic and institutional environment for reaching gender equality. Part of this strategy includes gender mainstreaming across 13 other line ministries, including Commerce, Employment, Agriculture, etc. Yet, this effort has achieved limited results due to technical and budgetary challenges. There are no specific policies targeting gender-related issues in trade.

In addition, Mali very recently developed a document on gender-sensitive budgeting in its "Gender Report 2020".²⁵ The objective of this report is to inform the implementation of the National Gender Policy with Gender-Sensitive Planning and Budgeting (PBSG) in 2020. The PBSG process targets priority ministerial departments identified in the gender policy document as having a potential for reducing inequalities between women and men, including the Ministry in charge of trade and industry. Thus, the analysis concerns the presentation of ministerial departments through areas of analysis that relate to achievements, issues and indicators. The generic framework is as follows: gender issues and gaps to be filled; specific measures or strategies that target gender issues; the evaluation of gender activities carried out in 2018 and the planning and budgeting of gender actions for the year 2020.

In Mali, the gender dimension is not taken into account in trade policies and trade facilitation processes. Mali very recently adopted the National Trade Development Policy (PNDC) document in 2018. The general objective of this policy is to create an environment conducive to the development of trade with a view to contributing to sustainable economic growth and poverty reduction. The specific

²² *ibid*

²³ World Economic Forum Global Gender Gap Report 2020

²⁴ Cadre Stratégique pour la Relance Économique et la Développement Durable accessed <https://www.maliapd.org/wp-content/uploads/2019/07/Version-Finale-CREDD-2019-2023.pdf>

²⁵ Gender Report 2020 available on the website <https://budget.gouv.ml/sites/default/files/Rapport%20Genre%202020.pdf>

objectives of the PNDC include (i) strengthening trade governance in order to create an environment conducive to the exercise of trade activities; (ii) organizing and strengthening the capacities of actors to ensure their participation in national, sub-regional, regional and international trade activities; and (iii) developing value chains with competitive potential. It should, however, be mentioned that the Ministry of Commerce launched a project for the formalization of small traders.

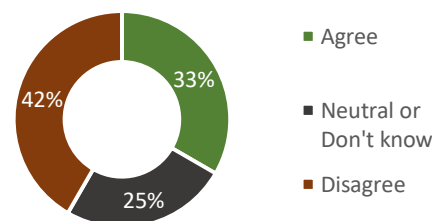
The Ministry of Commerce has also launched the Retail Actors Formalization Project (PROFAC) which requires that 60 percent of participants be women. This program has Approved Management Centers (CGAs) which take into account the formalization of small traders, the co-management of market infrastructures, etc. This program is specifically aimed at improving the governance of approved management centers in terms of business management and the development of non-financial services. It also provides support to members in order to improve their conditions of access to bank loans and to promote the marketing of products.

3.5.2 Current NTFC Structure & Membership in Mali

The NTFC in Mali is not yet operational and no decision has been made by the committee. Mali signed and ratified the WTO Trade Facilitation Agreement on 20 January 2016, which aims to speed up customs procedures, make international trade easier, faster and cheaper, improve efficiency, transparency and clarity in export procedures, import and transit while reducing bureaucracy and corruption. The NTFC was set up only in April 2019 and has yet to meet. The Arrêté that established the NTFC does not include any gender dimensions.

Figure 23: Current Structure & Operational Model is Adequate to Support Integration of Gender

The structure of the NTFC is not adequate to support gender integration in discussions and decision-making on trade facilitation. The members are largely represented by men. No women's trade association is a member of the committee, no position is given to a woman by the committee and also the Ministry of the Promotion of Women and Children is not a member. Taking all these aspects into account and encourage women participation is important to make sure that women will be able to involve themselves in discussions and meetings and express their needs and priorities for trade facilitation. This is to ensure that the decisions that will be made in relation to trade facilitation will not disadvantage women.

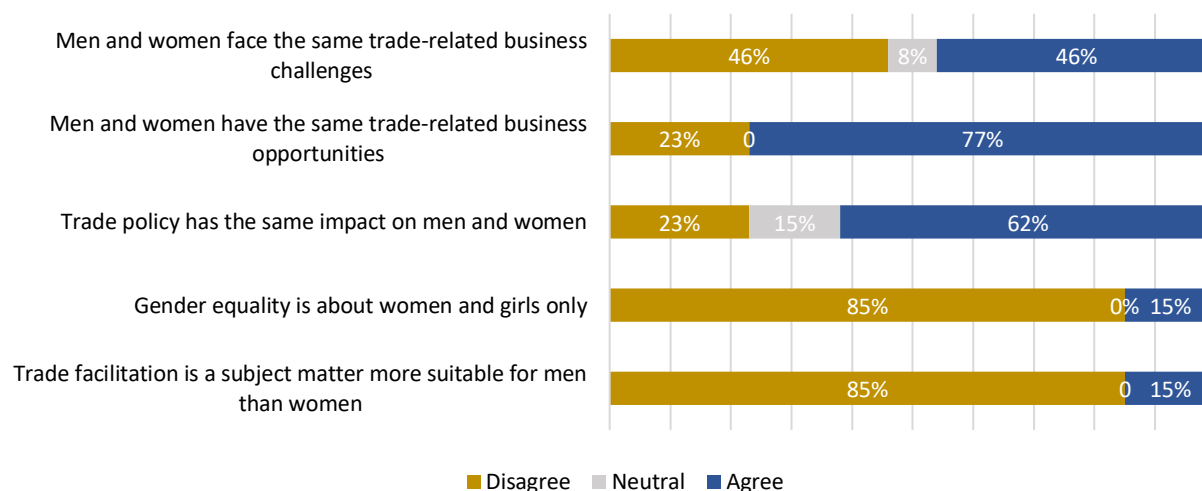


There is currently no monitoring and evaluation framework, and as of yet, no activities have been carried out. For the time being, the NTFC Mali is drawing up a roadmap for the implementation of the various reforms of the WTO-TFA. The only follow-up it carries out is generally the evolution of its activities in relation to the implementation of the reforms of the WTO-TFA. The gender dimension is not integrated into the monitoring and evaluation framework and this is a concern for members.

3.5.3 NTFC Gender Capacity Building Needs in Mali

NTFC members are aware of the importance of women in trade in Mali but have limited understanding of the broader gender issues. Some NTFC members reported that they believe the challenges of cross-border infrastructure have a different impact on men and women. They stated that women trade more cross-border than men, but that they are the most vulnerable and often endure significant harassment at border crossings (corruption, violence, rape etc.) and that this undermines their integrity and may also have an impact on the development of their business activities. Members reported that this was a concern as most of these women are informal, so the NTFC does not know how to take these aspects into account in trade policies, how to register these women in the state's commercial databases, and then guide these women in understanding trade procedures and trade facilitation standards. The members largely agreed that this could be very beneficial in increasing exports (because women are more likely than men to engage in commercial cross-border activity) and allow these women to be protected and to obtain higher incomes. Members largely report that they have a desire to incorporate gender into the committee's programs but do not know how to do it.

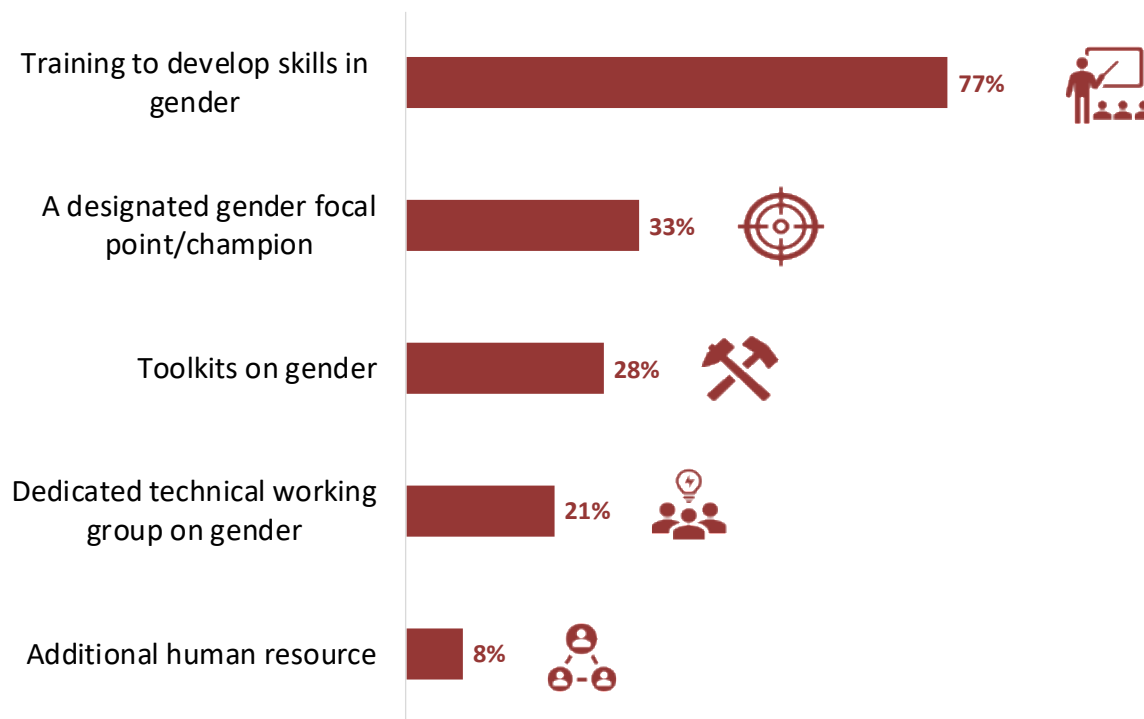
Figure 24: Agreement with Statements Regarding Gender-Trade Nexus



There is a need for training in these topics. More than three quarters of NTFC members reported that training was the priority for building capacity among NTFC members. Among NTFC members, the majority report that they would like to have a training of more than 3 days. The preferred training methods included:

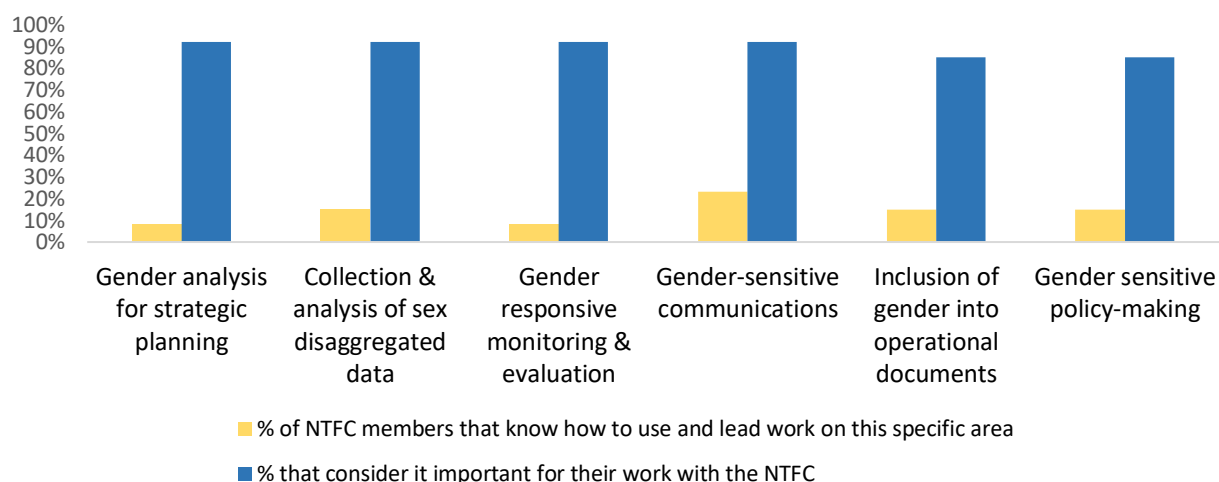
- **Training of trainers** to facilitate training for all committee members, including staff from the Ministry of the Promotion of Women, Children and the Family, so that they could be made aware of the importance of integrating the gender dimension into the committee's work and raise gender issues in the committee at all levels.
- **Online courses** that would be accessible for all committee members and their staff on topics on the importance of gender integration in the committee
- **Case studies** with best practices from other successful countries
- **Conferences** for all members and key stakeholders on topics on the importance of gender integration in the committee to facilitate peer learning.

Figure 25: Resources needed to improve integration of gender



Gender analysis for strategic planning and gender responsive M&E have the largest skills gaps. In addition, the members also stated that they will need special legal advice for the development of gender-sensitive policies to make the gender dimension a priority and integrate it into trade policies. As mentioned, many of the line ministries in the NTFC have a mandate of gender mainstreaming in their organizations, but very little has been done to achieve this. NTFC members expressed that they will also need gender-sensitive budgeting to support the Ministry of the Promotion of Women, Children and the Family (MPFEF) in carrying out missions.

Figure 26: Priority areas for training of NTFC Members



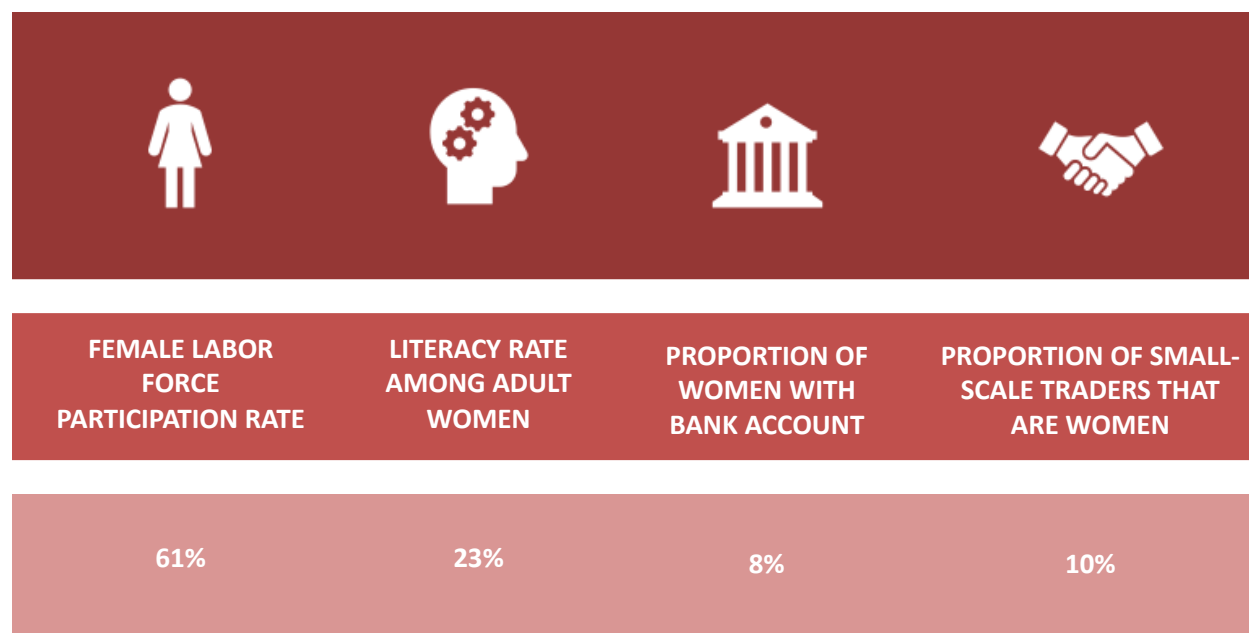
NTFC members frequently cited the need for the appointment of a gender champion. After training, this was the second most common resource mentioned by NTFC members. Members identified some organizations as potential champion of gender such as the Ministry of Women's and Children's Promotion, the National Network of Women Economic Operators of Mali, the Women Entrepreneurs of Mali's AWEPP (African Women's Entrepreneurship Program).

- **The Ministry of The Promotion of Women, Children and the Family (MPFEF),** although not a member of the committee, was proposed by most members as the potential gender champion to support the work of the committee. The MPFEF has always fought for gender equality and the promotion of women and has supported women's trade organizations and associations, therefore the expectation of members is that it will be able to carry out this work effectively. But to do so, members identified that MPFEF staff would need capacity building on the concept of gender importance in trade and trade facilitation.

- **The National Network of Women Economic Operators of Mali** is a large national network that is represented in all regions and is a member of the RESOPE -UEMOA (UEMOA Women Economic Operators Network). The network covers four sectors: Entrepreneurship, Trade, Rural Women and Production, Crafts and Transformation. The network's mission is strengthened by the organizational, technical, material and financial capacities of Mali's women's economic operators' organizations. It is a network that would be able to provide information to the NTFC on the real situation of women traders in Mali. Therefore, it was considered important that network members be taken into account in the NTFC's capacity-building activities.

Members also mentioned that they will need gender-sensitive toolkits. They stated that they do not have the tools to monitor and evaluate future gender-related activities. As a result, they will need the tools to track and evaluate gender-sensitives activities, including diagnostic tools, collecting sex-disaggregated data, etc.

3.6 Niger



Data Sources: Word Bank World Development Indicators, World Bank Global Findex, Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program

3.6.1 Gender & Trade Policy Context in Niger

Gender relations in Niger are characterized by contradictory national and customary laws.

While, cross-border trade is a vital economic activity in Niger due to the landlocked nature of the country and women are active in such activities, there are significant gender gaps. Women struggle to have the same commercial advantages as men because of socio-cultural barriers. Female labor force participation is 61 percent, compared to 84 percent among men.²⁶ Among the small-scale traders surveyed along the Cotonou–Niamey and Lagos-Kano-Niamey corridors in Niger, only 10 percent were women.²⁷ The literacy rate is similarly low at only 23 percent of adult women, compared to 39 percent of adult men.²⁸ Access to financial services also remains constrained among women, limiting their ability to participate in entrepreneurial activities. In 2017, only 8 percent of women had an account at a formal financial institution.²⁹

Figure 27: Profile of Women Traders in Niger along the Cotonou–Niamey and Lagos-Kano-Niamey Corridors



Profile of women traders in Niger:			Comparison to male traders
Percent that have completed primary school or no schooling	Percent that have completed primary school or no schooling	83%	80%
Top products traded	Top products traded	1. Raw vegetables (30%) 2. Clothing (17%) 3. Cooking oil (13%)	1. Clothing (26%) 2. Processed foods (6%)/Homecare products (6%)

²⁶ Word Bank World Development Indicators

²⁷ Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program

²⁸ Word Bank World Development Indicators

²⁹ World Bank Global Findex

		4. Pots, pans, plates (13%)	
Average distance travelled from where goods are purchased (mean)	Main means of transport	1. Car/bus (73%) 2. Motorcycle (13%)	1. Car/bus (57%) 2. Motorcycle (24%)
Main means of transport	Percentage that own their means of transport	3%	14%
Percentage that own their means of transport	Top 3 infrastructure needs at the border/market	1. New market stalls (60%) 2. Toilets (40%) 3. Road paving or rehabilitation (30%)	1. New market stalls (56%) 2. Toilets (44%)
Average income on each market day	Percent that find clearance procedures at the border complex or very complex	37%	43%
Top 3 infrastructure needs at the border/market	Percent that report that they typically do not receive receipt for payments made at the border	60%	71%
Percent that find clearance procedures at the border complex or very complex	Percent that are aware of existing regional provisions such as ECOWAS Common External Tariff (CET) and Tariff Liberalization Scheme (ETLS)	20%	36%
Percent that report that they typically do not receive receipt for payments made at the border	Awareness of trade rules, regulations and procedures	No awareness (83%) Limited awareness (10%) Average awareness (7%)	No awareness (67%) Limited awareness (15%) Average or good (18%)

Percent that are aware of existing regional provisions such as ECOWAS Common External Tariff (CET) and Tariff Liberalization Scheme (ETLS)	Membership in associations of traders	13%	23%
Awareness of trade rules, regulations and procedures	Top 3 needs to improve trading conditions at the border	<ol style="list-style-type: none"> 1. Simplified procedure & processes (43%) 2. Access to finance (20%) 3. Improved safety (17%) 	<ol style="list-style-type: none"> 1. Simplified procedure & processes (40%) 2. Access to finance (23%)
Membership in associations of traders		4.	3.
Top 3 needs to improve trading conditions at the border		5.	4.

Data Source: Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program. Note: Results are from analysis done on all traders in markets in Niger. Results differ from those presented in the World Bank Small-Scale Cross Border Traders Survey Report, which is instead presented by corridor.

Niger adopted a National Gender Policy in 2017. The Ministry of Promotion of Women and Child Protection is responsible for the implementation of the National Gender Policy. In 2016, the Prime Minister directed the state institutions to set up a committee to reflect on gender, not only to have women on the committee but, more importantly, to mainstream gender into the implementation of all the programs. In case there is a program where the gender approach is not taken into account, the government does not adopt it and it must be revised. However, due to customary laws, the condition of women on the ground is often different from what is written in legal texts.

Gender mainstreaming was also affirmed in the second Economic and Social Development Plan for the period 2017-2021 (PDES 2). The overall objective of the PDES 2 strategy is to achieve strong and inclusive growth over the period 2017-2021, and to reduce poverty by 31.3 percent by 2021, with a national growth rate of 7 percent. The document stressed that the higher unemployment rate among women and the social protection of women and children is a top priority for the government.

Despite these efforts to integrate gender into state policies and programs, results have been limited. A recent World Bank study in 2018 on the “Economic Impacts of Gender Inequalities in Niger” revealed that gender inequalities in terms of productivity are significant and considerable compared to

international levels.³⁰ The economic costs associated with these inequalities amount to billions of dollars. Taking into account the sources of per capita income, there is a clear inequality between the genders (between 21 percent and 55 percent) in terms of agricultural productivity, agricultural benefits, business and income. The calculated gender gaps are significant compared to other countries in sub-Saharan Africa.

The government of Niger has recognized the importance of gender but has not yet incorporated gender into trade facilitation and trade policies. While trade policies and trade facilitation processes do not take gender into account, there are some facilities to improve cross-border trading: priorities in the lines, priorities for pregnant women or women with children etc. Also, at the level of the corridors, especially on the Niger-Nigeria borders (K2M: Kano-Katshina-Maradi), where the majority of traders are women, the Commercial Abduction Voucher facilitates trade for women. There are also a few trade facilitation strategies established by the Ministry of Commerce aimed at small-scale traders. These include the Commercial Removal Voucher which facilitates the passage of traders at the level of control posts and the establishment of a digital platform to facilitate customs declarations and limit physical contact between traders and customs officers. This is aimed at reducing corruption and facilitating the clearance of items for traders.

3.6.2 Current NTFC Structure & Membership in Niger

Structural and operational aspects do not currently incorporate gender. From the creation of the NTFC, gender was not taken into account and is thus not included in the Arrêté establishing the committee. However, the NTFC reported that it intends to modify the decree establishing the structure, to include gender and designate a female head of the NTFC. Currently, the assistant to the Permanent Secretary is a woman and the NTFC is working to revise documents to appoint a woman as Permanent Secretary. Members reported that the composition of the NTFC is 50 percent women and 50 percent men. The Ministry of Commerce recently set up a reflection committee to reflect on gender issues within the NTFC, but nothing has yet been done. Gender and trade issues are not currently discussed at meetings. Despite the lack of current inclusion of gender, there is consensus among members on the desire to include gender into strategic documents.

Current membership in the NTFC does not include representatives focused on advocacy of gender issues. Niger's NTFC is chaired by The Ministry of Commerce, and co-chaired by the Ministry of Finance. The Ministry of Women Promotion and Child Protection has been invited to attend some meetings but is not an official member. There are no special activities targeting women within the committee. On occasion, training sessions have been organized to encourage women participation.

³⁰ *Impacts Économiques Des Inégalités Entre Les Genres Au Niger* (French). Washington, D.C. World Bank Group: <http://documents1.worldbank.org/curated/zh/871171578656598593/pdf/Economic-Impacts-of-Gender-Inequality-in-Niger.pdf>

The NTFC members recommended including women's organizations within the NTFC because they are the ones that will take up activities to prioritize gender issues.

GENDER STRUCTURES WITHIN NTFC MEMBER ORGANIZATIONS

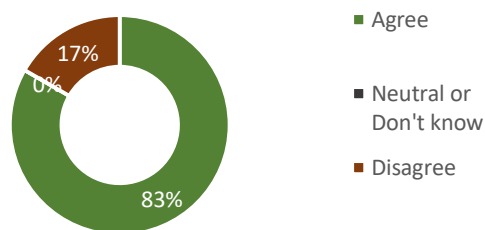
There are gender focal points in the various ministries. However, according to stakeholder interviews, these focal points are not very functional and lack resources.

The Ministry of Commerce recently held a training workshop demonstrating to women traders the importance of online commerce. They view the use of social networks as important to increase sales and the Ministry of Commerce is thus encouraging traders to make better use of them especially in this time of crisis due to the Covid-19 pandemic.

The Chamber of Commerce of Niger has put in place a service called Service d'Appui à l'Entrepreneuriat Feminin (SAEF) meaning Support Service for Female Entrepreneurship to facilitate the exchange of opportunities between women entrepreneurs, traders and women's associations in order to prosper the economic contribution of women from Niger.

While the NTFC members report that the structure and operational model are lacking overall, they largely believe it would be suitable for integrating gender. NTFC members repeatedly mentioned that the ability of the NTFC to operate is severely limited by lack of financial, human and technical resources. However, they typically not see that any specific changes to the structure or operational model would need to be made to integrate gender. In terms of structure, members reported that they bring technical expertise, including from public and private institutions and have different skills and perspectives. Appointment of the representative is based on qualification; there is no preference for men or women. Additionally, in meetings everyone is encouraged to participate, and no member reported that men dictate the conversation, although members had differing opinions on whether men and women participate equally. Decisions are taken by consensus and no member is reported to dominate. In case there are problems, which is rare, the fundamental decision rests with the Chairman of the Committee (Minister of Commerce).

Figure 28: Current Structure & Operational Model is Adequate to Support Integration of Gender



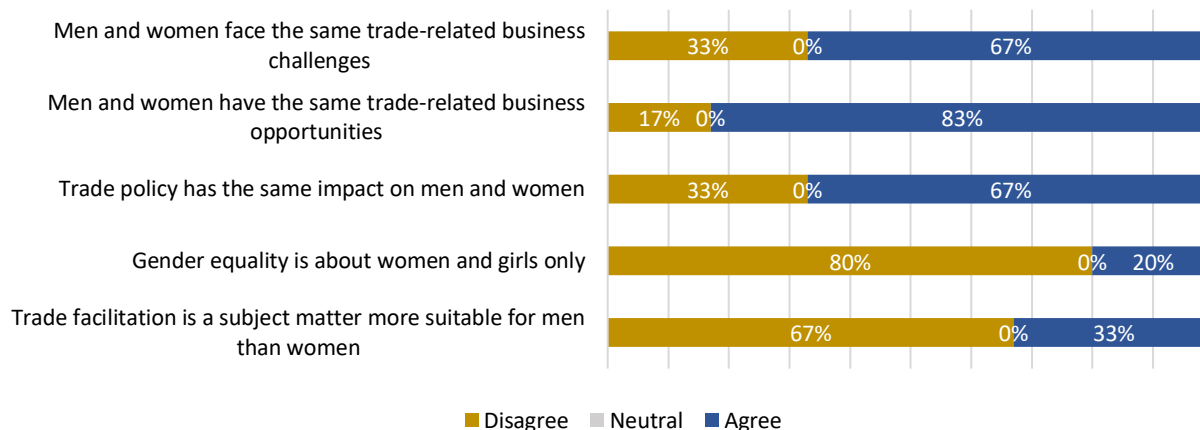
Among those who did not believe the structure was adequate, several mentioned the high turnover of membership. Members are appointed by the Ministry of Commerce writing to the institutions to ask them to appoint someone. Regarding the representation of the member structure in the activities, the member organizations designate the person capable of representing them in the activities. While members thought this was a good system, they also mentioned that it can be a problem because each time there is a new minister and representatives leave their posts, they take their experience with them and the newly appointed representatives have to start over.

Monitoring & evaluation is non-existent at the NTFC in Niger, with no gender integration. The NTFC only writes reports in case they are needed, for example, after training workshops. This is, however, not mandatory. Statistical data at the level of the Ministry for the Promotion of Women and the Ministry of Population do not take into account the rate of working women, the number of women entrepreneurs, or the gender quota in decision-making bodies. The National Institute of Statistics does not have reliable data either. The NTFC is not in a position to do an M&E for lack of material, technical and financial means. To do this, they need equipment such as computers, Internet connection, logistics equipment, and a qualified team. Currently, neither the progress reports nor the trade related data is disaggregated by gender.

3.6.3 NTFC Gender Capacity Building Needs in Niger

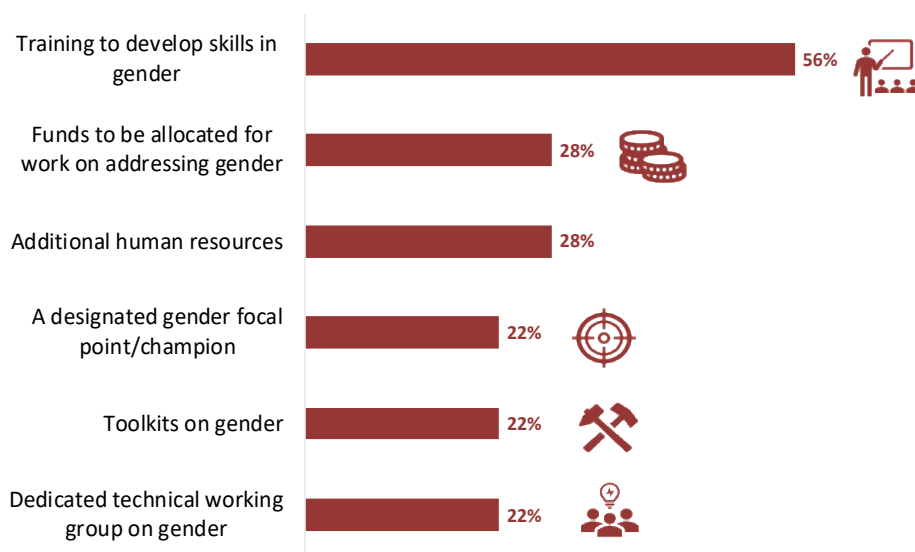
The NTFC members are aware that women contribute heavily to trade in their country, but beyond this, their knowledge is limited. In the digital survey, 83 percent of NTFC members reported that they believe men and women have the same trade-related business opportunities and 67 percent that trade policy has the same impact on men and women. Many NTFC members reported that according to legal texts and regulations, men and women are treated the same, however, it is socio-cultural practices that discriminate against women. In terms of how the NTFC would include gender into its own activities and operations, the NTFC does not have the knowledge or means to strengthen the capacities of its members.

Figure 29: Agreement with Statements Regarding Gender-Trade Nexus



Training was mentioned by the majority of NTFC members as priority for capacity building. This was followed by funds to be allocated for work on addressing gender and additional human resources. NTFC members mentioned that in order to improve the integration of gender into their work, women must be given responsibilities such as leading a team, a working group or a committee. This would be much more effective if higher-level women within their ministries would be appointed as representatives of bodies such as the NTFC.

Figure 30: Resources needed to improve integration of gender

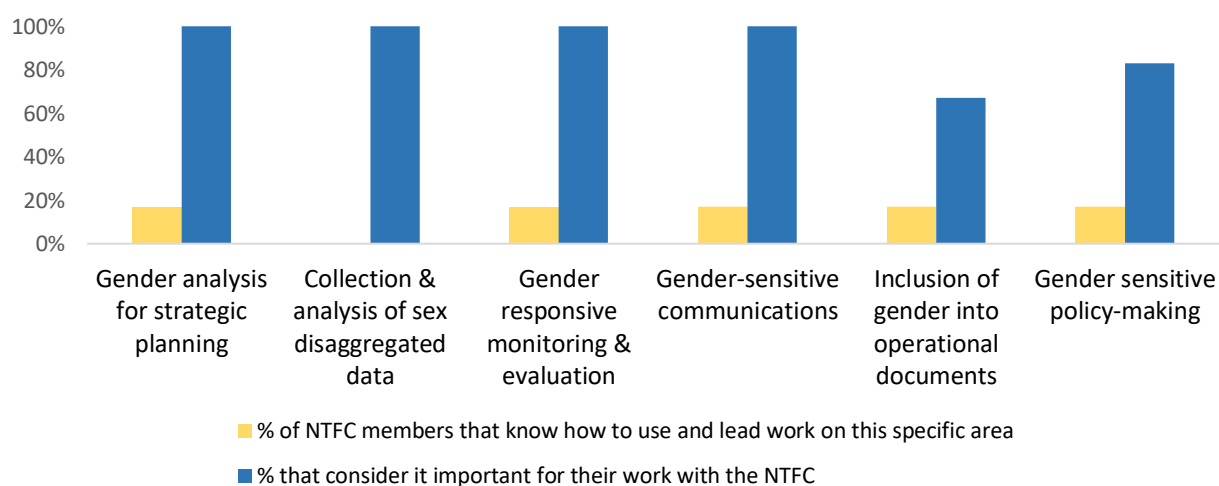


The preferred methods for training among NTFC members:

- **Training of trainers** was indicated by all members as it would allow trained members to share their knowledge and thus form a chain of knowledge transmission within the committee and its members. This is critical given NTFC membership changes with each Ministerial appointment.
- **Small groups interactions** to facilitate learning through physical presence, which is very important in a country where social relationships matter a lot.
- **Classroom lectures** which are an old method of learning, but which is very effective in the context of Niger especially as bad Internet connectivity might not be suitable for online learning.

Training should be practical and applicable to the work. NTFC members reported that training should also include how to turn the workshop recommendations into concrete activities. Collection and analysis of sex disaggregated data is the area in which there is the biggest skills gap among NTFC members in terms of how many reported that they would be able to lead work on this (zero) compared to how many thought it was important or very important (100 percent). Similarly, gender responsive M&E, gender analysis for strategic planning and gender sensitive communications were seen as important by all surveyed members, but only 17 percent would be confident leading work on it. In key informant interviews, members mentioned that they would need materials, financial, human and material, to support the M&E function, as they faced difficulty in tracking their activities.

Figure 31: Priority areas for training of NTFC Members



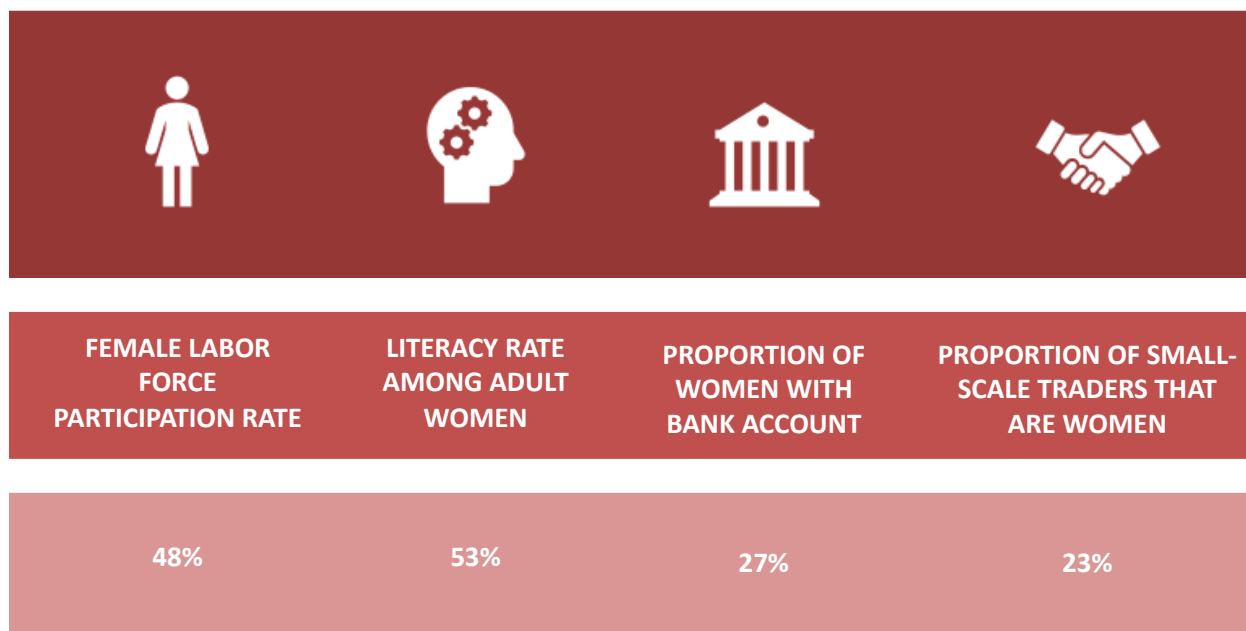


NTFC members reported a variety of views on the potential gender champion. None of the potential gender champions mentioned currently have the technical knowledge or resources to carry out this objective and would require a specific capacity building program. Examples of potential gender champions mentioned by NTFC members included:

- **Chamber of Commerce.** The Chamber of Commerce has created a support service for female entrepreneurship to facilitate trade for women. It accompanies women during fairs and events in the sub-region.
- **Ministry of Commerce:** In particular, the current assistant to the Permanent Secretary is a woman and is very active in this role. However, members repeatedly mentioned that the Permanent Secretariat lacks the resources it needs to do its current job and therefore taking on any new roles would require devoted resources.
- **the Minister for the Promotion of Women or Minister of Culture.** These ministries are not currently members of the NTFC, however, some members reported that they would have the right background to be gender champions, if included.

Members also suggested conducting a major awareness campaign with decision-making bodies such as the government, parliament, and state institutions. They also recommended training stakeholders to properly apply the measures that would facilitate gender mainstreaming and the adoption of these measures.

3.7 Nigeria



Data Sources: Word Bank World Development Indicators, World Bank Global Index, Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program

3.7.1 Gender & Trade Policy Context in Nigeria

Women in Nigeria are disadvantaged compared to men in terms of education, earnings, and ownership of assets. Even though Nigeria has over the decades developed some structures to support the empowerment of women and gender equality, most of these approaches have been focused on the welfare of women, rather than promoting their entrepreneurship. Significant gender gaps remain. In particular, women have a low literacy rate, face harassment and gender-based violence and elevated levels of poverty, which is linked to their low participation in the labor force. Findings from the World Bank Small-Scale Cross-Border Trader Survey indicate that 23 percent of small-scale cross-border traders along the Lagos-Kano-Niamey corridor in Nigeria are women.³¹ Women traders tend to be informal in nature and thus not acknowledged by the government. This has resulted in marginalization of women in trade and denial of formal access to trade finance.

³¹ Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program

Figure 32: Profile of Women Traders in Nigeria along the Lagos-Kano-Niamey Corridor



23% of the traders surveyed were women

Profile of women traders in Nigeria:		Comparison to male traders
Percent that have completed primary school or no schooling	88%	43%
Top products traded	1. Beans (24%) 2. Grains (15%) 3. Raw vegetables (15%) 4. Cooking oil (15%)	1. Beans (42%) 2. Grains (38%)
Average distance travelled from where goods are purchased (mean)	210 km	306 km
Main means of transport	1. Car/bus (92%)	1. Car/bus (67%) 2. Truck (32%)
Percentage that own their means of transport	12%	7%
Average income on each market day	USD 88.55	USD 94.14
Top 3 infrastructure needs at the border/market	1. Toilets (59%) 2. Fencing & CCTV cameras (44%) 3. New market stalls (32%)	1. Toilets (56%) 2. New market stalls (40%)
Percent that find clearance procedures at the border complex or very complex	62%	50%
Percent that report that they typically do not receive receipt for payments made at the border	71%	67%
Percent that are aware of existing regional provisions such as ECOWAS Common External Tariff (CET) and Tariff Liberalization Scheme (ETLS)	32%	38%

Awareness of trade rules, regulations and procedures	<p>No awareness (21%)</p> <p>Limited awareness (56%)</p> <p>Average or good awareness (24%)</p>	<p>No awareness (21%)</p> <p>Limited awareness (37%)</p> <p>Average to very good awareness (43%)</p>
Membership in associations of traders	24%	59%
Top 3 needs to improve trading conditions at the border	<p>1. Improved safety (53%)</p> <p>2. Access to finance (12%)</p> <p>3. Simplified procedure & processes (12%)</p> <p>4. Improved behavior (12%)</p>	<p>1. Improved safety (48%)</p> <p>2. Access to finance (24%)</p> <p>3. Simplified procedure & processes (16%)</p>

Data Source: Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program

Enhancing stakeholder capacity to institute a gender sensitive trade regime is a component of the National Gender Policy in Nigeria, however, results have been limited. Nigeria adopted a National Gender Policy, intended to run for 5 years, in 2008. The focus of the National Gender Policy is the promotion of women's human rights and empowerment of women in key sectors. The policy is largely trade neutral. However, the strategic framework for this policy includes, as an expected output, strengthened capacities of the Federal Ministry of Trade and the Export Promotion Council to support a gender sensitive trade regime. Expected interventions included the development of national policy guidelines on gender and trade and support to national women entrepreneurs' networks and association to participate in international and national trade fairs. Although the policy ended in 2013, it reportedly achieved less than 50 percent of its targeted areas and an updated version has not been instituted.

While the National Trade Policy does not currently consider gender, the Ministry of Trade is taking steps toward integrating gender into future policy. The Nigeria Roadmap for Trade Facilitation is designed in accordance with the WTO Trade Facilitation Agreement and does not have a gender component. There are, however, initiatives implemented by the NTFC itself as well as by the Ministry of Trade aimed at improving the processes for small-scale traders, a large proportion of which are women.

•

- The NTFC has begun automating processes, including through a trade Portal to reduce human contact, time and cost of doing business.
- The Ministry of Trade is also implementing two projects seeking to address constraints for women in business: The Growth & Employment Project, intended to seek formalization of women businesses, access to finance and entrepreneurship and the Transnational Border Markets Project, which focuses on infrastructure constraints at the borders, data recording and formalization of SSCBT to avoid smuggling.

3.7.2 Current NTFC Structure & Membership in Nigeria

Operational aspects do not currently incorporate gender. The NTFC has not taken any active steps to mainstream gender into its operations. However, the NTFC is currently working on the review process of the roadmap toward mainstreaming gender. Gender and trade are not discussed in meetings, with the exception of a 2019 World Bank scoping mission, in which members reportedly received a presentation on the importance of women as cross-border traders.

The NTFC includes several representatives from public and private sector institutions focused on advocacy of gender issues, but gender and trade related advocacy remains limited. The Nigeria NTFC, which was established by the Federal Executive Council approval in 2014, has members drawn from various government agencies, private sector associations and civil society organizations. There are three gender-focused organizations that are members of the NTFC, but no tangible achievement has been demonstrated with regards to trade facilitation on gender issues. These organizations are generally not well structured and lack financial and technical capacity.

- Federal Ministry of Women Affairs and Social Development
- Organization of Women in Trade Nigeria (OWIT)
- National Business Women Forum (NBWF)

GENDER STRUCTURES WITHIN NTFC MEMBER ORGANIZATIONS

Each Ministry in Nigeria has a gender focal point that works in coordination with the Ministry of Women Affairs and Social Development to mainstream gender issues into their line Ministry's programming and budgeting.

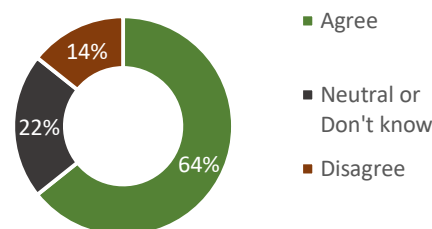
There are also civil society organizations that have implemented programs aimed at supporting women in cross-border trade. For example, the National Association of Chambers of Commerce, Industry, Mines and Agriculture (NACCIMA) has a program to provide a networking platform for women in business. Unfortunately, this program is not currently operational as a result of lack of funding.

The Nigerian Export Promotion Council (NEPC) has created a Women-in-Export division that provides advisory services and training for women-owned businesses. NEPC has enabled over 2,000 women to gain access to greater business opportunities and increase their competences and competitiveness in international trade, through:

- Running export trainings and seminars;
- Matching Nigerian women with potential buyers;
- Supporting their international exposure through trade fairs or buyer-seller missions;
- Providing market information;
- Facilitating access to finance through establishing and guiding contact with financial institutions;
- Helping to create women business associations; and
- Leading advocacy campaigns to help women access capital and ease customs procedures.

The NTFC members largely consider their structure and operational model to be adequate for integrating gender. The operational model of the NTFC is geared toward achieving full implementation of the Trade Facilitation Agreement and is therefore made flexible to accommodate the necessary tools in achieving its goals relating to trade facilitation. Hence, members largely reported that they thought their operational model and structure were adequate for integrating gender. As evidence, members mentioned that there are several women's groups included in the committee, that participation is not based on gender, but rather on technical expertise and that the NTFC and its leadership are eager to address gender issues. Decisions are taken by vote and while no member has veto power, it has been reported that FMITI and Customs are influential given their roles on the Committee. Those that

Figure 33: Current Structure & Operational Model is Adequate to Support Integration of Gender



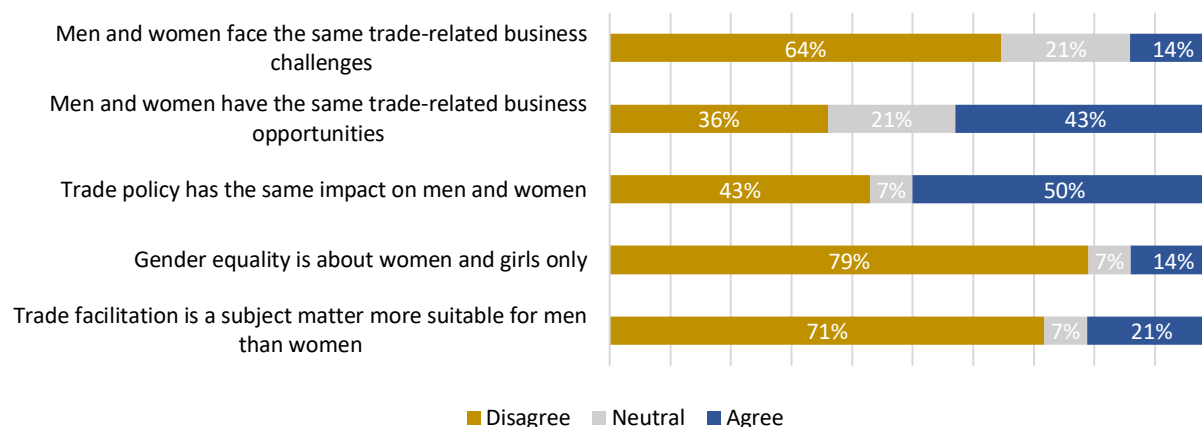
did not see the structure as adequate, largely mentioned a lack of funding and resources for the Secretariat. Members mentioned that there is a need for greater inclusion of women in the committee and on the Secretariat.

Monitoring & evaluation in the Nigeria NTFC is emerging, with no gender integration. There is currently no monitoring and evaluation framework used by the NTFC in Nigeria. The only monitoring mechanism of NTFC is the annual Council on Trade organized by the Federal Ministry of Industry, Trade and Investment (FMITI), in which the achievement so far and the next step of action are presented. However, the current review of the TF roadmap is developing tools for monitoring and evaluation of the NTFC activities which includes establishment of Trade Facilitation centers across the 36 States of the Federation including the Federal Capital Territory (FCT), establishment of a monitoring desk in the port and border post and functioning of the trade portal to access data collection for evaluation. As M&E is in a nascent stage, this could be a promising opportunity for integrating gender into the tools and mechanisms that are instituted.

3.7.3 NTFC Gender Capacity Building Needs in Nigeria

Members understand the importance of gender as a concept but lack a nuanced understanding of the issues. NTFC members largely recognize the importance of gender, considering the representation of women involved in small cross-border trade and petty traders in Nigeria. While members largely agreed that women have lower levels of knowledge of trade rules and procedures, there was less consensus on whether issues like border and market infrastructure, access to resources, etc. were gendered issues. According to findings from the digital survey, half of the members reported that they believe trade policy has the same impact on men and women and 43 percent believe men and women have the same trade-related business opportunities. Despite this, members report a high level of interest in learning how to do more in achieving gender balance.

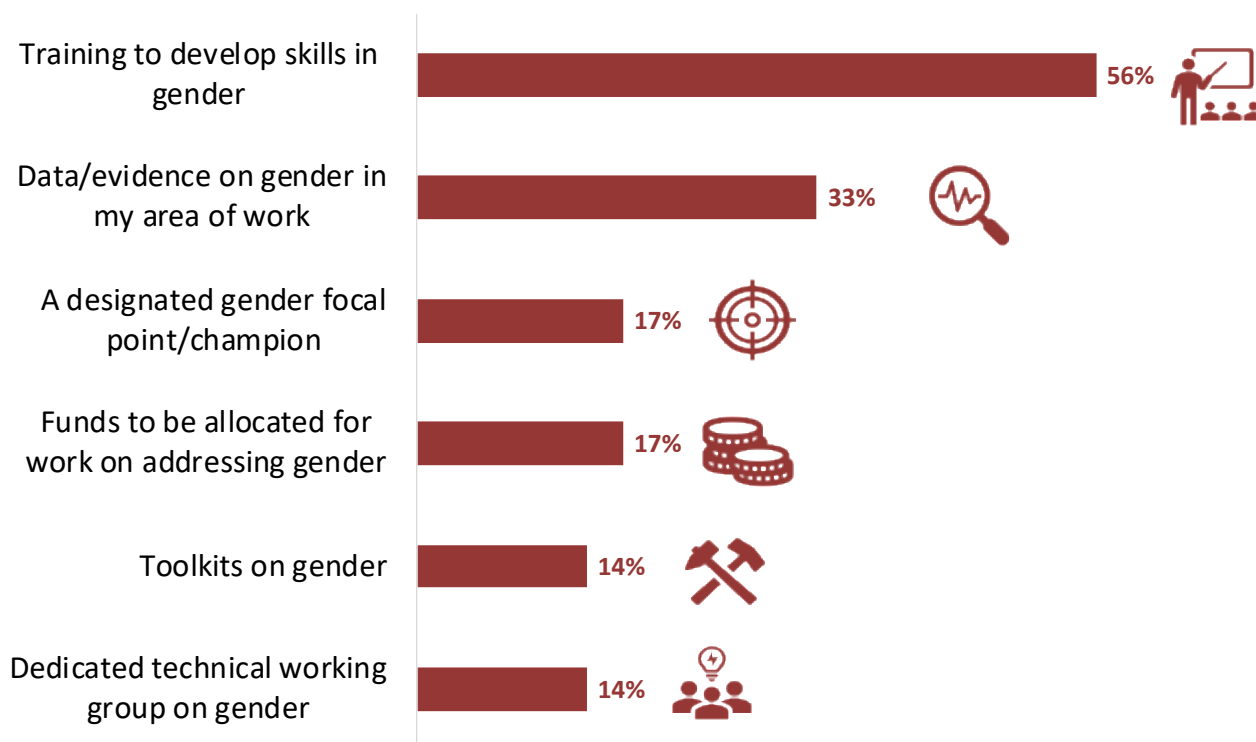
Figure 34: Agreement with Statements Regarding Gender-Trade Nexus



The most commonly mentioned resources needed for improving the integration of gender into their work were training and data/evidence. NTFC members largely reported that they would devote 2-3 days to trainings on gender. 54 percent of NTFC members reported that they would want a training of up to 2 days, while 23 percent reported wanting up to or more than 3 days.

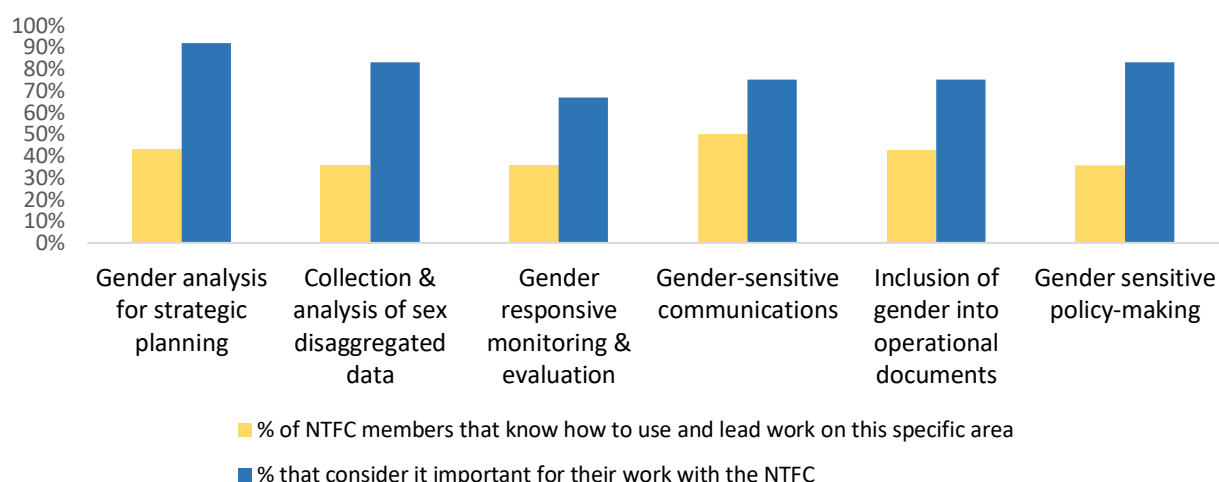
- **Classroom lectures combined with small group interactions** were seen as the most efficient way to coordinate training and enhance effective dissemination of trade policies and trade rules, processes and procedures. This will lead to more knowledge of how women can access trade related opportunities.
- **Training for trainers** particularly for the potential focal points to continue to highlight gender as a priority within the NTFC.
- **Setting up a communication channel**, instant attendance to issues relating to gender as it arises, effective follow-up and feedback mechanism through mobile devices.

Figure 35: Resources needed to improve integration of gender



Training topics of importance to the Nigerian NTFC include gender analysis for strategic planning and collection and analysis of sex disaggregated data. 92 percent of NTFC members consider gender analysis for strategic planning to be important or very important, while only 43 percent report that they have the skills and proficiency to lead work on this. Similarly, 83 percent of members report a high importance of collection and analysis of sex disaggregated data, but only 36 percent could lead work on it.

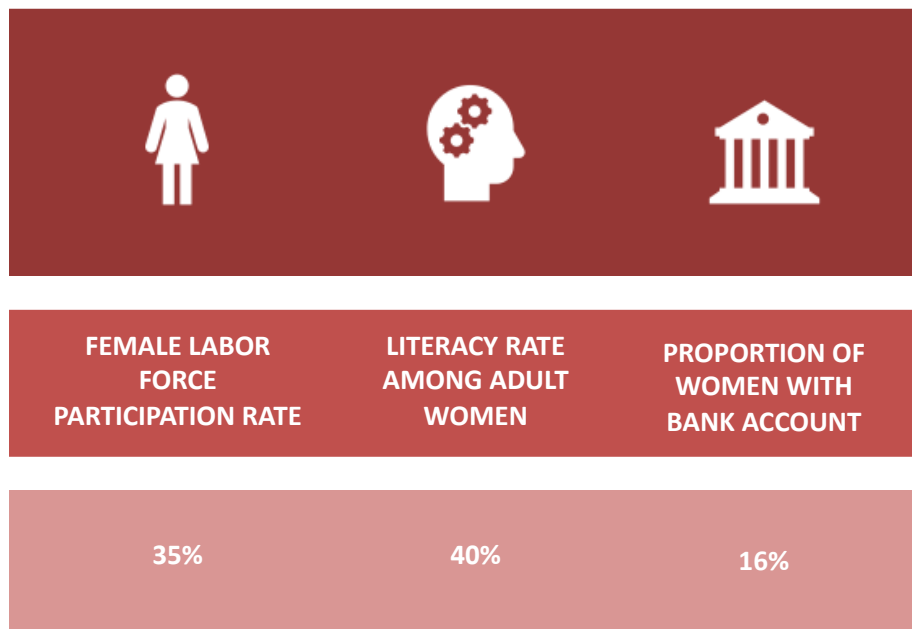
Figure 36: Priority areas for training of NTFC Members



In key informant interviews, NTFC members also frequently cited a need for a designated gender champion. The most commonly mentioned organization was the Federal Ministry of Women Affairs and Social Development (FMWSD) because of its mandate and responsibility of championing gender related issues. As a member of the NTFC, they are well positioned to take on this role. The Ministry of Trade and the Organization of Women in International Trade (OWIT) Nigeria were also mentioned as potential champions for gender issues within the NTFC. These organizations are all currently members of the NTFC and are thus well positioned to take on the role of gender champion. It is clear, however, that a specific training program would need to be developed to ensure the representatives have the right capacity for advocacy of gender issues. The National Export Promotion Council (NEPC) also represents a potential gender champion, given its work related to women-owned trading businesses. The NEPC brings experience building capacity of women-owned businesses.

Toolkits on gender which include specific evidence and data would be beneficial for the NTFC's gender integration. The NTFC views such toolkits as a key requirement toward efficient delivery of capacity building. Membership of the NTFC is by agency nomination whose representations are not always consistent. Since most of the members are being newly introduced, full participation of these NTFC members in gender related issues are required and for the purposes of monitoring and evaluation activities.

3.8 Senegal



Data Sources: Word Bank World Development Indicators, World Bank Global Index

3.8.1 Gender & Trade Policy Context in Senegal

Gender issues limit Senegalese women's rights and ability to participate in economic activity. Senegalese gender relations are shaped by socio-cultural norms and customs and women in Senegal are subject to early marriage, discriminatory family code and many forms of gender-based violence (GBV)³². Yet, Senegal has made improvements in access to education, healthcare and economic opportunities. The literacy rate in Senegal is 40 percent for women compared to 65 percent for men.³³ Only 35 percent of the female adult population participate in the labor market.³⁴ This percentage is almost twice as high among men. Women generally work in lower value-added activities, with jobs that are often more precarious and less skilled. Financial inclusion indicators show that women are

³² Groupe d'Etudes et de Recherches Genre et Sociétés – Université Gaston Berger (GESTES – UGB) / Centre de Recherche et de Développement International (CRDI), *Les VBG dans les ménages : représentations, connaissances, prévalences et prise en charge*, 2015

³³ World Bank World Development Indicators

³⁴ Ibid

most often part of the “excluded” segment of the formal financial system, with only around 16 percent having access to a formal financial institution compared to 26 percent for men.³⁵

The Ministry of Gender in Senegal is active in the promotion of women’s economic empowerment, but there has so far been no integration of trade into these efforts. In Senegal, the Ministry of Women, Family, Gender and Child Protection (MOWFC) is responsible for gender mainstreaming within the country. The MOWFC is in the process of evaluating the results of the former Stratégie Nationale pour l’Equité et l’Egalité de Genre (SNEEG), which ran through 2016. The new strategy under development, Stratégie Nationale d’Autonomisation Economique des Femmes (SNAEF) focuses on improving the economic autonomy of women. SNAEF’s 2035 vision is to “contribute to the economic autonomy of women and girls through the emergence of inclusive, sustainable and growth-enhancing entrepreneurship and the promotion of equitable and value-creating wage-earning.”

Alongside this national strategy, there is also the Emerging Senegal Plan (PSE) which is a reference framework for gender-sensitive public policies. The axes of the Priority Action Plan (2019-2023) integrate gender for inclusive, equitable or equal participation of actors in the development process. Certain actions have been implemented within the framework of these policies, namely programs to strengthen the technical and managerial capacities of women and also access to financing of income-generating activities in order to take care of the concerns of populations living in extreme poverty. The government has also put in place funds to facilitate access to credit and strengthen female entrepreneurship. Similarly, Senegal created the Ministry dedicated to Microfinance and the Social and Solidarity Economy, which has women as a priority target. In addition, the government has put in place over the past five years, projects and programs to fight poverty among women with a view to developing female entrepreneurship.

No concrete gender-related trade activities could be reviewed; however, the 2018 Sector Policy Note of the Ministry of Trade and SMEs reportedly includes gender aspects. In particular, the document foresees the following activities: (i) a gender diagnostic and the development of gender-specific strategy; and (ii) the monitoring of the implementation of the above mentioned and alignment with the National Gender Equity and Equality Strategy. A unit was reportedly set-up within the Ministry of Trade to implement this policy.

The recently elaborated National Strategy to implement the African Continental Free Trade Area also takes apparently gender aspects into account. The activities proposed include:

1. Capacity-building for women and young people on tariff and non-tariff barriers;
2. Consideration of differentiated needs of men and women in the construction of infrastructure in border areas;

³⁵ World Bank Global Findex

3. Promotion of women's and men's access to standardization;
4. Facilitation of women's access to credit
5. Strengthening of mechanisms to combat corruption, sexual harassment and other human rights violations in cross-border areas;
6. Creation of incubators for women
7. Development of e-commerce;
8. Promotion of networks of small traders such as the Association of West-African Women (AFAO).

3.8.2 Current NTFC Structure & Membership in Senegal

The current structure and functional aspects of the NTFC do not include gender considerations, but the establishment of a gender committee was envisaged at the last meetings. In the structures establishing the NTFC and the definition of the roadmap, the issue of gender has not received any particular attention. The issue of gender was raised only at the most recent meeting of NTFC members. A consensus was reached on the need to incorporate gender aspects and recommendations were made to include associations representing women. There are also activities planned to reflect on the gender and trade facilitation relationship as part of the implementation of the TFWA Program with studies to be returned since March, but these were postponed due to COVID-19.

The National Trade Facilitation Committee of Senegal is chaired by a coordinator of the Directorate General of Customs and the Secretariat is run by a representative of the Directorate of Foreign Trade. The Ministry of Women, Family, Gender and Child Protection is not currently a member of the NTFC and was unaware of the very existence of such a structure. However, the NTFC recently added two institutions focusing on women issues.

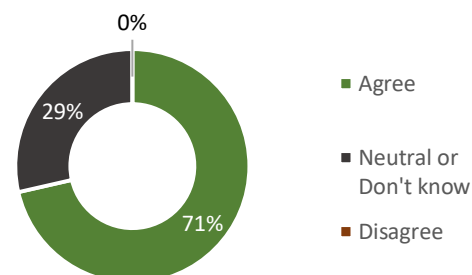
GENDER STRUCTURES WITHIN NTFC MEMBER ORGANIZATIONS

Each line ministry has established a Gender Unit to coordinate with the MOWFC in implementing national gender mainstreaming goals. However, the Gender Units are constrained by a lack of resources and staff with appropriate skills to integrate gender in plans, policies, procedures, and practices across the government.

Members felt that the NTFC was sufficiently balanced to support the integration of gender. Members noted that the composition of the committee is diverse (it includes public and private institutions with different skills and perspectives) and that the committee has women's and women's associations who are experts in trade facilitation and their respective fields, and that the NTFC appreciates their contribution. Members also indicated that men and women participate on an equal footing and that everyone is encouraged to participate. Decisions are made by consensus and no member seems to dominate.

The evaluation mechanism within the NTFC is not operational in Senegal. NTFC members reported that the low capacity of the Secretariat is the main reason why the monitoring-assessment mechanism has not been operationalized. In addition to the creation of a permanent Secretariat, the lack of both human and financial resources are also constraints that delay the effective implementation of a M&E function. The NTFC does not currently have access to any sex-disaggregated data. Members mentioned that this was a critical area in which they would need technical and financial support.

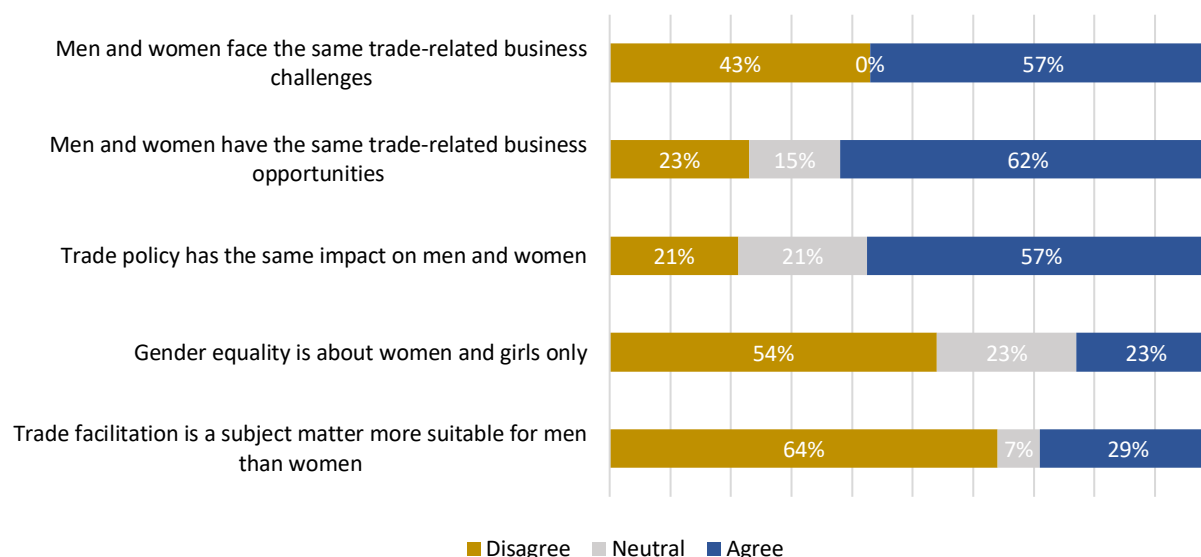
Figure 37: Current Structure & Operational Model is Adequate to Support Integration of Gender



3.8.3 NTFC Gender Capacity Building Needs in Senegal

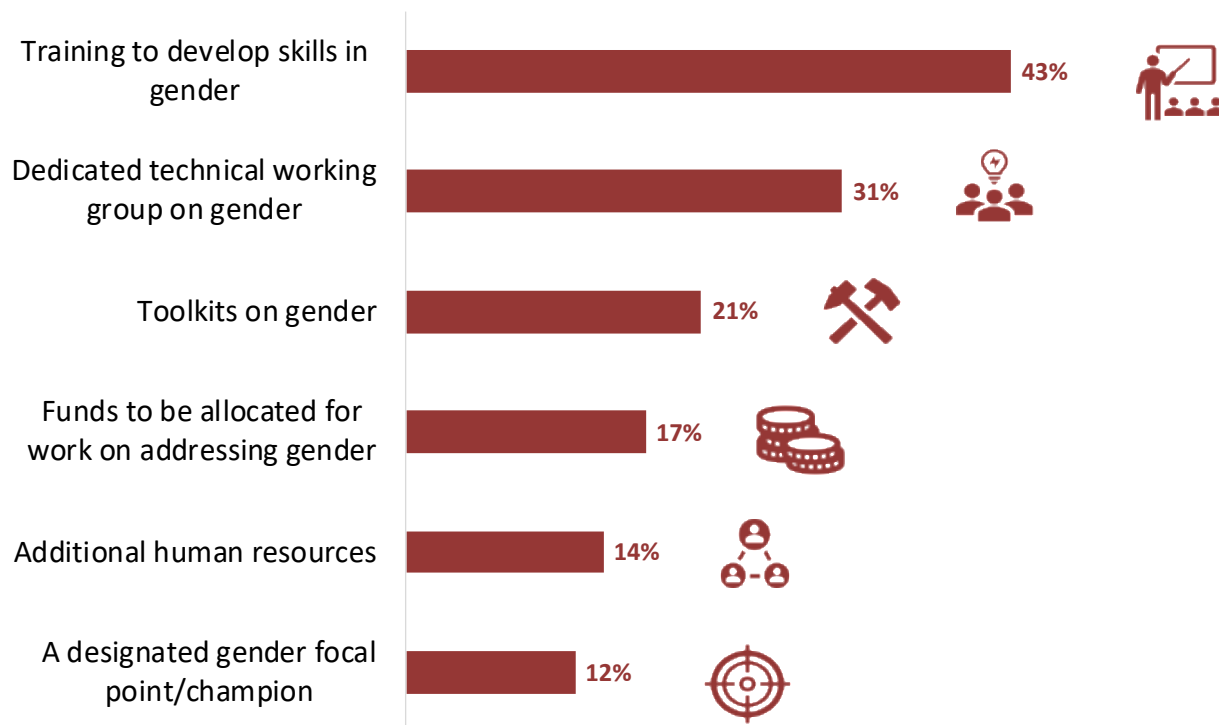
NTFC members have a general understanding of gender as a concept, but most lack awareness of the implications of the relationship between trade and gender. NTFC members are aware that women make up a large proportion of cross-border traders in their country, but beyond that, their knowledge is limited. For NTFC members, trade policy as defined in Senegal is neutral, with no discriminatory orientation for men or women. Not all members are aware of how a gender-neutral trade policy can have different impacts on men and women. In the digital survey, the majority of NTFC members agreed that men and women have the same opportunities, face the same challenges, and are similarly impacted by trade policy. There is also little awareness of how gender could be taken into account in trade policy beyond the issue of protecting women in cross-border trade.

Figure 38: Agreement with Statements Regarding Gender-Trade Nexus



Despite the interest shown by members in integrating gender into the NTFC, members acknowledge their lack of expertise in implementing such a program. To this end, the members of the NTFC have expressed the need for capacity building on gender issues in order to raise awareness around them. They are asking for the support of a gender expert to setup, follow-up and evaluation of a gender committee within the NTFC. Members felt that the designation of a potential gender champion should be discussed at the committee level, although many agreed that the Ministry of Women and the Chamber of Commerce could fully assume this role.

Figure 39: Resources needed to improve integration of gender

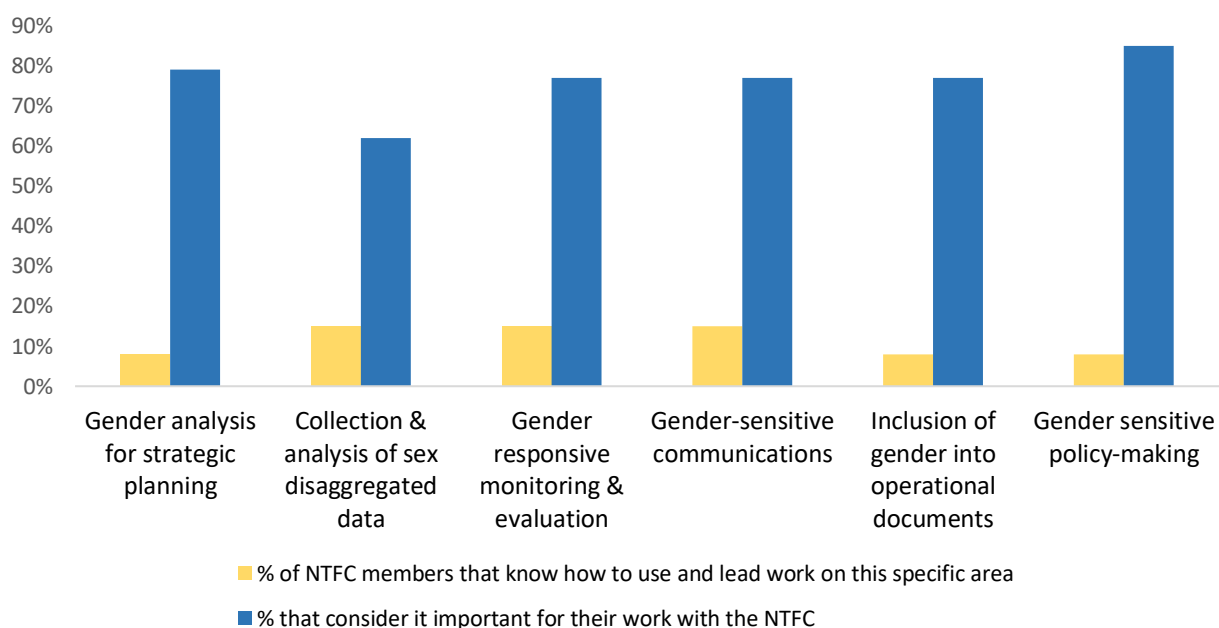


For NTFC members, the need for training and the provision of funding are the main resources they need to promote the integration of gender into their work. But beyond the designation of a potential champion to advocate for the trade-like agenda, NTFC members believe that there is a real need for capacity building through training by specialists on trade and gender issues. 57 percent of NTFC members reported that a training of up to or more than 3 days would be optimal. The preferred methods for training include:

- **Training of trainers:** From the perspective of continuity, training of trainers is the preferred method of building capacity to equip them with the concept of gender.
- **Case studies**
- **Online courses**

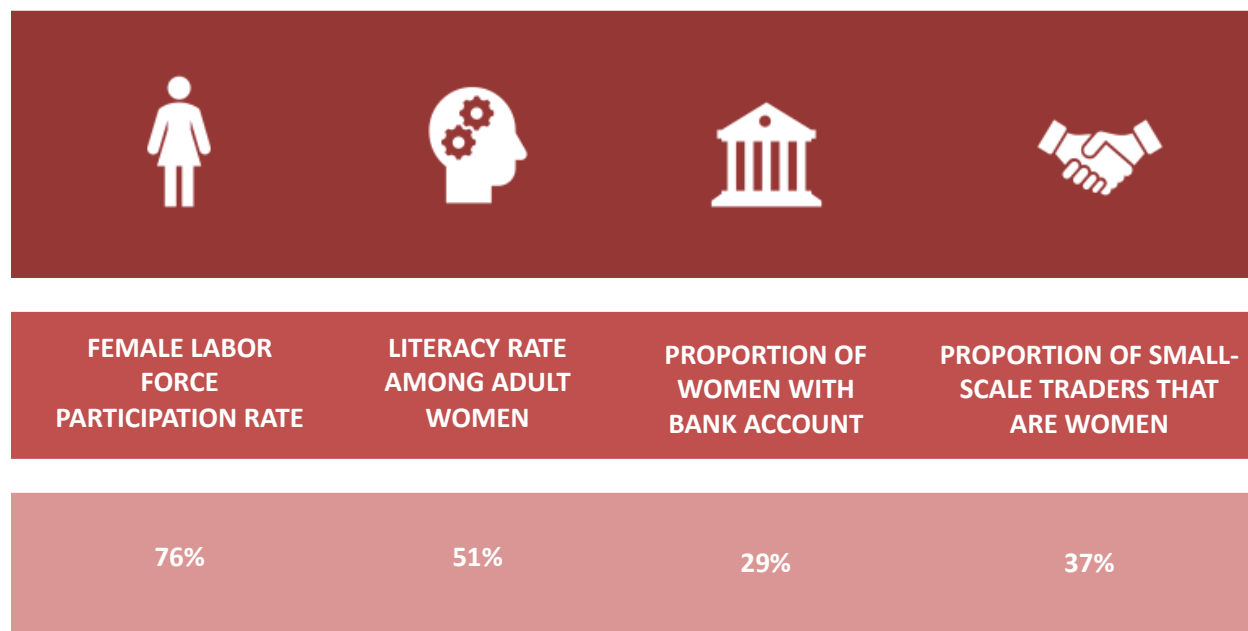
Gender-sensitive policymaking and gender analysis for strategic planning are the areas in which NTFC members report the largest skills gaps. In terms of importance, 85 percent of NTFC members reported that gender-sensitive policy making is important or very important to their work with the NTFC, but only 8 percent feel confident to use it. Similarly, gender analysis for strategic planning is considered to be of importance by 79 percent of members and only 8 percent feel confident to use it.

Figure 40: Priority areas for training of NTFC Members



The members of the NTFC have expressed a real need for support by gender experts on monitoring and evaluation. In order to ensure the follow-up and evaluation of their activities, the members of the NTFC expressed the need for support both in technical and material tools. They reported needing support in the implementation of gender tracking indicators, diagnostic tools, etc.

3.9 Togo



Data Sources: Word Bank World Development Indicators, World Bank Global Index, Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program

3.9.1 Gender & Trade Policy Context in Togo

Inequality and disparities between men and women remain persistent in Togo. Despite the significant efforts and the progress made in recent years, gender gaps remain. Togolese women make an important contribution to the economy. Female labor force participation is high at 76 percent (compared to 79 percent among men).³⁶ However, all the indicators show (enrollment rate, literacy, maternal mortality, presence in different branches of the economy, participation in decision-making bodies, women involved in politics, etc.) that they occupy marginal positions compared to men. They have more limited access to means of production, resources and economic and social opportunities.

In an attempt to address gender disparities, Togo developed in 2011 a National Gender Equity and Equality Policy (PNEEG) and the National Strategy for Equity and Gender Equality (SNEEG). This policy provides a framework of reference and guidance for all stakeholders. Its aim is to promote in the medium and long term, equity and gender equality, the empowerment of women and girls and their effective participation in decision-making at all levels of Togo's development process in

³⁶ Word Bank World Development Indicators

order to strengthen the gains, better position the contribution of women in the country's march toward emergence and above all bring the PNEEG 2011 in line with the emerging needs of Togolese women. In its third strategic direction, PNEEG provides activities to support women traders and other income-generating activities for women. The new National Development Program (PND) adopted by the government of Togo on August 3, 2018 and officially launched on March 4, 2019, is a five-year strategic document covering the period 2018-2022, aims for strong and inclusive growth (7.6 percent on the horizon 2022), which will result from the structural transformation of the economy. Gender equality and the empowerment of women is one of the cross-cutting themes that is taken into account in the strategic planning of the PND. It was classified under the issues of primary importance for Togo.

In Togo, there are no trade programs incorporating gender. Togo's trade policy focuses on the following key areas, promoting domestic trade activities and ensuring compliance with competition rules, promoting Togo's exports, the supply of goods and services to the Togolese economy, entrepreneurship in the commercial sector, and adding value to goods and services of Togolese origin. The current trade facilitation initiatives do not have a gender component, but there are some initiatives aimed at improving processes for small traders, many of whom are women, mainly in the informal sector. These initiatives (the introduction of a simplified trade regime) are included in the action plan of the national strategy for the implementation of the African Continental Free Trade Area (AfCFTA), which Togo developed and validated in October 2019. These initiatives include:

- For declarations of customs goods, facilities are granted to women involved in cross-border trade who do not have invoices;
- Customs officials are often listening and granting customs clearance facilities to formal traders.

Figure 41: Profile of Women Traders in along the Lomé-Ouagadougou Corridor in Togo



Profile of women traders in Togo:		Comparison to male traders
Percent that have completed primary school or no schooling	69%	77%
Top products traded	1. Grains (38%) 2. Clothing (15%)	1. Manufacturing products (18%)

	3. Raw vegetables (13%)	2. Clothing (14%)
Average distance travelled from where goods are purchased (mean)	232 km	259 km
Main means of transport	1. Car/bus (56%) 2. Truck (37%)	1. Car/bus (66%) 2. Truck (30%)
Percentage that own their means of transport	13%	10%
Average income on each market day	USD 91.60	USD 203.81
Top 3 infrastructure needs at the border/market	1. Toilets (83%) 2. New market stalls (79%) 3. Road paving or rehabilitation (48%)	1. Toilets (91%) 2. Road paving or rehabilitation (67%)
Percent that find clearance procedures at the border complex or very complex	63%	56%
Percent that report that they typically do not receive receipt for payments made at the border	56%	31%
Percent that are aware of existing regional provisions such as ECOWAS Common External Tariff (CET) and Tariff Liberalization Scheme (ETLS)	21%	40%
Awareness of trade rules, regulations and procedures	No awareness (85%) Limited awareness (12%)	No awareness (63%) Limited awareness (34%)
Membership in associations of traders	33%	24%
Top 3 needs to improve trading conditions at the border	1. Simplified procedure & processes (38%) 2. Improved safety (35%) 3. Access to finance (15%)	1. Improved safety (46%) 2. Simplified procedure & processes (37%) 3. Access to finance (12%)

Data Source: Regional Field Survey on Small-Scale Cross Border Traders' World Bank TFWA Program

3.9.2 Current NTFC Structure & Membership in Togo

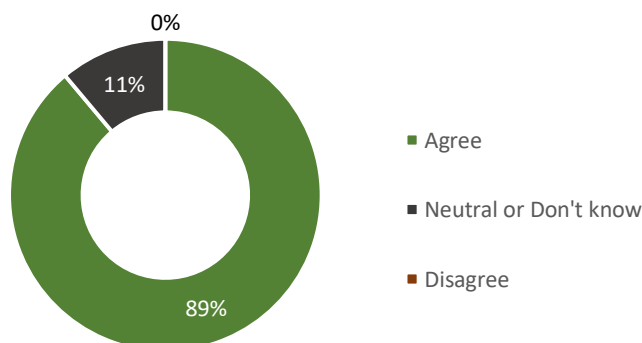
As it stands, the structure and composition of the NTFC in Togo has not placed a particular emphasis on gender. The current composition is 18 percent female and 82 percent male (5 of the 28 members are women). The NTFC recently appointed a woman as Vice-Chair. In the governance of the NTFC, when it comes to decision-making, planning, etc. gender is not a priority in itself. Despite the current lack of gender inclusion, members expressed a desire to include gender in policy documents.

GENDER STRUCTURES WITHIN NTFC MEMBER ORGANIZATIONS

In Togo, the government, in its gender equity policy, has put in place a strategy to take gender into account in a cross-cutting way. In this regard, there are gender focal points in each of the different departments. Currently, these focal points focus on women's empowerment at large rather than on gender and trade or trade facilitation and gender facilitation.

NTFC members largely believe that their structure and business model lend themselves to gender integration. Members noted that the composition of the committee is diverse (it includes public and private institutions with different skills and perspectives) and that the committee has women (5 out of 28 members) who are experts in trade facilitation and their respective fields and that the NTFC appreciates their contribution. Members also indicated that men and women participate on an equal footing and that everyone is encouraged to participate. Decisions are taken by consensus and no member appears to be in a dominant position.

Figure 42: Current Structure & Operational Model is Adequate to Support Integration of Gender

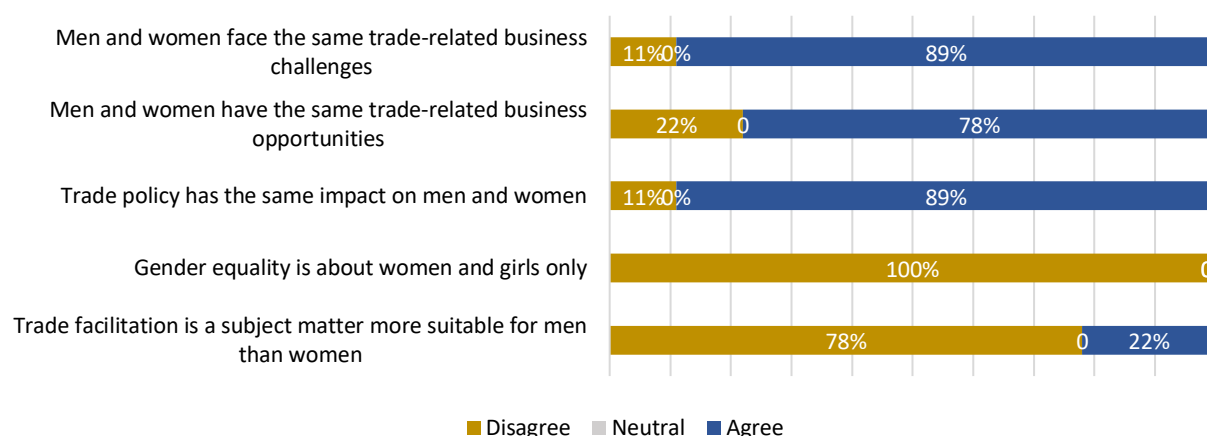


In terms of monitoring and evaluation much remains to be done. While members indicated that follow-up activities are taking place in individual institutions, the NTFC lacks an appropriate framework. The NTFC in Togo does not have adequate data for the production of gender-based reports. Since the committee does not have the logistics of collecting and analyzing statistical data on trade, the monitoring and evaluation activities of projects and programs are still in their infancy.

3.9.3 NTFC Gender Capacity Building Needs in Togo

The need for gender capacity building is affirmed by NTFC members. NTFC members' knowledge of gender is very limited and therefore it is difficult for them to develop gender-specific policies/strategies/programs. Although members are aware of the importance of women in economic activity and therefore in trade as well, their level of knowledge of the relationship between trade and politics remains limited. There is also little awareness of how gender could be taken into account in trade policy beyond the issue of small cross-border traders, particularly those in the informal sector.

Figure 43: Agreement with Statements Regarding Gender-Trade Nexus

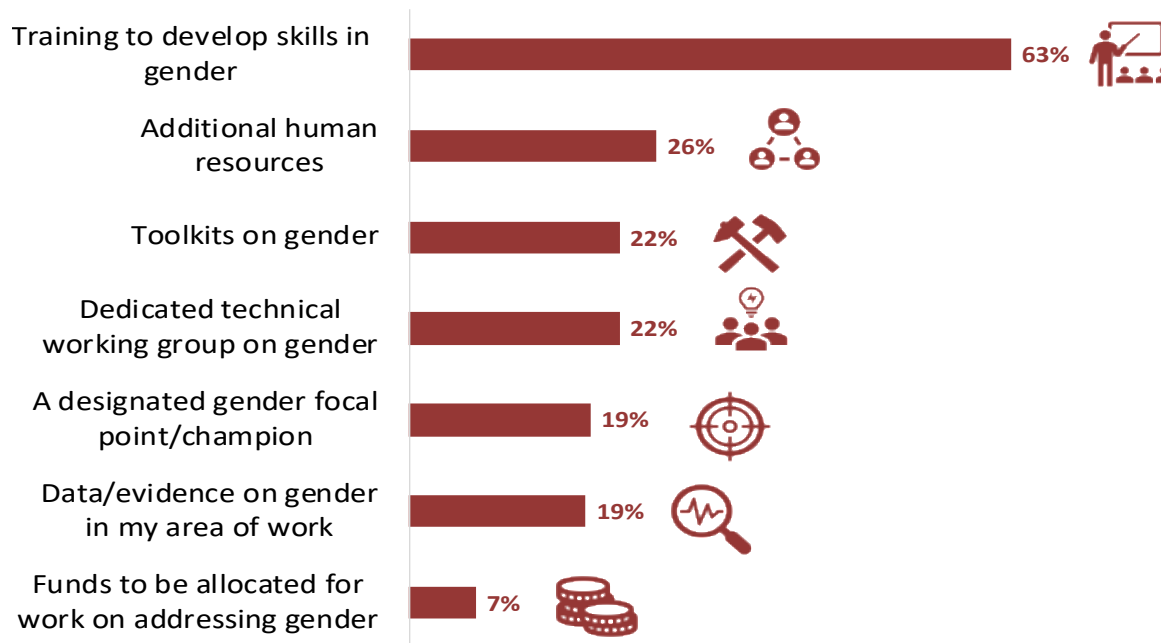


NTFC members do not know how to integrate gender into their work plan, both organizationally and politically. To do this, NTFC members expressed strong capacity-building needs in gender-based policy and strategy development, planning, budgeting, and gender-oriented collection and monitoring and evaluation. 56 percent of NTFC members report that the optimal amount of time for training sessions is up to 3 days.

With regard to capacity-building channels, NTFC members suggested:

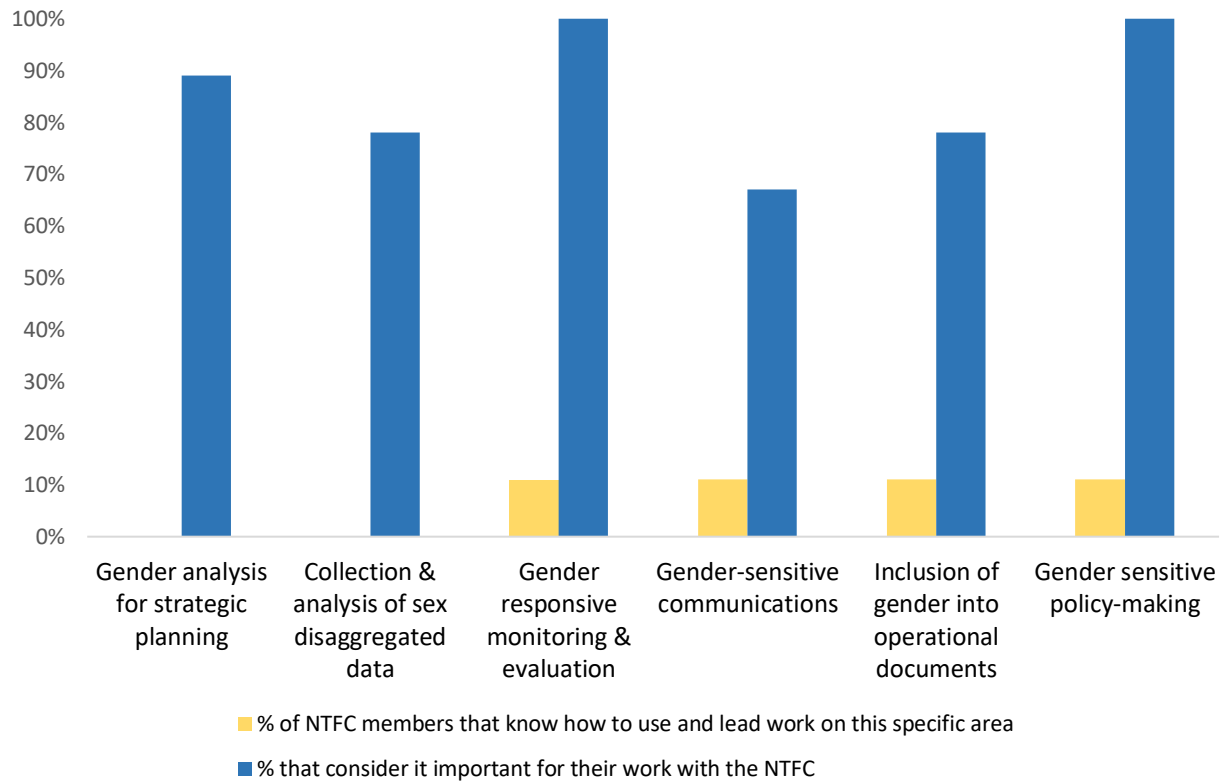
- **Case studies** with best practices from other countries, not only those in Africa but also developed countries and emerging markets that have been successful, if available (success stories);
- **Small group interactions or short-term online courses** would be particularly effective given the constraints of the COVID-19 pandemic;
- **Training of trainers** so that these members can serve as points of contact and continue to relay gender information as a priority within the NTFC.

Figure 44: Resources needed to improve integration of gender



According to the digital survey, among NTFC members priority areas for capacity building were **gender integration in M&E and policy making**. Gender responsive monitoring and evaluation and gender sensitive policy making were considered important or very important by all of the NTFC members interviewed, however, in both categories only 11 percent of NTFC members responded that they would be confident to use and lead work on these areas. As another priority, the members of the NTFC wanted their capabilities to be strengthened in the area of gender-sensitive communication and in the area of gender inclusion in operational documents.

Figure 45: Priority areas for training of NTFC Members



Member identified two potential gender champions.

- The Customs Institution (Togolese Office of Revenues-OTR) seems to be indicated to play this role.
- The Ministry responsible for the Promotion of Women, could also play this role as leader on gender. The Ministry has expressed the desire to become a member of the NTFC.

4. RECOMMENDATIONS

4.1 Overall Capacity-Building Approach

4.1.1 At the Individual Level

The capacity-building at the individual level should focus on awareness-raising and improvement of representation of women in NTFCs using a structured change management approach to ensure sustainability. Embedding change takes time and requires constant monitoring and follow-up by internal champions to see an actual shift in attitudes. The contemplated awareness-raising efforts should therefore not only consist in training to strengthen understanding of the nexus between gender and trade. An effort should also be made to strengthen / facilitate the emergence of local gender champions through technical assistance to design well-structured advocacy action plans and tools customized to individual country contexts. Such change management approach will ensure that gender issues are mainstreamed into the trade facilitation dialogue systematically and sustainably. It is also well aligned with the principle of “ambitious realism” adopted by the TWFA Program.

Recommendations also reflect the need for an institutional focus. There are high levels of inconsistency in who attends NTFC meetings and high turnover of NTFC members. Capacity building should therefore go beyond individual members and aim to entrench institutional knowledge. In this way, as new members are appointed and different representatives attend meetings, the gender and trade agenda will not be lost. The recommended capacity building delivery mechanisms are thus oriented toward the institutional level. Toolkits and a virtual library of modules can be used by any NTFC representative or staff to reference information and provide support for future gender champions to implement a training of trainers’ approach.

Given the challenges with building capacities of the NTFCs and those related to COVID-19, mixed-mode delivery is recommended. A key result from the diagnostic was the need for capacity building to be adaptable and accessible based on different in-country responses to COVID-19. The proposed content will need to be standardized, but calibrated for different country contexts, including the current level of knowledge of gender and trade, level of institutionalization of the NTFC and level of compliance with the WTO TFA. It should accommodate different learning styles, as some learn by doing, some by experimenting, thinking things over, talking, etc. Additionally, capacity building should go beyond in-class training and involve real world knowledge transfer that NTFC members can apply directly to their jobs, both within the NTFC and in their own organizations.

4.1.2 At the Organizational Level

At the organizational level, development of a gender-sensitive NTFC Operational Toolkit would provide critical guidance to local stakeholders in TFWA countries. Based on the discussions with NTFC members, such a toolkit would be equally useful for countries without an established NTFC as in those with more advanced set-up, including an established NTFC Secretariat with its own staff and resources. To build institutional capacities, these tools would provide support to all relevant stakeholders in considering gender dimensions in their work with the NTFC, including developing and implementing trade facilitation policies, conducting monitoring and evaluation (M&E) and communicating gender in trade. Additionally, the TWFA program may want to consider the establishment of a portal to facilitate the exchange of trade and gender experience and best practices among the NTFCs.

Figure 46: Summary of Findings and Recommendations

Cross-Cutting Findings	Recommendations to Address Challenges
Low Level of Gender Awareness	Training on gender for all NTFC members that includes basic gender concepts, nexus of trade and gender and how to incorporate gender into their work
Need for Operational Guidance	Toolkits on gender that can guide NTFCs in addressing gender issues as they implement gender mainstreaming Virtual library of training modules to reinforce knowledge
Need for Institutional Focus for Capacity Building	Training of trainers to develop strong gender and trade trainers that can further train staff and future NTFC members Toolkits and virtual modules that can be used by all NTFC members, staff, future representatives
Special Role of Gender Ministry	Inclusion of Gender Ministry in TOT events to develop skills on gender and trade among staff, as push for inclusion of Gender Ministries in the NTFC continues
Need for Gender Champion	TOTs to develop gender champions within NTFC and network of local consultants to support knowledge transfer Virtual library of training modules to facilitate gender champions' work

4.2 Gender & Trade Awareness-Raising Training Content

4.2.1 Introduction to Trade Facilitation³⁷

Objective: to ensure that stakeholders, regardless of background, have a baseline understanding of the topic of trade facilitation, including regional trade instruments, regulations, and protocols.

The target audience for this module will be Gender Ministries and other relevant organizations focused on women entrepreneurship that may have limited or no awareness of trade facilitation and the NTFC.

What is trade facilitation



- Introduction: guided discussion on the basis of a possible definition of TF “the simplification, standardization and harmonization of procedures and associated information flows required to move goods from seller to buyer and to make payment”
- How to facilitate trade and help make trade across borders (imports and exports) faster, cheaper and more predictable, while ensuring its safety and security
- The evolution of supply chains and of international trade and trade barriers

Why trade facilitation matters



- The potential gains from trade facilitation for governments and businesses
- The links between trade facilitation, investment attraction, job creation and general economic growth
- Trade facilitation and opportunities to make processes more efficient

Synergies with existing regional initiatives



- Presentation of main regional trade instruments, regulations, and protocols, including but not limited to CET, ETLS etc.
- Strategic priorities identified by the gender strategies of ECOWAS and UEMOA (see box X below), including ongoing initiatives.

³⁷ Gender capacity building represents one pieces of the broader NTFC capacity building that will be offered by TFWA. Broader training efforts will include general trade facilitation modules (such as Introduction to Trade Facilitation) which will *not* be covered by gender training.

BOX 1: Creating Synergies with the Regional Economic Communities' Gender Strategies

UEMOA Gender Strategy	ECOWAS Plan of Action on Gender and Trade
<p>The objective of the West African Economic and Monetary Union (UEMOA) Gender Strategy is to contribute to the promotion of an institutional community environment that is conducive to economic, political, social, and cultural equality and equity between women and men. It includes two strategic axes of intervention:</p> <ol style="list-style-type: none"> 1. Improving the systemic framework for mainstreaming gender into UEMOA organs and member states 2. Supporting specific initiatives in the areas of women's rights, voice and agency, and economic empowerment. <p>Under axis 1, the strategy proposes that UEMOA work with member states on the implementation of gender-sensitive budgeting approaches, adoption of relevant harmonized texts, and creation of a regional framework for the exchange of lessons learned. It identifies the need for tools and practices to incorporate gender into the institution's plans and programs, gender training targeting its staff, and collection of relevant sex-disaggregated data.</p> <p>Axis 2 calls on UEMOA's Inter-Parliamentary Committee to address issues related to women's participation in national and local governments. It emphasizes the importance of promoting women's entrepreneurship, starting with capacity building for female economic actors within the region, and proposes systematic gender analysis of each member state's institutional, political, strategic, and legal framework, with the aim of formulating gender-sensitive recommendations to address poverty.</p> <p><i>Source: UEMOA Gender Strategy 2018-2027</i></p>	<p>The Economic Community of West African States (ECOWAS) Plan of Action on Gender and Trade 2015-2020 sets out four ambitious objectives:</p> <ul style="list-style-type: none"> • Increase women's productive capacity and export competitiveness • Promote gender-sensitive trade policy development and implementation among member states • Strengthen synergy and coordination mechanisms for agencies involved in trade and border management • Increase investment in gender-sensitive infrastructure to facilitate trade. <p>Priorities for advancing the trade and gender agenda in the region include:</p> <ul style="list-style-type: none"> • Empower women to boost their export competitiveness • Mainstream gender into trade policies and all aspects of the trade negotiation process • Build the capacity of women traders on their rights, customs processes, and trade negotiations • Implement training for customs officers and other border officials • Appoint management regulation officers to strengthen synergies and coordination between government trade and border agencies • Invest in infrastructure to facilitate productive activities for security of women traders • Enhance research and gender-disaggregated data collection. <p><i>Source: ECOWAS Gender and Trade Action Plan, http://www.ccdg.ecowas.int/wp-content/uploads/Plan-of-Action_Gender-and-Trade.pdf</i></p>

4.2.2 Gender & Trade Nexus

Objective: to introduce participations to the topic of gender and how it relates to trade and to establish buy-in on the importance of gender to the NTFCs' work.

Introduction to Trade & Gender



- Introduction: Key concepts and definitions: gender, unconscious gender bias, gender neutral, gender mainstreaming
- Linkages between gender and trade: the varied role of women in trade, obstacles faced by women in trade, gender-based inequalities and trade performance, gendered impacts of trade policy, gendered impact of COVID-19 on women traders & female entrepreneurs
- Unconscious bias and its impact on women in trade and trade facilitation

The Business Case



- Why does it make sense for the NTFC & members organizations to focus on gender – taking a holistic approach to understanding the role of gender in trade facilitation: legal, organization, technology, processes, people
- Highlighting potential gains from integrating gender from the perspective of governments and businesses (development goals, gains from exports, income generation, impacts on families and communities)

Gender in TF



- Creating synergies between efforts and initiatives at national, regional and international level, including initiatives by the RECs
- Engaging the business community to incorporate gender diverse perspectives into TF dialogue
- Support the creation of women traders' associations and strengthen existing ones to increase their participation in policy dialogue.
- Set-up / improve consultations mechanisms in line with TFA and broader public-private dialogue mechanism to channel the voices of women to policy decision makers, discuss and take decisions factoring in the gender dimension, needs and priorities, in all related aspects of national and international trade

4.2.3 Gender Mainstreaming in NTFC Operations

Objectives:

- Instill key concepts and tools that NTFCs need to conduct structured gender mainstreaming at the Committee level, in their operations and policies.
- Enable NTFCs to improve the quality of advisory support by strengthening of their technical capacity to do systematic gender analysis of policy proposals, as well as better communication and advisory effectiveness.

The NTFCs lack an understanding of what gender sensitive trade policies look like. NTFC members are typically aware of the implications of policies that directly discriminate based on gender, but do not understand how to take trade from an area that is gender blind to one that considers gender.

Organizational Gender Mainstreaming



- Establishing appropriate coordinating structures (gender focal points, technical working groups, external advisory committee, etc.) based on current model of the NTFC
- Role of the coordinating structures, potential ways to incorporate gender diverse perspectives into NTFC operations, such as: Appointing women to leadership positions; Incorporating gender stakeholders to NTFC membership (Gender Ministry, Association of Women Traders, Association of Cross-Border Traders, etc.); Establishing gender quotas for membership; Establishing standing gender technical groups that periodically report to the broader NTFC
- Resources and skills necessary for gender units
- Inclusion of gender into operational documents (TORs, vacancy announcements, action plans, reports)
- Gender responsive budgeting: assessing gender responsiveness of policies, assessing budget allocations, monitoring spending and service delivery
- Development of institutional knowledge management plans (including planning for turnover of gender champions)

Monitoring & Evaluation



- Gender sensitive M&E Frameworks: establishing a framework for what data are collected, how and by whom they are collected, and how data are analyzed, interpreted, reported, disseminated and used
- Importance of, collection, analysis and use of sex disaggregated data
- Gender Impact Assessment: how to assess whether policy or program reduces, maintains or increases the gender inequalities between women and men

Communicating Gender



- How to conceive and support a communication campaign for women stakeholders and policy makers with regard to gender barriers to trade and development
- Specific tools for communicating in gender sensitive ways (communications channels, messages, languages, images)
- Public awareness raising through ad campaigns in local languages

Policy Development Tools



- Gender stakeholder mapping – applying a gender lens when identifying the issues, who is affected, who should be involved, and what considerations affect their participation
- Gender assessment and advocacy tools, techniques and resources to identify potential bottlenecks and impediments to gender mainstreaming at a policy level.
- Gender Action Plans: Setting priorities & defining targets, implementation activities

4.3 Toolkit Design

4.3.1 Gender-Sensitive Self-Evaluation Tool

A gender self-evaluation tool would encourage and support NTFCs to systematically review their own performance. Self- evaluations are helpful in the journey toward effective outcomes. The goal of self-evaluation is to collect data that can help the NTFC evaluate whether or not it is making progress toward various goals, including whether the NTFC has made progress on implementation of gender mainstreaming. It can also help leadership and members more quickly identify areas in which the committee can improve its effectiveness to meet its objectives. The self-evaluation should be a neutral performance assessment of gender aspects and give members a “voice” to express their satisfaction. Self-evaluation can also be implemented as an annual benchmarking to bring a competitive spirit, similar to the Doing Business rankings. In this way, NTFCs in the TFWA countries can compare their performance to that of their neighbors, facilitating a process of peer learning.

This tool should cover aspects critical to making the NTFC a gender sensitive organization.

The assessment should review the level of institutionalization, including e.g., frequency of gender sub-committee or working group meetings, strength of M&E and gender mainstreaming into operations. It should also look at outcomes, such as gender output performance and policy outcomes. Last, the self-evaluation tool would be designed to assess member satisfaction. A consistent tool could be implemented, following the Net Promoter Score (NPS) model, which focuses on customer experience. Net Promoter Score is a customer loyalty score, ranging from – 100 to +100, calculated by asking customers: “On a scale from 0 to 10, how likely are you to recommend this product/company to a friend or colleague?” The NPS system can be adapted to focus on member experience and help the NTFC improve effectiveness.

Figure 47: Net Promoter Score Model



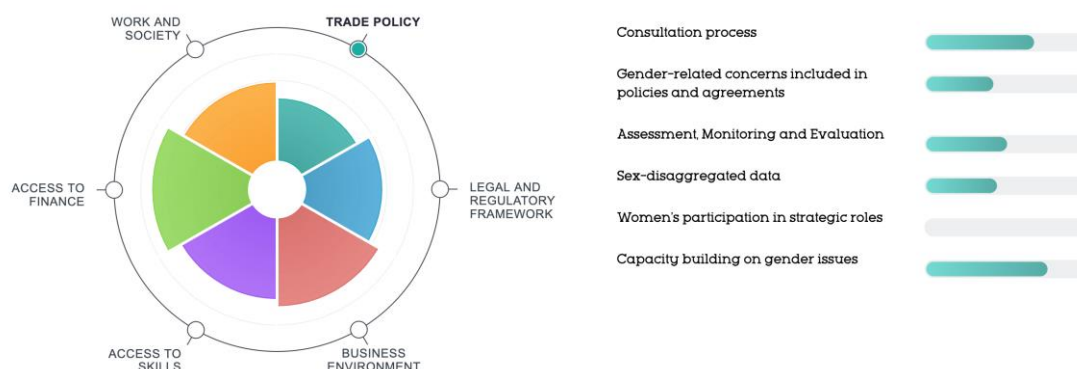
The self-evaluation tool could be implemented through a short, targeted survey to be completed by all NTFC members. Such a survey could have approximately 5 questions and be administered to all members online or via mobile phone to NTFCs to easily track the perspectives of their membership over time. The TFWA Program should consider hosting a digital dashboard through which NTFCs can compare their performance against neighbors. As an example, the ITC recently launched a similar dashboard under the “SheTrades” Outlook program (see

). While this dashboard does not focus on trade facilitation and only includes Nigeria, Gambia, Ghana and Sierra Leone in the ECOWAS region, TFWA can similarly host such a dashboard targeted at ECOWAS NTFCs to foster a sense of competitiveness and peer learning.

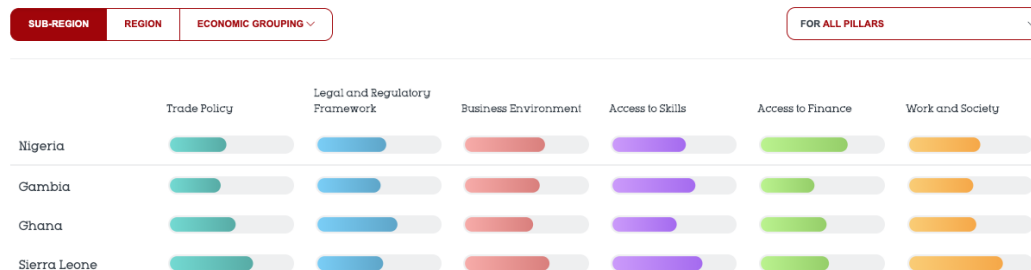
BOX 2: ITC SheTrades Outlook

The International Trade Centre (ITC) recently launched the SheTrades Outlook, a digital tool that allows countries to track progress on gender equality in trade and toward the Sustainable Development Goal 5 (Achieve gender equality and empower all women and girls). This tool also includes some examples of best practices. For example, under the Trade Policy pillar, SheTrades Outlook provides information on how the Government of Canada is pursuing a gender responsive trade policy by including a stand-alone chapter on trade and gender in its Free Trade Agreements.

Performance of Nigeria for Trade Policy



Compare Nigeria to other countries



4.3.3 Gender-Sensitive NTFC Operational Toolkit

A toolkit should be designed support the NTFCs from an operational perspective. None of the TFWA country NTFCs had taken steps to include gender into their operational dynamics and they all reported that they would need support to be able to do this. This toolkit could thus aid the NTFCs in improving operations, including the rules and regulations that lead to more effective working outcomes, and in including gender into all of these aspects.

This toolkit should focus on providing the NTFCs with the tools and resources they need to make the NTFC work better. Potential components of the toolkit could include: (i) a gender-sensitive Sample TOR, (ii) a gender-sensitive Operational Manual Template, (iii) and a Sample Gender Action Plan. This could also include process management techniques, for instance to develop institutional knowledge management plans (including planning for turnover of gender champions).

Operational checklists can be used to facilitate the NTFCs to easily assess policies across different dimensions related to gender integration. Technical guides should be used to ensure NTFC members understand relevant concepts and topics, such as policy advocacy, gender and trade nexus and gender assessment. A better understanding of the gender dimension of trade agreements could help to contribute to better policy making. These technical guides should be stored in a virtual library to be easily accessed by NTFC members when particular issues arise.

4.3.4 Gender-Sensitive M&E Toolkit

Discussion with NTFCs in the TFWA countries indicated a significant need for support in M&E. It is increasingly important for countries to be able to report accurate, timely and comparable sex disaggregated data. Most importantly, NTFCs need to be able to use this information to strengthen evolving programs. It is particularly important for them to have access to the high-quality information they need to make adjustments and technical decisions. The purpose of the toolkit is to provide a selection of standard indicators to manage results and to support the NTFCs to monitor the impact achieved by programs related to gender and trade.

The M&E Toolkit will comprise a list of gender indicators and a sample gender evaluation TOR. A comprehensive list of gender indicators relevant for trade facilitation activities will enable the NTFCs to choose those most relevant to their own operational and country context. In addition, the toolkit will provide guidance to users on developing effective gender assessments. This may include sample TORs and timelines for impact evaluations, program evaluations, process evaluations or case studies. In addition, the toolkit could provide guidance on crafting a rigorous data collection methodology, including sampling techniques, sample selection, data collection methods (CAPI), and data quality assurance framework, etc., and terms of references for impact evaluations, timelines, etc.

4.3.5 Gender Champion Toolkit

The TFWA should consider providing practical tools for potential gender champions. This toolkit will support the gender champions to raise gender equality as a priority and guide communications on gender topics and interactions. While the operational toolkit will cover a broad range of topics, it will largely be process oriented (namely, explaining and supporting NTFC members on how to integrate gender). It would also be beneficial to provide gender champions with content-driven tools that they can draw on to become effective advocates for gender issues.

This toolkit would serve as an advocacy tool that can be used with those less familiar with the gender and trade nexus. The gender champion toolkit would include explanations of key gender concepts and the business case for integrating gender. It would also include practical steps for gender advocacy, such as format of engagement, “how-tos” and checklists. For example, it could include a list of questions the gender champion should be asking in meetings and promotional materials to present in meetings with NTFC members or external stakeholders.

The gender champion toolkit is envisioned as a library of documents and short guides on relevant topics. Key to the work of the gender champion is to have resources that are easily digestible for those less familiar with the topics. It is therefore important to provide tools such as infographics, PowerPoint slide decks, checklists, and talking points that they can use to present the information and raise awareness among broader NTFC membership.

Figure 48: Example of Checklist and Infographic for Gender Champion Toolkit

Example of Checklist from International

Gender Champions

Use this checklist to ensure that you are embedding gender equality in your organization's:

1 Initiatives and projects

- ☐ Will the initiative/project respond to gender and or sex-specific risks, vulnerabilities and needs?
- ☐ Has a simple gender-based analysis been done?
- ☐ Is the project beneficial to both women and men?
- ☐ Does the initiative use data disaggregated by sex?

Example of Infographic on Women & Trade From TRALAC

(Trade Law Centre)



Source: International Gender Champions “A “How To” Checklist For International Gender Champions”; tralac Trade Law Centre Women & Trade Infographic accessed: <https://www.tralac.org/resources/infographics/13429-women-and-trade.html>

4.4 Country-Specific Aspects

Results from the assessment indicate that the NTFCs in the TFWA countries have similar capacity building needs, albeit with different intensity due to their different levels of institutionalization. Across the countries, similar problems were mentioned, and similar needs arose, despite different levels of institutionalization.

Table 7: Summary of Potential Training Modules and Toolkits

TRAINING MODULES

Gender & Trade Nexus

- Contribution of women small-scale traders to the economy
- Challenges facing women traders
- The different impacts of trade liberalization on men and women
- Potential responses to constraints faced by women traders
- The gendered impact of COVID-19 on women traders
- Countering unconscious gender bias in trade facilitation

Organizational Gender Mainstreaming

- Establishing appropriate coordinating structures

Gender Sensitive Policy Development

- Gender stakeholder mapping
- Gender Action Planning

Establishing gender champions

- Inclusion of gender into operational documents
- *Gender responsive budgeting*
- Development of institutional knowledge management plans

Gender Sensitive Monitoring & Evaluation

- Collection, analysis and use of sex disaggregated data
- *Procedures for data collection*
- *Gender Impact Assessment*

Communicating Gender

- *Gender sensitive communication strategies & tools*

TOOLKITS

Gender Champion Toolkit (library of talking points and short guides)

- Key gender concepts
- Business case for integrating gender
- Practical steps for gender advocacy
- Format of engagement, “how-tos” and checklists

Operational Toolkit

- Gender-sensitive Sample TOR
- Gender-sensitive Operational Manual Template
- Sample Gender Action Plan

M&E Toolkit

- Comprehensive list of indicators relevant for the gender activities
- *Sample gender sensitive TORs/timelines for impact evaluations*
- *NTFCs’ Portal for exchange of gender experience and best practice*

Gender Self-Evaluation Tools

- *Short annual online/mobile survey for NTFC members*
- *Digital dashboard for NTFCs to compare performance to other countries’*

The table below shows capacity building needs expressed by NTFC members in the digital survey and Key Informant Interviews. The gender capacity is consistently low across countries to warrant a comprehensive capacity building program for all NTFCs. The recommendation is thus that a similar approach be followed in each of the countries. However, this should be calibrated according to the level of institutionalization in each country.

A modular structure should be adapted to the current country context and implemented based on the different level of institutionalization. The recommendations for capacity building, both training and toolkits, are structured along different modules that can be applied to each NTFC and its members based on their current needs. While all NTFCs need basic gender training and introduction to the gender and trade nexus, more structural aspects can be applied on a country-by-country basis.



Table below shows the recommended focus of capacity building modules for each country based on analysis of current level of gender integration. Implementing the capacity building via a staggered timeline, as the NTFCs become more institutionalized, different modules can be applied. For example, while those NTFCs that are still being set up do not currently need a toolkit for gender mainstreaming in the operations of the Secretariat, it is clear that they would need this in the future.

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Figure 49. Depth of Gender Mainstreaming Activities (Level of Institutionalization)

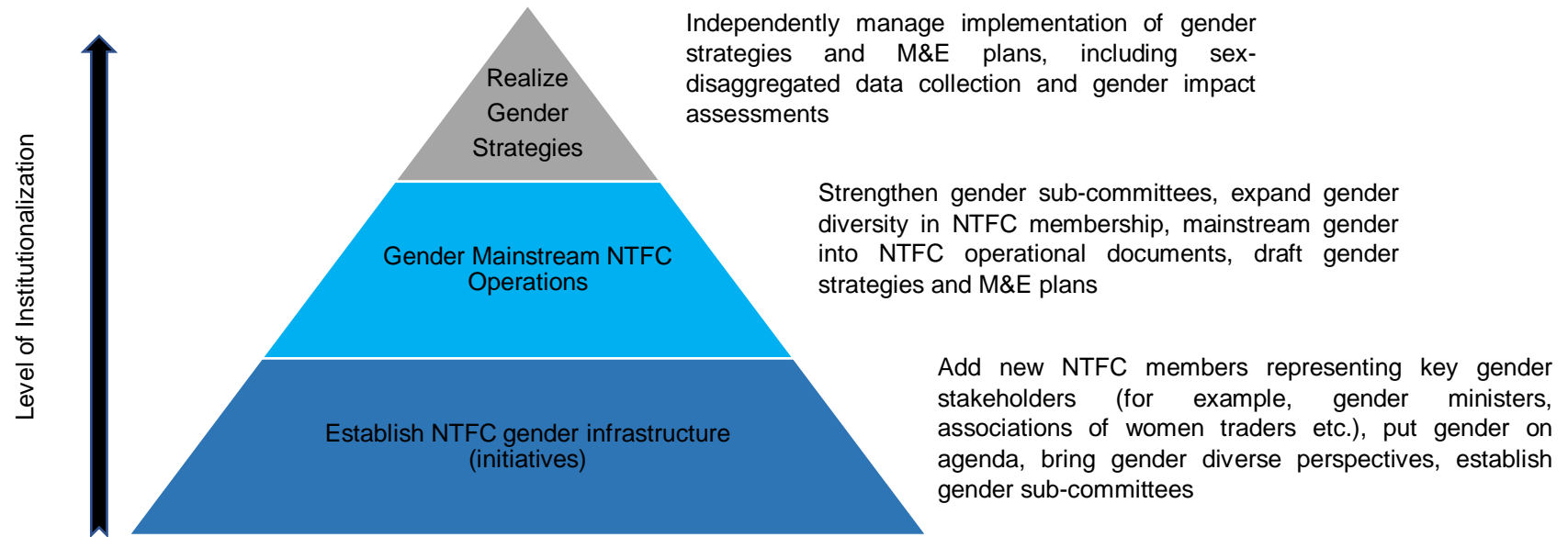


























Table 6: Summary of Recommended Modules by Country

			Benin	Burkina Faso	Côte d'Ivoire	Ghana	Mali	Niger	Nigeria	Senegal	Togo
Intensity of Recommended Training Modules											
Depth of Gender Mainstreaming Activities											
Top preferred training modules ³⁸	1	Analysis	Analysis	Analysis	Policy/Operations	Analysis	Analysis	Analysis	Policy/Operations	Analysis	Analysis
	2	Comm-unications	Comm-unications	Policy/Operations	Policy/Operations	Analysis	Analysis	Analysis	Analysis	Policy/Operations	Comm-unications
	3	Analysis	Analysis	Comm-unications	Analysis	Analysis	Analysis	Policy/Operations	Policy/Operations	Analysis	Analysis
Full intensity Needed		No Training Needed									
											

³⁸ Preferred training modules, as detailed in Table 7 below, were consolidated here into three broad categories: policy/operations, analysis and communications. Policy/operations training topics included “Gender Sensitive Policy Making” and “Inclusion of Gender into Operational Documents”. Analysis training topics included “Gender Analysis for Strategic Planning”, “Collection & Analysis of Sex Disaggregated Data”, “Gender Sensitive M&E” and “Gender Impact Evaluation”. Communications training topics included “Gender Sensitive Communication.”

Table 7: Summary of Potential Training Modules and Toolkits

TRAINING MODULES

Gender & Trade Nexus

- Contribution of women small-scale traders to the economy
- Challenges facing women traders
- The different impacts of liberalization on men and women
- Potential responses to constraints faced by women traders
- The gendered impact of COVID-19 on women traders
- Countering unconscious gender bias in trade facilitation

Organizational Gender Mainstreaming

- Establishing appropriate coordinating structures

Gender Sensitive Policy Development

- Gender stakeholder mapping
- Gender Action Planning*

Establishing gender champions

- Inclusion of gender into operational documents
- Gender responsive budgeting*
- Development of institutional knowledge management plans

Gender Sensitive Monitoring & Evaluation

- Collection, analysis and use of sex disaggregated data
 - *Procedures for data collection*
 - Gender Impact Assessment*

Communicating Gender

- Gender sensitive communication strategies & tools

TOOLKITS

Gender Champion Toolkit

(library of talking points and short guides)

- Key gender concepts
- Business case for integrating gender
- Practical steps for gender advocacy
- Format of engagement, “how-tos” and checklists

Operational Toolkit

- Gender-sensitive Sample TOR
- Gender-sensitive Operational Manual Template
- Sample Gender Action Plan

M&E Toolkit

- Comprehensive list of indicators relevant for the gender activities
- Sample gender sensitive TORs/timelines for impact evaluations*

NTFCs’ Portal for exchange of gender experience and best practice

Gender Self-Evaluation Tools

- Short annual online/mobile survey for NTFC members
- Digital dashboard for NTFCs to compare performance to other countries'*

Table 8: Summary of NTFC Member Preferences for Training

		Benin	Burkina Faso	Côte d'Ivoire	Ghana	Mali	Niger	Nigeria	Senegal	Togo
Top Preferred Training Modalities	1	Small group interactions	Online Courses	Small group interactions	Training of trainers	Training of Trainers	Training of trainers	Classroom Lectures	Training of trainers	Case Studies
	2	Training of Trainers	Training of Trainers	Case Studies	Small group Interactions	Case Studies	Small group interactions	Training of trainers	Case Studies	Training of trainers
	3	Case Studies Classroom Lectures	Case Studies	Training of Trainers	Online Courses	Small group interactions	Online courses	Small group interactions	Online courses	Classroom Lectures
Optimal length of training		Up to 1 day	Up to 3 days	2-3 days	Up to 1 day	More than 3 days	Up to 3 days	Up to 2 days	Up to or more than 3 days	Up to 3 days
Priority Gender main-streaming areas	1	Gender analysis for strategic planning	Gender analysis for strategic planning	Gender analysis for strategic planning	Gender sensitive policy making	Gender analysis for strategic planning	Collection & analysis of sex disaggregated data	Gender analysis for strategic planning	Gender sensitive policy making	Gender responsive M&E
	2	Gender-sensitive Communication	Gender-sensitive Communication	Inclusion of gender into operational documents	Inclusion of gender into operational documents	Gender responsive M&E	Gender analysis for strategic planning	Collection and analysis of sex disaggregated data,	Gender analysis for strategic planning	Gender sensitive policy making
	3	Gender responsive M&E	Collection and analysis of sex disaggregated data,	Gender-sensitive communications	Gender responsive M&E	Collection & analysis of sex disaggregated data	Gender responsive M&E	Gender sensitive policy-making	Inclusion of gender into operational documents	Gender analysis for strategic planning

4.5 Capacity Building Delivery Mechanisms

4.5.1 Country Workshops with Virtual Library Modules

We recommend a series of training workshops for all NTFC members to raise awareness of gender in trade facilitation and the use of toolkits to mainstream gender into their day-to-day activities. Workshops should adopt best practices of adult learning techniques using an interactive training approach. Key concepts and best practices are more likely to be absorbed when facilitating a strong “learning-by-doing” and “learner-centered” environment with emphasis on participation and interaction among participants, while at the same time leveraging the local knowledge of course participants. We thus recommend an approach based on constant learning, which combines several methodologies and adult learning techniques to increase the effectiveness of the training. Each workshop will include thematic specialists with prior experience in trade facilitation and gender mainstreaming, with involvement of relevant experts from the ECOWAS and UEMOA Commissions invited to participate as trainers and/or speakers whenever possible



Virtual learning can be a powerful tool to engage a diversity of members and allow for follow-up on concepts covered in workshops. Given the challenges related to COVID-19 and meeting in person, it is critical to harness technological tools. Online platforms can reach a large number of participants in a cost-effective and safe manner. We recommend that capacity building initiatives couple in-person workshops with a library of virtual learning modules managed by TFWA and/or ECOWAS that will allow those who want to do follow-up to access content remotely. Each module should be 10-15 minutes and cover one specific topic, incorporating a blend of teaching tools that may include PowerPoint instruction, video clips, case studies, and gaming elements. Additionally, this content can be made available to the wider public for a broader reach within each country.

Integrated throughout the workshops, virtual modules and toolkits should be real-world examples from which the NTFCs can learn. Different approaches will be applicable and appeal to different countries, so it is important to present a series of case studies showcasing the different approaches taken by other countries. NTFC members highlighted the importance of presenting examples not only from their own region, but also from emerging markets and developed

countries in other regions. While there are limited examples of mainstreaming gender into NTFC operations worldwide, there are examples of countries that have tried to integrate gender into their national trade policies. Presenting these examples can help NTFC members to understand what this process might look like in their own country. In addition, involvement of experts from the ECOWAS and UEMOA Commissions could enable analysis of relevant examples from the regional perspective, with the aim of fostering cross-country comparison and adaptability.

4.5.2 Creating Synergies with RTFC Capacity Building

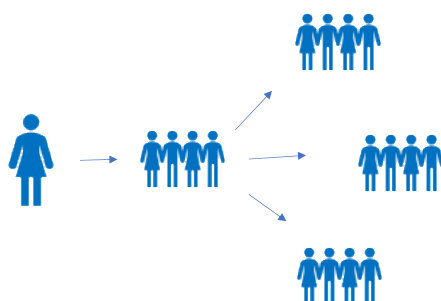
In parallel to TFWA's efforts to build the trade and gender capacity of the *National* Trade Facilitation Committees (NTFCs) in target countries, there will be complementary efforts to support ECOWAS and UEMOA in the capacity building of the NTFCs' leadership through their regional forums of NTFCs, informally known as *Regional* Trade Facilitation Committees (RTFCs), which gather the heads of the NTFCs (representants of the Ministry of Trade, of Customs and of the private sector).

A dialogue is ongoing between the two TFWA co-implementers to ensure harmonization and avoid duplication in training needs assessments, methodologies and delivery mechanisms. This dialogue will ensure coherence and synergies between the trade and gender trainings executed at the national and regional levels, to optimize outcomes and impacts.

In principle, the agreed upon division of labor provides that gender capacity building for the RTFC will focus on broad gender concepts, so to ensure that a minimum base of relevant knowledge is created among RTFC participants (some of whom are also members of NTFCs in their respective countries). On the other hand, gender capacity building for NTFCs will cover in detail technical issues pertaining to the trade & gender nexus more specifically, and will aim at building the capacity of NTFC members on how technical knowledge on trade & gender could be concretely operationalized in the day-to-day working of national committees.

4.5.3 Training of Future Local Trainers

To ensure sustainability, we recommend holding an additional Training of Trainers (ToT) event to ensure adequate understanding of gender issues and use of toolkits. The Training of Trainers model engages master trainers in coaching new trainers. A ToT workshop can build a pool of competent instructors who can then teach the material to other people. Instead of having just one trainer who teaches a course for a long time, there are multiple trainers teaching the same course at the same time in the ToT model. This means a new participant typically gets to



watch an experienced trainer teach, complete the exercises, and then practice teaching segments to other participants.

Taking an institutional approach, gender champions can be trained to train other staff at member organizations. We recommend that all members and key staff receive gender-sensitive training to become familiar with the needs of female and male traders and adopt the most appropriate way to meet those needs. During these

local trainings, future gender champions, local consultants and academia can receive an in-depth training that will allow them to not only monitor the progress of the NTFC in implementing gender initiatives, but also provide follow up training and support for other members and stakeholders in their country on gender issues and use of toolkits.

4.5.4 Follow-Up

After training, all members should not only understand the concepts and policies but also be able to speak confidently about them. An assessment mechanism, as well as a self-evaluation should be implemented to gauge participant's learning on the topics. A M&E framework should also be developed to measure the immediate and medium-term impact of the gender trainings, with a clear baseline that includes measurable indicators and targets consistent with the TFWA Theory of Change and Results Framework.

A refresher course will be set up after one year. The NTFCs will be expected to track progress on indicators as elaborated in the M&E framework. The second workshop for each NTFC will be developed to address gaps in knowledge and improve the ability of NTFCs to implement recommendations. It is recommended to also consider working with the relevant ministries to sponsor an annual event, open to NTFC members and the public, which can serve as an opportunity to refresh members on key concepts and an opportunity for advocacy of these issues in the country. The TFWA Program could also consider hosting a regional event to facilitate peer learning among NTFCs. The results of the assessment indicate that NTFCs in the TFWA countries have appreciated these types of events for improving their understanding on other issues and would like to see something similar for gender and trade.

4.6 COVID-9 Mitigation

Uncertainty concerning COVID-19 travel restrictions will necessitate flexibility in planning capacity building initiatives. Due to the current crisis, travel to and from several countries has been temporarily suspended. However, the training can still be done by leveraging digital tools and an ECOWAS-based local/regional team. The following three scenarios will be possible:

- **Under the optimistic scenario, travel restrictions are lifted and local events coordinated by international experts can be held.** The training workshops can be carried out in-person in each country, starting with one country as a pilot. Based on the results of this workshop, including feedback gathered from participants, the team will make adjustments to the training plan and materials and roll-out the training in the other 8 countries. There will be two teams (of one gender and one trade expert, each) deployed to be able to conduct the subsequent workshops simultaneously. For trainings, it will be important to ensure compliance with international recommendations to limit the spread of COVID-19 and protect the health of the team members and participants. Among other measures, this might include wearing masks, limiting the number of participants during training, and practicing physical distancing.
- **Under the medium-risk scenario, travel restrictions are lifted country-by-country and training is implemented via a regional deployment.** In this scenario, international experts are able to travel to some of the countries to conduct the trainings. The remainder of trainings will be done by the team of local consultants. Following the pilot, we would propose to organize a regional 'training of trainers' event and subsequent roll-out would be delivered in a staggered manner. Under this scenario, quality control can be implemented by recording trainings, or participating via videoconference, when technically possible, reviewing the results of self-evaluation reports and holding short discussions with NTFC members. Based on the situation, it might be advisable to do a series of smaller trainings rather than one workshop for all NTFC members to ensure physical distancing is possible.
- **Under the pessimistic scenario, full travel bans are in place and training events must be implemented via a technology-driven strategy and leveraging local experts.** If there are second or subsequent waves of COVID-19 outbreaks, full travel bans are in place and international experts are unable to travel to the region, the pilot workshops can be conducted with the international team working fully remotely. Following careful selection of trainers, several training of trainer events can be coordinated via videoconference. The same quality assurance methodology (video recordings, self-evaluations) would be pursued as in the medium-risk scenario, however, in this scenario, it is recommended to add an additional quality assurance layer, by piloting the training on 2-3 participants in each country and having the trainers record the sessions. The pilot videos would then be thoroughly reviewed and adjustments made as necessary prior to roll-out. Under this scenario, several small training events will also likely need to be held in each country to ensure physical distancing is possible.

ANNEX 1: SUMMARY OF RESPONDENTS

BENIN

Key Informant Interviews

Institution	Name of Respondent
Police Republiqueaine	Allowanou Brice
Conseil National des Chargeurs du Bénin	Dehoue Aguiar Gladys
Agence de Promotion des Investissements et des Exportations (APIEx)	Laurent Gangbes
Ministère de l'Industrie et du Commerce	Koukoui Félicité
Chambre de Commerce et d'Industrie et du Bénin (CCIB)	Razack Yessoufou
Direction Générale des Douanes et Droits Indirects (DGDDI)	Winsavi Arsène

Digital Survey Respondent Breakdown

Gender	N
Male	3
Female	1

Institution	N
Police Republiqueaine	1
Agence de Promotion des Investissements et des Exportations (APIEx)	1
Ministère de l'Industrie et du Commerce	1
Direction Générale des Douanes et Droits Indirects (DGDDI)	1

BURKINA FASO

Key Informant Interviews

Institution	Name of Respondent
Ministère de la Promotion de la Femme	Mme Ouedrago w. Marie Madeleine
DGPV/MAAH	Mme Some Damoue Mariam
PLATE FORME SYLVIE	Sogesy Toé
DGTTM/MTMUR	Yacouba Sere
Direction Générale des Etudes et des Statistiques Sectorielles, Ministère du commerce	Mme Tapsoba Sombié Dola
Ministère du commerce	Souleymane Ouédraogo
Direction de la Législation et de la Réglementation, Direction Générale des Douanes du Burkina	M. Mounwé Moumani Guillaume
La Chambre de commerce du Burkina	Mr. Edward Batiebo

Digital Survey Respondent Breakdown

Gender	N
Male	11
Female	3

Institution	N
APTCDA	1
ONAZER	1
ARCEP/PM	1
LNSP/MS	1
DGU-CI/MCIA	1
MINISTERE DE LA FEMME	1
APEX	1
DGTTM/MTMUR	1
DGPV/MAAH	1
PLATEFORME SYLVIE	1
SP-SRLA/MCIA	1
UNMO-CIR/MCIA	1
Ministère de l'Environnement, de l'Economie Verte et du Changement Climatique	1
ANAC-BF	1

CÔTE D'IVOIRE

Key Informant Interviews

Institution	Name of Respondent
La Douane	Colonel Digbeu Constance
Ministère du Commerce et de l'Industrie	Mme Konan Somla Lydie
Chambre de Commerce Ivoirienne	Kouakou Casimir
National Programme UKTP	Kouakou Felix
Agence Côte d'Ivoire PME	M. Bamba Tiemoko
Confédération générale des entreprises en Côte d'Ivoire (CGECI)	M. Kouadio Alain
Federation Nationale Des Acteurs Du Commerce De Côte D'ivoire (FENACCI)	Ouattara Sekou
Comité Alliance Borderless	M. Zozoro Urbain

Digital Survey Respondent Breakdown

Gender	N
Male	9
Female	2

Institution	N
Ministere du Commerce et De l'industrie	5
Abidjan Port Authority	1
Borderless Alliance	1
Ministère des Ressources Animales et Halieutiques	1
Chambre de Commerce et d'Industrie de Côte d'Ivoire	1
CONSEIL NATIONAL DES EXPORTATIONS	1
Douanes Ivoiriennes	1

GHANA

Key Informant Interviews

Institution	Name of Respondent
Ministry of Trade and Industry	Mr. Anthony Nyame-Baafi
	Mr. Kyeremeh Yeboah
Customs Technical Services Bureau	Mr. Fechin Akoto
Ports Authority	Esther Gyebi-Donkor
Ministry of Gender and Social Protection	Dr. Comfort Asare
Ministry of Finance	Benjamin Ayesu Kwafo
Borderless Alliance	Afua Eshun
National Shippers Authority	Naa Dansua Aryeetey
Ministry of Roads and Highway	Josephine Baidoo

Digital Survey Respondent Breakdown

Gender	N
Male	5
Female	4

Institution	N
Meridian Port Services	1
International Chamber of Commerce Ghana	1
World Bank Group	1
Ministry of Food and Agriculture	1
Ghana Shippers Authority	1
Ghana Standard Authority	1
Borderless Alliance	2
Ministry of Foreign Affairs and Regional Integration	1

MALI

Key Informant Interviews

Institution	Name of Respondent
L'Agence pour la Promotion des Exportations du Mali	Tahirou Cissé
Réseau nationale des femmes opératrices économiques du Mali	Coulibaly AissataTouré
Agence Malienne de Normalisation et de Promotion de la Qualité (AMANORM)	Amadou Diop
La Chambre du commerce et de l'industrie du Mali (CCIM)	Amadou Koné
Le Conseil National du Patronat du Mali	Boubacar Diallo
Ministère en charge du commerce et de l'industrie du Mali	Boubacar Ballo
Direction Générale du Commerce, de la Consommation et de la Concurrence du Mali	Bouya Sidibé
Direction Générale des Douanes (DGD)	Yacouba Cissouma

Digital Survey Respondent Breakdown

Gender	N
Male	11
Female	2

Institution	N
Ministère de l'industrie et du commerce / Direction Générale du Commerce, de la Consommation et de la concurrence	1
Direction Générale des Douanes du Mali	1
Association des consommateurs du Mali(ascoma)	1
CCIM	1
Direction Générale de la Police Nationale	1
Direction Nationale Des Services Veterinaires	1
Conseil Malien des Chargeurs	1
Direction Nationale des Transports Terrestres maritimes et Fluviaux (DNTTMF)	1
Ministère de l'Industrie et du Commerce	1

Agence Malienne de Normalisation et de Promotion de la Qualité (AMANORM)	1
Cellule Technique des Réformes du Climat des Affaires	1
Agence pour la Promotion des Exportations du Mali	1
CCIAD	1

NIGER

Key Informant Interviews

Institution	Name of Respondent
Ministry of Commerce	Mr Issaka Amadou
Ministry of Commerce	Mr Raouf Moussa Issaka
Ministry of Commerce / Formal Permanent Secretary of the NTFC	Mr Karidio Mahamadou
Niger Chamber of Commerce (CCIN)	Mr Mamoudou Oumarou
RATCO TRANSIT / COLLECTIF DES TRANSITAIRES DU NIGER	Mr Soumaila Seybou
SONIDEP: Societe Nigerienne Des Produits Petroliers	Mme Diama Moumouni

Digital Survey Respondent Breakdown

Gender	N
Male	3
Female	3

Institution	N
Ministère du commerce	2
MAG/EL	1
RATCO Transit	1
Ministere du Commerce et de la Promotion du secteur Privé, Direction de la Promotion du Commerce de Services	1
Ministère de l'Industrie	1

NIGERIA

Key Informant Interviews

Institution	Name of Respondent
Nigeria Custom Service	Nafiu Isiyaku
Federal Inland Revenue Service	Okare, John M.
Federal Ministry of Industry, Trade and Investment	Abu Ndah Ali
Federal Ministry of Justice	Mrs. Foro Gloria Ebele
Federal Ministry of Women Affairs	Mrs. Blessing Annunike
National Agency for Food & Drug Administration and Control (NAFDAC)	Mrs. Haleemat Kadiri
Nigeria Agricultural Quarantine Service	Asotun Victor
Organization of Women in International Trade (OWIT) Nigeria	Adetunde Ademefun
Raw Materials Research and Development Council	Abubakar Shehu Kollere
Vet & Pest Control Services, Federal Ministry of Agriculture and Rural Development (FMARD)	Dr. Chinyere Akujobi

Digital Survey Respondent Breakdown

Gender	N
Male	10
Female	4

Institution	N
NEXIM Bank	1
NAC-AfCTA	1
OWIT	1
Women Farmers in International Trade Associations (WFITA)	1
Raw Materials Research and Development Council	1
Nigeria Private Sector Alliance (NiPSA)	1
National Drug Law Enforcement Agency (NDLEA)	1
Federal Ministry of Industry, Trade and Investment	1
NITDA	1

Standards Organisation of Nigeria	1
National Agency for Food and Drug Administration and Control (NAFDAC)	1
Federal Ministry of Women Affairs	1
Nigeria Customs Service	1
Federal Road Safety Corps	1

SENEGAL

Key Informant Interviews

Institution	Name of Respondent
GAINDE 2000	Amadou Mbaye Diop
Direction du Commerce Extérieur	Astou Sy
	Aminata Kane
Douane	Birahim Samba Souna Fall
Association des Femmes de l'Afrique de l'Ouest (AFAO)	Khady Fall Tall
Minister du Genre	Mouhamed Ndiaye
UNACOIS JAPPO	Mme Omal Gueye Sarr
USETA	Wane Hamidou Bocar

Digital Survey Respondent Breakdown

Gender	N
Male	9
Female	5

Institution	N
Ministère de l'industrie	1
Ministère du Commerce et des PME	1
Direction du commerce Extérieur	1
Direction générale des Douanes	1
Direction de la Pharmacie et du médicament	1
DOUANE	1
Union Nationale des Commerçants et Industriels du Sénégal (UNACOIS JAPPO)	1

Direction des Eaux et Forêts, Chasses et de la Conservation des Sols	1
ASEPEX	1
Cooperative nationale des entreprises de transport de marchandises	1
Direction du Commerce intérieur	1
Direction des Industries de Transformation de la Pêche	1
Ministère de l'intérieur	1
Refused	1

TOGO

Key Informant Interviews

Institution	Name of Respondent
Ministère du Transport	Saturnin A. N'Sougan Dayo
OTR	Mme Edjeou N'dane
Port Autonome De Lome	Derman Abdoul-Razak
Comité National de la Facilitation des Echanges	Batchassi Katchali
Présidence de la République mais actuellement à Togo Invest	Dr Atafeinam Abalo
FEFA CEDEAO	Mme. Candide Leguede
Ministère chargé de la promotion de la femme	Mme Melessike Bitenebe
TOGO INVEST	Cynthia Gnassingbe

Digital Survey Respondent Breakdown

Gender	N
Male	8
Female	1

Institution	N
Ministère Chargé du Commerce	1
Direction du Commerce Extérieur	1



NAVITOGO	1
Conseil National Du Patronat Du Togo	1
Direction de la Protection des Végétaux	1
Conseil National des Chargeurs du Togo (CNCT)	1
Ministère de la Justice	1
Ministère des Affaires Etrangères	1
Société Aéroportuaire de Lomé Tokoin	1

ANNEX 2: SURVEY INSTRUMENTS

MEMBER KEY INFORMANT INTERVIEW GUIDE

Introduction

Thank you for taking the time to meet/speak with us. Before we start the interview, we would like to give you an overview of the purpose of this meeting. Our company, A2F Consulting has been hired by the World Bank to conduct a gender capacity needs assessment of the National Trade Facilitation Committee.

These are the topics we would like to cover with you:

- Current actions taken by the NTFC on gender
- Vision and capacity of NTFC to advocate for gender mainstreaming in trade policies and programs
- Potential areas of capacity building and institutional strengthening for gender mainstreaming
- Presence and potential of gender champions

The interview will take approximately 1 hour. Your individual remarks will remain confidential. The information and opinions you provide will be anonymized. Neither your name nor the name of your organization will be referenced in any document based on this survey. TFWA and its donors are held to EU Regulation 2016/679 "General Data Protection Regulation" - GDPR and all personal data will be deleted following analysis.

We will take notes during the interview for reference purposes. Is that ok?

Do you have any questions before we start?

General Information

Date of interview:

Name of interviewer:

Name of respondent's institution:

Name of respondent:

Respondent's email:

Respondent's phone number: *(important in case there are WiFi connection issues)*

1. Gender of respondent:

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

2. Position of respondent:

3. Role of respondent on the NTFC:

Assessment of Strategic Focus & Gender Awareness

Moderator please read:

Gender mainstreaming is the process of assessing the implications for women and men of any planned action in all areas and at all levels. It is an approach for making women's and men's concerns and experiences an integral part of the design, implementation, monitoring and evaluation of policies and programs.

Potential examples of gender mainstreaming include: gender analysis for strategic planning, collection and analysis of gender-disaggregated data, gender-responsive monitoring and evaluation, gender-sensitive communications, inclusion of gender into operational documents, gender sensitive budgeting, gender-sensitive policy making

4. What overarching strategic plan/policy guides your organization's activities? Does it include a gender dimension?

Probe: Can you be more specific? Are there any activities targeting women? Are there any policies to support female traders? Does any of the policy priority impact women?

5. What are the gender issues experienced by your organization while undertaking its mandate?

6. In your country, do trade policies and trade facilitation processes currently take gender into account? If yes, please explain

7. What are the strategic priorities of the NTFC? What is the vision and priorities for future activities of the NTFC?

8. Are gender issues a priority for the NTFC? If yes, explain why these issues are a priority

9. If not priority, why not?

Other issues are more important at the moment	<input type="checkbox"/>
Gender is not relevant to trade policy	<input type="checkbox"/>
Don't know how to address gender issues within the NTFC	<input type="checkbox"/>
Other, explain _____	<input type="checkbox"/>
Don't know	<input type="checkbox"/>

10. What resources does the NTFC need to foster the gender and trade agenda?

11. In your view, do trade policies have the same impact on men and women”?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
Please explain.	

12. In your view, do men and women have the same trade-related businesses opportunities”?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
Please explain.	

13. In your view, do border and market infrastructure challenges impact men and women differently?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
Please explain.	

14. In your view, do men and women have the same knowledge of trade rules and procedures?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
Please explain:	

15. In your view, do men and women have the same access to trade resources? Under trade resources, we are referring to means of transportation, access to physical facilities, information on policy and procedures, financial instruments (trade finance products, guarantees, insurance), government assistance programs, etc.

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>
Please explain:	

Assessment of Structure

16. Is the current structure of the NTFC & NTFC Secretariat adequate to support the integration of gender to the trade facilitation discussions and decisions? What would be your recommendations to foster its capacities to do so?

Moderator: structure includes membership composition, governance structure, set-up of Secretariat, staffing, budget allocation process, etc.

17. Is the operational model of the NTFC & NTFC Secretariat adequate to support the integration of gender to the trade facilitation discussions and decisions?

Moderator: operational model includes decision-making process/voting rules, meeting schedule, appointment of representatives, selection of policy topics for NTFC advocacy

18. How are NTFC representatives appointed by the member institutions?

Probe: are there any rules or criteria for appointing the members? Are there any gender considerations?

19. If applicable, how is the leadership of the NTFC Secretariat selected?

20. What is the current gender composition of the NTFC? _____% female

FOR THE SECRETARIAT – does the NTFC keep track of this information?

21. Does the NTFC have any of the following gender-focused structures in place:

	Yes	No
Gender quotas in membership	<input type="checkbox"/>	<input type="checkbox"/>
Appointment of women to leadership positions (Chair, Vice Chair, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Integration of gender into trade policy	<input type="checkbox"/>	<input type="checkbox"/>
Interventions to address challenges for women in trade	<input type="checkbox"/>	<input type="checkbox"/>
Inclusion of gender-focused organizations in the NTFC membership (Women Traders Associations, Ministry of Gender/Family Affairs, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
Establishment of gender committee / technical working group	<input type="checkbox"/>	<input type="checkbox"/>
Other, explain _____	<input type="checkbox"/>	<input type="checkbox"/>

22. If the NTFC has any of the above – please explain why:

Assessment of Organizational Dynamics

23. Does the NTFC & NTFC Secretariat have the necessary skills and abilities to effectively guide the trade facilitation processes in this country? Explain

24. Do men and women participate equally at NTFC meetings? Explain

25. Please explain gender and trade issues discussed at the recent NTFC meetings:

26. Please describe the decision-making process within the NTFC, and how effective is it.

Probe: what are the voting procedures in place? Do gridlocks occur? If so, how are they typically resolved? Does any member hold a veto right?

27. Who (if any) are the most influential members of the NTFC?

Probe: is there a member that typically has the de facto final say on all decisions when gridlock occurs? Is there a member that typically resolves them? Would the Ministry of Trade or Customs qualify as such a member?

28. What recommendations do you have to improve the decision-making process?

29. If you were to identify a potential gender champion to support the work of the NTFC, who (or what organization) would you recommend? Why would recommend this person or organization?

M&E Framework

30. Does the NTFC conduct any monitoring & evaluation? If yes, what data is used to conduct M&E?

Moderator: explain that monitoring & evaluation function allows organizations to track project/program implementation progress and measure the impact at the beneficiary level. It relies on the collection of quality data that is relevant given the project objectives.

31. (Moderator: Ask only if an NTFC Secretariat has been set up) **Does the Secretariat plan to conduct any monitoring & evaluation activities? If yes, please explain.**

32. **Does the NTFC have access to gender disaggregated trade data? If yes, explain. If no, what resources does the NTFC need to be able to have access/or collect the data?**

Moderator: please explain that gender disaggregated data refer to data that are collected and analyzed separately on males and females

Perspective on Gender Mainstreaming

33. **Does the NTFC have any gender mainstreaming initiative planned? If yes, explain. If no, please explain what is hindering the NTFC from taking such actions?**

Moderator: reminder of definition of gender mainstreaming - an approach for making women's and men's concerns and experiences an integral part of the design, implementation, monitoring and evaluation of policies and programs

34. Which of the following topics are relevant for building capacity of the NTFC on gender:

Moderator read out each and ask for explanation if respondent considers this topic to be relevant

AFTER DISCUSSING EACH, ASK FOR THE 3 HIGHEST PRIORITY & REPEAT THE LIST IF NECESSARY

Gender analysis for strategic planning:
Collection and analysis of gender-disaggregated data:
Gender-responsive monitoring and evaluation:
Gender-sensitive communications (communication channels, images, publications, language):
Inclusion of gender into operational documents (Terms of Reference, vacancy announcements, action plans, reports, etc.):
Gender sensitive budgeting:
Gender-sensitive policy making (government programs, policies, legislation, etc.):

35. What is the preferred way to build capacity on gender among NTFC members?

READ THROUGH ALL AND THEN SELECT ALL THAT APPLY

Small group interactions	<input type="checkbox"/>
Case studies	<input type="checkbox"/>
Online courses	<input type="checkbox"/>
Classroom lectures	<input type="checkbox"/>
Training for trainers	<input type="checkbox"/>
Other, specify _____	<input type="checkbox"/>
Don't know	<input type="checkbox"/>

36. What recommendations would you make to improve the gender awareness and capacity of NTFC members / NTFC Secretariat?

37. Do you have any comments or suggestions on gender mainstreaming in your country's trade policies? Do you have any other comments or suggestions?

Thank you very much for your time!

NON-MEMBER KEY INFORMANT INTERVIEW GUIDE

Introduction

Thank you for taking the time to meet/speak with us. Before we start the interview, we would like to give you an overview of the purpose of this meeting. Our company, A2F Consulting has been hired by the World Bank to conduct a gender capacity needs assessment of the National Trade Facilitation Committee.

These are the topics we would like to cover with you:

- Current actions taken by the NTFC on gender
- Vision and capacity of NTFC to advocate for gender mainstreaming in trade policies and programs
- Potential areas of capacity building and institutional strengthening for gender mainstreaming
- Presence and potential of gender champions

The interview will take approximately 1 hour. Your individual remarks will remain confidential. The information and opinions you provide will be anonymized. Neither your name nor the name of your organization will be referenced in any document based on this survey. TFWA and its donors are held to EU Regulation 2016/679 "General Data Protection Regulation" - GDPR and all personal data will be deleted following analysis.

We will take notes during the interview for reference purposes. Is that ok?

Do you have any questions before we start?

General Information

Date of interview:

Name of interviewer:

Name of respondent's institution:

Name of respondent:

Respondent's email:

Respondent's phone number:

1. Gender of respondent:

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

2. Position of respondent:

3. What overarching strategic plan/policy guides your organization's activities? Does it include a gender dimension?

Probe: Can you be more specific? Are there any activities targeting women? Are there any policies to support female traders? Does any of the policy priority impact women?

4. Are you aware that your country has a NTFC? If yes, are you aware of what it does and what its purpose is?

5. Why is your institution not currently a member of the NTFC?

6. Would your institution be interested in becoming a member of the NTFC?

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

7. What do you think would be the main benefits of joining the NTFC?

8. Which of the following topics are relevant for building capacity of the NTFC on gender?

Moderator read out each and ask for explanation if respondent considers this topic to be relevant

Gender analysis for strategic planning:
Collection and analysis of gender-disaggregated data:

Gender-responsive monitoring and evaluation
Gender-sensitive communications (communication channels images, publications, language) :
Inclusion of gender into operational documents (Terms of Reference, vacancy announcements, action plans, reports, etc.):
Gender sensitive budgeting:
Gender-sensitive policy making (government programs, policies, legislation, etc.):

9. What is the preferred way to build capacity on gender among NTFC members?

Small group interactions	<input type="checkbox"/>
Case studies	<input type="checkbox"/>
Online courses	<input type="checkbox"/>
Classroom lectures	<input type="checkbox"/>
Training for trainers	<input type="checkbox"/>
Other, specify _____	<input type="checkbox"/>
Don't know	<input type="checkbox"/>

10. What recommendations would you make to improve the gender awareness and capacity of NTFC members / NTFC Secretariat?

11. Do you have any comments or suggestions on gender mainstreaming in your country's trade policies? Do you have any other comments or suggestions?

Thank you very much for your time!

DIGITAL SURVEY

Introduction

Thank you for taking the time to fill out this survey. Our company, A2F Consulting has been hired by the World Bank to conduct a gender capacity needs assessment for the National Trade Facilitation Committee (NTFC).

These are the topics we would like to cover with you:

- Objectives of the NTFC
- Current actions taken by the NTFC on gender
- Needs identified by NTFC members to strengthen institutional gender capacity
- Evaluate the existing level of knowledge regarding gender and trade

The survey will take approximately 15 mins and your individual remarks will remain confidential and not be shared with the NTFC. The information and opinions you provide will be anonymized. Neither your name nor the name of your organization will be referenced in any document based on this survey. TFWA and its donors are held to EU Regulation 2016/679 "General Data Protection Regulation" - GDPR and all personal data will be deleted following analysis.

There are no right or wrong answers. We are interested in your honest opinion and your input is very valuable to support the work of the NTFC.

Date:

Name of organization:

Name of respondent:

Gender of respondent:

Male	<input type="checkbox"/>
Female	<input type="checkbox"/>

Position of respondent:

Email address:

Phone number:

1. Please indicate your level of agreement with the following statements:

	Strongly Disagree	Disagree	Neutral or Don't Know	Agree	Strongly Agree
1. My entity contributes to the advancement of the country's national development plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. There is alignment between the priorities of the NTFC and the interests of the institution I represent	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. I am adequately involved in the decision-making process within the NTFC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I am aware of the country's overall gender strategy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. The current structure & operational model of the NTFC is adequate to support the integration of gender into trade facilitation discussion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Women traders' needs and rights are adequately represented by existing NTFC member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Addition of institutions or associations representing women would be useful to ensure women traders' needs are adequately treated	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If agree or strongly agree to Q1.7 Which institution or association, do you believe would contribute to NTFC membership?

2. Please indicate your level of agreement with the following statements:

	Strongly Disagree	Disagree	Neutral or Don't Know	Agree	Strongly Agree
1. Men and women have the same trade-related businesses opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Men and women face the same trade-related business challenges	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Trade policy has the same impact on men and women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Trade facilitation is a subject matter more suitable for men than women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Gender equality is about women and girls only	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. How would you rate your level of awareness on the following elements of the relationship between gender and trade?

	No awareness	Limited awareness	Average awareness	Good awareness	Very good/ excellent awareness
1. The contribution of women small-scale traders to the economy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Constraints faced by women in trade that would specific policies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The different impacts of trade liberalization on men and women	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Obstacles for women related to inadequate border and market infrastructure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Obstacles for women related to limited knowledge of trade rules and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Obstacles for women traders related to lower access to resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Has the NTFC taken any action or decision to address any of the areas above?

	Yes	No	DK
Gender quotas in membership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Appointing women to leadership positions (Chair, Vice Chair, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Integrating gender into trade policy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interventions to address challenges for women in trade	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inclusion of gender-focused organizations in the NTFC membership (Women Traders Associations, Ministry of Gender/Family Affairs, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Establishment of gender committee / technical working group	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. If no to any of the set in Q4, why has the NTFC not done so:

RANK THE TOP THREE REASONS

Gender is not a priority at this stage	<input type="checkbox"/>
Gender is not relevant to trade policy	<input type="checkbox"/>
NTFC does not know how to address gender issues	<input type="checkbox"/>
Lack of resources within the NTFC to address gender issues	<input type="checkbox"/>
Don't know	<input type="checkbox"/>

6. For the following skills and processes, please indicate your level of knowledge and proficiency by ticking the appropriate box

	I don't know about this	I know something about this, but don't know how to use it	I am confident to use this in my everyday work	I am confident enough to lead work on this
Gender analysis for strategic planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collection and analysis of gender-disaggregated data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender-responsive monitoring and evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Gender-sensitive communications (communication channels, images, publications, language)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inclusion of gender into operational documents (TDRs, vacancy announcements, action plans, reports, etc.).	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender-sensitive policy making (government programs, policies, legislation, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. On which of the following topics do you need training to improve the inclusion of gender issues in your work within the NTFC?

Rank each from Not important to Very Important

	Not Important	Slightly Important	Moderately Important	Important	Very Important
Gender analysis for strategic planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Collection and analysis of gender-disaggregated data	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender-responsive monitoring and evaluation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gender-sensitive communications (communication channels, images, publications, language)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Inclusion of gender into operational documents (Terms of Reference,	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

vacancy announcements, action plans, reports, etc.).					
Gender-sensitive policy making (government programs, policies, legislation, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

8. What resources do you need to improve your knowledge and/or the inclusion of gender issues in your work with the NTFC? RANK THE TOP THREE

A designated gender focal point/champion	<input type="checkbox"/>
Training to develop skills in gender	<input type="checkbox"/>
Funds to be allocated for work on addressing gender	<input type="checkbox"/>
Data/evidence on gender in my area of work	<input type="checkbox"/>
Toolkits on gender (e.g., concepts, examples, diagnostic tools, project preparation materials, etc.)	<input type="checkbox"/>
Additional human resources (i.e., staff, consultants) to work on gender	<input type="checkbox"/>
Dedicated technical working group on gender	<input type="checkbox"/>
Don't know	<input type="checkbox"/>

9. If you were to identify a potential gender champion to support the work of the NTFC, who (or what organization) would you recommend?

10. What is your preferred form of training? SELECT UP TO THREE

Small group interactions	<input type="checkbox"/>
Case studies	<input type="checkbox"/>

Online courses	<input type="checkbox"/>
Classroom lectures	<input type="checkbox"/>
Training of trainers	<input type="checkbox"/>
Don't know	<input type="checkbox"/>

11. What is the optimal amount of time for a training session? (SINGLE SELECT)

Less than half a day	<input type="checkbox"/>
Half a day	<input type="checkbox"/>
Up to one day	<input type="checkbox"/>
Up to two days	<input type="checkbox"/>
Up to 3 days	<input type="checkbox"/>
More than 3 days	<input type="checkbox"/>
Don't know	<input type="checkbox"/>

12. Do you have any suggestions or comments for how to improve gender mainstreaming within the NTFC?

Thank you very much for your time!