

COMISSÃO DA CEDEAO

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COMMISSION DE LA CEDEAO

ECOWAS PLAN OF ACTION

ON

GENDER AND TRADE

2015-2020

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1. Introduction

1.1 The Economic Community of West African States (ECOWAS) consists of fifteen countries in the West African Region, namely Benin, Burkina Faso, Cape Verde, Cote D'ivoire, Gambia, Ghana, Guinea, Guinea Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, and Togo. The main aims of the ECOWAS Community are "to promote co-operation and integration, leading to the establishment of an economic union in West Africa in order to raise the living standards of its peoples, and to maintain and enhance economic stability, foster relations among Member States ..." (ECOWAS Revised Treaty, 1993). Furthermore in Article 63 of the ECOWAS Treaty on "Women and Development" - Member States undertake to formulate, harmonize, co-ordinate and establish appropriate policies and mechanisms, for the enhancement of the economic, social and cultural conditions of women.

1.2 Trade involves the exchange of goods and services and can take place in different forms and at different locations; and in fact has been going on amongst ECOWAS States before the colonial era. Trade is an economic activity that is as old as human civilization. Similarly, attempts to manage trade in the form of policy are not new. However, attempts to manage trade at the international level in terms of policies, trade liberalization and negotiations have continued to evolve globally in recent times ¹.

1.3 Trade within the ECOWAS Region can be broadly divided into internal country trade and cross-border trade. Trading can also be formal or informal. Formal trading activities are regulated and often get captured in the country's Gross Domestic Product, whereas informal trading is unregulated and is not captured in the country's Gross Domestic Product. The informal sector represents a significant component of the economies of ECOWAS Member states. Many women are involved in the informal trading sector and dominate the informal cross-border trade sector. Cross-border trading and trading within the country provide a means of livelihood for many women.

1.4 Over the years the links between gender and trade have received little attention and the gendered effects of trade were initially ignored because of the assumed gender neutrality of economic policies. Gender sensitivity is vital to economic growth, trade and development. However, most national trade policies have been formulated without

¹ Randiamaro, Z. (2006) Gender and Trade: Overview Report. Institute of Development Studies, United Kingdom.

(given) due consideration to their gendered impacts². This situation undervalues women's work and obscures their roles as economic actors, since women play many key roles in the trading process, as producers, employees, consumers, in addition to reproducing and caring for the labour force.

2. Situation Analysis

2.1 Women and Cross-Border Trade

2.1.1 Informal cross border trade is largely conducted by individual traders who are more likely to be women engaged in micro and small businesses, trading in small consignments operated outside the formal economy³. Informal cross border trade constitutes a major segment of regional cross border trade and is a source of employment for women⁴. Informal cross-border trade activities support livelihoods, especially food and income security, and ameliorate the effects of the financial and food crises in West African countries.

2.1.2 Both men and women engage in cross border trade as producers, traders and consumers, but women dominate in informal cross-border trade in West Africa. However, arising from critical differences in the positioning of men and women in the economies of West Africa and especially in trade, the benefits derived and the challenges faced from cross border trade are determined by gender. Women cross border traders are not a homogenous group but are differentiated by socio-economic and cultural variables, volume and value of business, types of buying and selling activities, travel destinations and types of markets operated in⁵. Women informal cross border traders comprise of large numbers of small-scale traders with little working capital, limited literacy and numeracy skills and a very small group with substantial capital involved in regional and international trade.

² Ibid

³ UN Women (2010) Unleashing the Potential of Women Informal Cross Border Traders to Transform Inter-African Trade. UN Women, New York

⁴ UNIFEM (2009) Sharing the Findings of the Baseline Studies on Women in Informal Cross-Border Trade in Africa Addis-Ababa ECA/ATPC.

⁵ Dejene, Y (2001) Women's Cross-Border Trade in West Africa. Information Bulletin WID Tech Washington, D.C. May 2001.

2.1.3 Women's cross border trade is important for sustainable development because of its contribution to national and regional growth. It also contributes to women's empowerment through access to and control over resources, which they in turn invest in the socio-economic well being of their families. The extent of women's involvement in informal cross border trade in West Africa is not recorded in official trade statistics. Women and men engage in cross border trade differently. While more men are involved in formal cross border trade, in West Africa informal cross-border trade is largely driven by women ⁶

2.1.4 Advantages of women's informal cross border trade include:

- Small working capital requirement,
- flexible hours compatible with women's reproductive and other domestic activities;
- Increased food security facilitated by movement of food products from areas of surplus to areas of scarcity.
- Employment of large numbers of people formally (through the use of public and private transportation) and informally (by employing family members).

2.1.5 Constraints faced by women cross border traders include:

- multiple control posts;
- high transport costs;
- arbitrary taxation of goods;
- limited access to credit for business expansion;
- insecurity and sexual harassment;
- high costs of communication
- poor working conditions
- a general lack of recognition of their economic contributions;
- limited access to credit facilities;
- Inadequate data and documentation of informal cross-border trade transactions
- very weak or non-existent trade related institutions and support services for women informal cross-border trade
- Inadequate transport services, market information and trade rules;

⁶ UNIFEM (2009) op. cit

- High Illiteracy rate ⁷.

2.2. Trade Policies and Liberalisation

2.2.1 Trade policy can be broadly defined as the formalization of rules and mechanisms aimed at governing national and international trade activities. Trade policies often have strong redistributive effects, both across economic sectors and among individuals. They can create opportunities for women's empowerment and can also create burdens as they may disrupt markets in which women operate. This is why the gender perspective should be included in the design and implementation of trade policies, in order to take into consideration the extent to which trade policies affect women's empowerment and well being as well as their impact on the level of inequality between men and women.

2.2.2 Trade liberalisation means reducing the limitations on trade that countries around the world have erected over a number of years. Given that trade liberalisation affects men and women differently, a comprehensive gender analysis of trade liberalization and trade policies is urgently needed. This should encompass an understanding of the economic, social and cultural construction of the roles and relationships between women and men, which result in differential access to political power and economic resources.

2.2.3 West African women are very active in agriculture especially in the production and processing of food crops, fisheries and raising small animals such as poultry, goats and sheep. They are often involved in small scale agriculture. Women are therefore very active in the trading of processed and un-processed agricultural products. However, often than not they do not have access to factors of production such as land, credit and technology. Due to the difficulties encountered in moving their products to the market, they often sell to the middle persons who are mainly men at cheap rates. In addition, due to their lack of access to improved processing technologies a lot of their perishable products end up being wasted on the farms. Also women due to culture and traditional systems lack access to use, ownership and control of land and other critical resources such as farm machineries.

2.2.4 Considering the institutional and capacity bottlenecks in West African countries, and given their poor education, access and control of productive resources, female traders face challenges in complying with sanitary and phyto-sanitary standards. While

⁷ UN Women, 2010 op.cit.; Njikam, O and Tchouassi, G. (2011) Women in Informal Cross-Border Trade: Evidence from the Central Africa Region.

<http://www.academicjournals.org/ajbm/pdf/pdf2011/18June/Njikam%20and%20Tchouassi.pdf>.

women are predominant in agriculture and food processing, they are hardly represented in exports markets. Therefore efforts should be made to support women and build their capacity to access export markets

2.2.5 Women's low wages have been associated with the rapid growth of many of the successful cases of export-led growth of the "Asian Tigers" (countries in East Asia – such as Indonesia, Singapore, Malaysia, Thailand, South Korea and China). Impacts of international trade can be diverse for different sectors; for instance, female workers are often preferred in labour-intensive industries because they are considered as cheap and flexible labour. This usually means more income for women and they get stuck in low-paying jobs. The gender impact of trade liberalization needs to be appreciated at a country- and sector-specific level. Also, in order for AID for trade to be effective, there is the need to consider linkages between traders and markets as well as provisioning of support infrastructures.

2.2.6 Trade negotiation, on the other hand is a process in which nations meet together to discuss the possibility of trade, with the goal of reaching a trade agreement. Both nations have a vested interest in negotiating a successful trade agreement because it has the potential of promoting economic growth and allowing companies to expand their markets, but both are also concerned with protecting their economy and safety. Trade negotiations can become quite complex, and may involve more than two nations, along with moderators who take a neutral stance to help the countries reach an agreement. The level of involvement of women and men in trade negotiations is different. Women are usually absent in trade and investment negotiations at all levels. Often times, such female delegates who attend these negotiations are politicians or government officials and not traders or activists, and are therefore more likely to advocate the position and views of their government and its agencies.

2.2.7 The rapid pace of globalization and changes in the global trading system offers ECOWAS new opportunities and challenges. In addition, international trade and investment often have a significant impact on labour markets and working conditions, affecting women in particular because of their generally lower skills and weak bargaining power. In developing countries, women, who are mainly engaged in subsistence farming are largely exposed to international competition that threatens to crowd out their means of livelihood.

2.3 ECOWAS Framework on Trade and Development

2.3.1 The ECOWAS framework on trade and development is premised on Article 3 section 2.d (i – iii) of the ECOWAS Revised Treaty⁸:

d) the establishment of a common market through:

i) the liberalisation of trade by the abolition, among Member States, of customs duties levied on imports and exports, and the abolition among Member States, of non-tariff barriers in order to establish a free trade area at the Community level;

ii) the adoption of a common external tariff and a common trade policy vis-a-vis third countries;

iii) the removal, between Member States, of obstacles to the free movement of persons, goods, service and capital, and to the right of residence and establishment;

2.3.2 Article 2.1 of the ECOWAS Protocol on Free Movement of Persons, Right of Entry and Establishment, which says that, “The Community citizens have the right to enter, reside and establish in the territory of Member States”. The full operationalization of this protocol will also have an impact on cross-border trading. Many women traders seem not to be fully aware of their rights with respect to this protocol, which has been endorsed by governments of all Member States.

2.4 ECOWAS Experts Meeting on Gender and Trade

2.4.1 From the meeting of Experts on Gender and Trade from ECOWAS Member states held in 2013, the following issues have been found to be pertinent to issues of Gender and Trade in the ECOWAS Region ⁹:

- All countries have Trade Policies but their contents differ. These policies are by and large assumed to be gender neutral.
- Men and Women are involved in different aspects of the commodity supply and value chain, however women are found more in processing and marketing.
- Women are involved in exports but they are mainly done in small scale and through informal means.

⁸ ECOWAS (1993) Revised Treaty of the Economic Community of West African States, Cotonou, 1993

⁹ ECOWAS Commission (2013) Final Report on Gender and Trade Workshop held at the ECOWAS Commission, Abuja.

- Women are mainly involved in the informal sector. Women provide mainly unskilled and semi-skilled labour.

2.4.2 The challenges of Women involved in Trade were identified as follows:

- Confusing and unfriendly trade regulations
- Inadequate Transportation
- Lack of Access to Market Information and Technology
- Inadequate access to Credit and Finance
- Cultural barriers and religious misconception
- Poor networking and mentorship
- Lack of quality infrastructure (standards) and energy needed for production
- Physical and Sexual harassment
- Low level of literacy and numeracy skills
- Double burden of productive and reproductive roles (unpaid work constitutes a high proportion of women's time).

2.4.3 Following the presentations and deliberations, the meeting made the following recommendations:

- a. Women's needs and their preoccupations should be taken into consideration while formulating regulations and policies
- b. The facilitation of access to credit (guaranteed low interest rates);
- c. Capacity building of women (business management, accounting, marketing, ICT, etc.)
- d. Action research for the collection of disaggregated data;
- e. Enhanced data collection needed for evidence-based decision making
- f. Advocacy to increase the funding of women friendly projects
- g. Support / Increased awareness to encourage informal cross-border traders to formalize their businesses
- h. Establish and enforce sanctions for violation of ECOWAS protocols
- i. Provide necessary infrastructure to facilitate productive activities
- j. Strengthen the synergy between the Ministries responsible ¹⁰.

3. Challenges and Constraints

¹⁰ ECOWAS Commission (2013) op. cit.

3.1 Trade has significant consequences for socio-economic and gender equality. The gender-based differences in opportunities and constraints with regard to gender and trade revolve around:

- inequalities in access to and control of economic and social resources (land, credit and information)
- influence over decision-making
- the gendered division of labour dimensions
- formal, and high income-generating jobs such as cash crop farming, which are more often done by men
- Work in or centred around the domestic sphere, both paid (home working) and unpaid (childcare), which is generally the domain of women.

3.2 Gender equality is increasingly seen as a critical factor in the achievement of the Millennium Development Goals (MDGs). It is obvious that the inclusion of the gender dimension in the process and negotiations on trade policies and economic activities lead to effective and sustainable results in development. The main challenge in trade and development policies aimed at poverty reduction is to ensure a more gender equitable distribution of gains associated with the expansion of trade and liberalization.

4. Anticipated Risks

4.1 It is anticipated that the implementation of the Plan of Action on Gender and Trade can face a number of risks among which are:

- Inadequate fund and skilled staff needed in the implementation of the Plan of Action.
- Unreliable power supply and poor internet connectivity.
- Inadequate computers and software to capture data efficiently.
- Inadequate vehicles for monitoring in the Member States
- Inadequate funds for M&E activities in the Member States

5. Plan of Action

5.1 Goal

5.1 To contribute to socio-economic development of West Africa through mainstreaming gender into trade policies

5.2 Objectives

- (i) To increase women's productive capacity and export competitiveness
- (ii) To promote gender-sensitive trade policy development and implementation among Member countries
- (iii) To strengthen synergy and coordination mechanism for different agencies involved in trade and border management
- (iv) To increase investment in gender sensitive infrastructure to facilitate trade
- (v) To enhance research in gender and trade for evidence-based decision making
- (vi) To put in place a monitoring and evaluation system that ensures an effective and efficient management and implementation of the plan of action

5.3 Priorities

Priority Actions on Gender-sensitive Trade Policies and Regulations:

5.3.1 This Plan of Action on Gender and Trade will consider and address the following priority issues on Gender and Trade in ECOWAS Region:

- ✚ Empowerment of women to boost their export competitiveness (i.e. promoting the involvement of women in various trade networks such as national chambers of commerce, etc.)
- ✚ Mainstream gender into trade policies and all aspects of the trade negotiation process
- ✚ Training and Capacity Building for Women traders on their rights, custom processes, and trade negotiations.
- ✚ Training and Capacity building for Custom Officers and other Border-Management Regulation Officers
- ✚ Strengthening of synergy and coordination mechanisms for different governmental agencies involved in trade and border management
- ✚ Investment in Infrastructure to facilitate productive activities and for security for Women traders

- ✚ Enhanced research and gender-disaggregated data collection for evidence-based decision-making.

5.4 Monitoring and Evaluation

5.4.1 Monitoring and Evaluation (M & E) of the performance of public sector programmes and institutions helps increase their effectiveness and provides increased accountability and transparency during programme implementation. The ECOWAS Plan of Action on Gender and Trade will provide adequate, accurate and timely information on activities by all the different stakeholders to ensure that Plan implementation achieves the desired objectives and/or that changes are made on time to ensure that the desired objectives are pursued and achieved.

5.4.2 The M & E framework will be used in undertaking the following actions at the regional and national levels :

- Preparation and dissemination of annual reports
- Joint performance review of the Plan of Action on Gender and Trade
- Support the generation of reports used in Gender and Trade Action Plan reviews.
- Provision of information and updates on the implementation of the Plan of Action by Member Countries over the period.

Overall goal and specific objectives of the Monitoring and Evaluation Framework

5.4.3 The overall goal of the M&E framework is to facilitate the tracking of progress and effectiveness of the plan, as well as identify implementation challenges associated with it.

5.4.4 Specifically, the objectives are:

- To enhance institutional performance through provision of requisite resources or capacity to support effective monitoring and evaluation of the plan.
- To strengthen and effectively coordinate the current plan for monitoring and evaluating the effectiveness of Gender and Trade activities.
- To evolve an effective framework for collecting and collating reliable, relevant and timely data for processing into information for planning purposes.
- To manage an effective feedback system that makes information available in usable format.
- To improve coordination of all stakeholders, including the private sector, in the

implementation plan

Institutional Arrangements

5.4.5 The main institutions involved in the M&E system include: the ECOWAS Commission, Member States, Development Partners, Civil Society and NGOs.

5.4.6 The responsibility for coordinating the ECOWAS Plan of Action for Gender and Trade M&E framework rests with the ECOWAS Commission and Member States.

The implementation of this M&E framework will take due cognizance of the existing M&E system of the Commission.

Co-ordination

5.4.7 Information flow is necessary for effective monitoring at all levels and this will require effective and efficient coordination among all key stakeholders. The existing system will therefore be upgraded to support the Action Plan on Gender and Trade.

Evidence-based M&E

5.4.8 Essentially, evidence-based M&E ensures holistic approach to M&E that monitors input, processes, outputs and outcomes of programmes/projects. The indicators are disaggregated at various levels for proper tracking of plan results. During implementation, data, reports and surveys will form the bases for developing additional indicators for the plan.

5.4.9 The ECOWAS Commission will collaborate with the Member States in the collection and collation of data from relevant institutions for the purpose of planning and review. The current feedback system will be strengthened to make information available to all end users.

Participatory M&E

5.4.10 In the implementation of the Action Plan, a participatory M&E mechanism is used by deploying all the knowledge and resources of a wide range of stakeholders including the ECOWAS Commission, Member Countries, Private sector and CSOs. Regular reports will be prepared and disseminated to member countries. The reports generated will summarize the movement of significant indicators during the plan implementation period.

6. Funding Mechanism

The funding for this Plan of Action shall be funded by Member States, ECOWAS and Development Partners.

7. MATRIX - PLAN OF ACTION GENDER AND TRADE

Goal: To contribute to socio-economic development of West Africa through mainstreaming gender into trade policies

Objective 1: To increase women's productive capacity and export competitiveness

Expected Outputs	Main activities	Indicators	Targets	Means of Verification	Timeframe	Responsible agency
1. Women's productive capacity enhanced	1.1. Facilitation of women's access to credit (guaranteed low interest rates)	Number of women/women groups having access to credit facilities/number of special credits instruments available for women traders	Increase of 25% in the number of Women having access to credit	Reports and statistics available from governmental and non-governmental sources such as central bank, bureau of statistics, ministries of trade, finance and women affairs	2015-2020	ECOWAS, Member States and Development Partners.

	1.2. Capacity building on entrepreneurship and professional skills such as business management, marketing, accounting, for women traders	Number of women trained	Increase of 40 % in the number of women trained	Attendance and report of training from different trade related training agencies		
	1.3. Assist women traders to have access to use appropriate technology to enhance production	Number of women who have access to and are using technology	Increase by 30% of the number of women who have access to and use of technology	Reports from member states Monitoring reports		
	1.4. Promote business incubators for nurturing of women enterprises	Existence of technologies in member states and availability of reports	At least one incubator in member states	Report from ECOWAS and member states		

- Women's export competitiveness is enhanced	1.5. Support women traders to access trade information from the appropriate agencies	Number of women who have access to trade information	Increase by 50% the number of women who have access to trade information	Annual activity reports from agencies and institutions such as ECOBIZ, chamber of commerce, trade centres, etc		
	1.6. Support to access, ownership, and control of Land and Land resources	Number of women who have access to land	Increase by 30% of the number of women who have access to land	Reports from member states Monitoring reports		
	1.7. Strengthen existing networks of women traders, support the creation of new ones at the regional and national levels	Number of existing networks strengthened /number of networks created and operational	At least one umbrella network of women traders functional at national and regional levels	Reports of national and regional networks		

	1.8. Advocacy and capacity building on leadership skills to encourage women's effective participation at the decision making levels of the different Chambers of Commerce	Number of advocacy and capacity building activities.	20% increase in the number of advocacy and capacity building activities organized			
		% of women at the different levels of decision making within chamber of commerce/number of women registered at chambers of commerce	at least 20% of women participating at the different levels of decision making within chambers of commerce			
	1.9. Promote value addition to agricultural products (crops, livestock and fisheries)	% of value addition to agricultural products	At least 20% of value addition to raw materials	Reports from member states Monitoring report		
	1.10. Facilitate women's access to standardization and certification	Number of women having access to products of standardization	Increase in the number of women having access to products of	Surveys and reports		

	services	and certification institutions	standardization and certification institutions			
	Encourage and promote women's participation in supplying government goods and services - public procurement	Percentage of public procurement going to women	Increase in the number of women participating in public procurement	Survey and Reports		

Objective 2 : To promote gender-sensitive trade policy development and implementation among Member States

Expected Outputs	Main activities	Indicators	Targets	Means of Verification	Timeframe	Responsible agency
2. Trade policies are gender - sensitive	2.1. Elaboration of a guide for mainstreaming gender into trade policies	Existence of a guide on gender mainstreaming into trade policies	One regional guide	From ECOWAS annual report	2015-2018	ECOWAS, Member States and Development Partners.
	2.2. Training of trainers on gender and trade	Number of trainers trained in gender and trade	200 trainers to be trained on gender and trade	Training reports		
	2.3. Build the	Number of	Increase by 25%	ECOWAS		

	Capacity of stakeholders in charge of the implementation of trade policies	stakeholders that benefitted from capacity building programs	the number of stakeholders benefitting from capacity building programs	member states annual reports		
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Objective 3: To strengthen synergy and coordination mechanism for different agencies involved in trade and border management

Expected Outputs	Main activities	Indicators	Targets	Means of Verification	Timeframe	Responsible Agency
3. Synergy and coordination mechanisms	3.1. Strengthen collaboration and sharing of information between administrative structures involved in cross border trade	Number of meetings organized for collaboration and sharing of information	At least 2 meetings a year	Minutes of meeting held	2015-2018	Member States
	3.2. Strengthen the mechanisms for combatting corruption, sexual harassment and other human rights violations at the borders	Reduction of cases of corruption and sexual harassment of women traders	At least 30% reduction of cases of corruption	Periodic surveys of cross border women traders		

	3.3. Sensitization of border management agencies on women cross border traders and their rights	Number of border officials from management agencies sensitized	At least 1000 person sensitized	ECOWAS and member states reports		
	3.4. Effective integration of women trader stakeholders in the trade facilitation observatory	Gender mainstreamed into the ECOWAS trade facilitation observatory	at least 30% the trade facilitation observatory	Composition of each trade facilitation observatory		

Objective 4: To increase investment in gender-sensitive infrastructure to facilitate trade.

Expected Outputs	Main activities	Indicators	Targets	Means of Verification	Timeframe	Responsible agency
4. Improved infrastructures to facilitate women's trade activities	4.1. Advocacy for building and maintenance of gender sensitive market and road infrastructure	Number of gender sensitive market and roads built and maintained	Increase in number of gender sensitive market and roads built and maintained	National and regional reports	2015-2020	Member States
	4.2. Advocacy for Building and	Number of toilets, water and	Increase in the number of toilets,	National and regional reports		

	maintenance of toilets, water and sanitation facilities at border posts	sanitation facilities built and maintained at border posts	water and sanitation facilities built and maintained at border posts			
	4.3. Advocacy for provision of crèche at the day care centres in the markets	Number of crèches built and maintained at the markets	Increase in the number of crèches built and maintained at the markets	National and regional reports		
	4.4. Advocacy for strengthening of products standardization and certification institutions	Number of quality products standardized and certified	Increase in the number of products standardized and certified	Surveys and reports		

Objective 5: To enhance research in gender and trade for evidence-based decision making

Expected Outputs	Main activities	Indicators	Targets	Means of Verification	Time frame	Responsible Agency
5. Research on gender and trade for a better decision making is	5.1. Setting-up of a research center on gender, trade and development in each ECOWAS Member States	Existence of a research center on gender, trade and development in each ECOWAS Member States	At most 15 research centres established	Country and ECOWAS reports	2015-2020	ECOWAS Member States and Development

enhanced	5.2. Create and ensure effective management of a national database on gender and cross border trade in ECOWAS Member states	Existence of a database on gender and cross border trade in each ECOWAS Member state	At most 15 database created	Country and ECOWAS reports		Partners
	5.3. Conduct impact analysis of W/A international trade agreements on gender	The number of impact analysis conducted and disseminated	At least 3 impact analysis conducted and disseminated	Country and ECOWAS reports		
	5.4. Conduct impact analysis of ECOWAS policies and regulations	The number of impact analysis conducted and disseminated	At least 3 impact analysis conducted and disseminated	Country and ECOWAS reports		

Objective 6: To put in place a Monitoring and Evaluation System that ensures an effective and efficient management and implementation of the plan of action.

Expected Outputs	Main Activities	Indicators	Targets	Means of verification	Time frame	Responsible Agency
6. Situational analysis of gender and trade in West	Carry out a baseline study on gender and trade	Existence of baseline data on gender and trade	At least 1 baseline study	Baseline study	2015-	ECOWAS, Member

Africa carried out	in West Africa	in West Africa	reports	reports	2020	States, Development Partners, Civil Society Organizations
7. The implementation of the Plan of Action is on track	Carry out regular field monitoring missions to Member states	Number of monitoring missions carried out	At least 15 field Monitoring missions carried out	Mission reports		
		Number of monitoring reports produced	At least 15 Monitoring Reports produced	Monitoring reports		
	set up implementation unit in each Member state to facilitate data collection	Number of Member states with management units	15 management units set up	Reports of the units		
		Number of management units regularly furnishing the ECOWAS Commission with viable data	at least 15 reports per year	Reports of the units		
8. The challenges facing the implementation of the Plan of Action are identified and	- Carry out annual review of the implementation of the Plan of Action	Number of quality annual reports produced	15 annual reports per year	Country and ECOWAS Reports		

recommendations for improving on its implementation are regularly made						
	Carry out a mid-term review of the Plan of Action	Existence of mid-term review report	One mid-term review report	Mid-term review report		
	- Carry out the terminal evaluation of the Plan of Action	- Availability of terminal evaluation report	One terminal evaluation report	Terminal evaluation report		