



LESSONS LEARNED SERIES LL-02

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# Gender Sensitising Trade Facilitation Reform

LESSONS FROM THE GLOBAL ALLIANCE FOR TRADE FACILITATION



## **PAPER LL-02: SEPTEMBER 2020**

This paper is part of the Global Alliance for Trade Facilitation Lessons Learned Series. It was prepared by Candice White, Knowledge Specialist, under the coordination of Barbara Ramos, Knowledge Lead, and general guidance of the Alliance Management Team. The paper benefitted from technical inputs and insights from Julia Hakspiel, Trade and Gender Consultant.

**DISCLAIMER:** The authors' views do not necessarily reflect the views of the Global Alliance for Trade Facilitation, its host organisations, implementing partners, donors and business partners.

## THE GLOBAL ALLIANCE FOR TRADE FACILITATION LESSONS LEARNED SERIES

The Global Alliance for Trade Facilitation is a collaboration of international organisations, governments and businesses working to help developing and least developed countries implement the World Trade Organization's Trade Facilitation Agreement. We do it by bringing together governments and businesses as equal partners to address delays and unnecessary red-tape at borders and deploy targeted reforms that deliver commercially quantifiable results.

Alliance projects help to create an environment where businesses can trade more easily, with predictable procedures, streamlined regulations and modern automation.

When cross-border trade is simple, fast and cost-effective, it can create new business opportunities, enable greater economic and social development and reduce poverty.

We document the insights, lessons and emerging best practices we identify while implementing trade facilitation reforms around the world and share them through our Lessons Learned Series. Our goal is to help governments, businesses and other organisations pursue meaningful reforms together and to enrich understanding of how trade facilitation can benefit people's lives.

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## EXECUTIVE SUMMARY

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There is growing acknowledgement that trade reform is not gender neutral, thus specific action must be taken to ensure that neither women nor men are negatively impacted by trade facilitation programmes. In particular, women and men are uniquely affected by trade due to the different roles they play in society as producers, consumers, business owners and traders. Recognising this, the Global Alliance for Trade Facilitation (the Alliance) has undergone a process to gender sensitise its work helping countries to implement the World Trade Organization's Trade Facilitation Agreement (TFA). This paper summarises the lessons learned by the Alliance in building its gender mainstreaming approach and provides new insights on the nexus between gender and trade facilitation.

Gender mainstreaming can be realised in trade facilitation programmes through the following actions: conducting a gender analysis on the roles that women and men play in the country and sector of interest, facilitating gender planning to identify any gender objectives of the project, and monitoring and evaluating the gender components. This ensures the different roles played by men and women are clarified, and that these roles are assessed according to how they may be differentially impacted by trade facilitation reform.

Referencing the best practices of other organisations, the Alliance has introduced Gender Mainstreaming Guidelines to provide a tailored approach to gender sensitising its projects. In addition, the Alliance is equipping staff to implement the guidelines through gender training, is providing gender mainstreamed project document templates, and adding gender-disaggregated indicators to its results frameworks. A full list of good practices identified through our research are available in Annex 1.

There are clear signs of progress that can be highlighted for other organisations to reference. These include strong engagement with women-owned businesses and women's business associations, holding separate and specific public-private dialogues (PPD) on gender and trade facilitation, and using the findings of gender-sensitive PPDs to inform project design. Further, Alliance projects have intentionally targeted sectors that are likely to have a positive impact on women, such as agriculture, and the Alliance has built partnerships with organisations such as the Organization of Women in International Trade (OWIT).

In addition, our research has identified several key success factors to successfully implementing gender mainstreaming. For example, having the support of upper management helps to build a culture where gender is prioritised. Additionally, having gender-balanced teams helps to send a strong message while also ensuring that gender activities can be thoroughly carried out, especially when all-women consultations are culturally appropriate.

The next frontier of gender mainstreaming in the Alliance includes three major activities. First, in 2020 the Alliance has been piloting the new gender approach. Second, the Alliance is focusing on measuring its gender impact through building a baseline, setting targets and measuring against those targets. Third, the Alliance is continuing to share knowledge gained on gender and trade facilitation. Sharing of best practices and lessons learned can help the trade community to collectively gender sensitise trade reform and ensure that trade contributes to women's economic empowerment.

## INTRODUCTION: Why trade facilitation must be gender sensitive

The implementation of the World Trade Organization's Trade Facilitation Agreement (TFA) provides a unique opportunity to harness trade for growth. According to the Organization for Economic Cooperation and Development, full implementation of the TFA could reduce trade costs by more than 14% in low-income countries and more than 13% in upper-middle-income nations<sup>1</sup>. This could lead to an increase in developing countries' exports by up to US\$730 billion per year<sup>2</sup>.

Trade facilitation can also play an important role in advancing gender equality. Currently only 15% of exporting firms are led by women<sup>3</sup>. Various studies have shown that several trade facilitation-related barriers are either specific to or affect women more significantly than men due to the different roles they hold in society and differing access to resources<sup>4</sup>. Therefore, by putting in place measures that overcome such constraints, trade facilitation reform can be particularly beneficial to women and women-led businesses<sup>5</sup>.

Directly, trade facilitation reform can lead to a **decrease in the time and costs** and other barriers associated with cross-border trade, which can be especially impactful to women. First, as women-led businesses tend to be smaller than male-owned ones<sup>6</sup>, any given cost reduction is proportionately more significant to them. Second, because women are often more time constrained as they tend to bear a larger share of household responsibilities, time-saving reform can be particularly helpful. Third, by digitising processes and lessening the requirements for personal interaction, trade facilitation can reduce the opportunity for harassment and corruption, to which women are especially vulnerable. Finally, trade facilitation reforms that facilitate access to information and streamline processes can level the playing field for women in countries where they may have had less formal education and training opportunities relative to their male counterparts.

Indirectly, trade facilitation reform can **support the growth of value chains** in industries that disproportionately employ women or have a large share of female suppliers, such as textiles, garments and agriculture. It can also support the growth of sectors such as logistics, brokerage and supply chain management services, with increased demand for labour supporting the entry of women into non-traditional sectors.

For these benefits to materialise, however, **trade facilitation reform must be gender sensitive**. Recognising that trade is not gender neutral, one of the key outcomes of the 11th WTO Ministerial Conference held in December 2017 was a Joint Declaration on Trade and Women's Economic Empowerment (also known as the Buenos Aires Declaration) endorsed by 118 countries in promotion of Sustainable Development Goal 5 – empowering women and girls. The Buenos Aires Declaration represents a commitment to share best practices and build the evidence base to support policymakers, trade and investment institutions, and businesses to make trade more gender responsive.

Acknowledging the importance of harnessing trade for women's economic empowerment and of avoiding gender-blind actions, the Global Alliance for Trade Facilitation has engaged in a process to mainstream gender<sup>7</sup> into its

operations. To underpin its approach, the Alliance has identified best practices in gender mainstreaming through a combination of desk research and interviews on the tools, guidelines, policies, and experiences of incorporating gender within the development work of public, private, and non-profit bodies<sup>8</sup>.

This paper draws on the recent experience of the Alliance in building an approach to gender sensitise its operations. Specifically, it examines the challenges of including gender perspectives in trade facilitation reform, summarises the best practices that informed the development of the Alliance approach, and identifies examples that point to a positive influence of Alliance projects on gender equality.

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**\*Gender mainstreaming:** the integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of policies, regulatory measures and spending programmes, with a view to promoting equality between women and men, and combating discrimination<sup>7</sup>.



# THE CHALLENGE

The Buenos Aires Declaration and the gender commitments made by governments, businesses and international organisations around the world reflect the growing acknowledgement that trade is not gender neutral—it has differential effects on men and women. The challenge for development practitioners is how to assess these effects and implement mitigating measures.

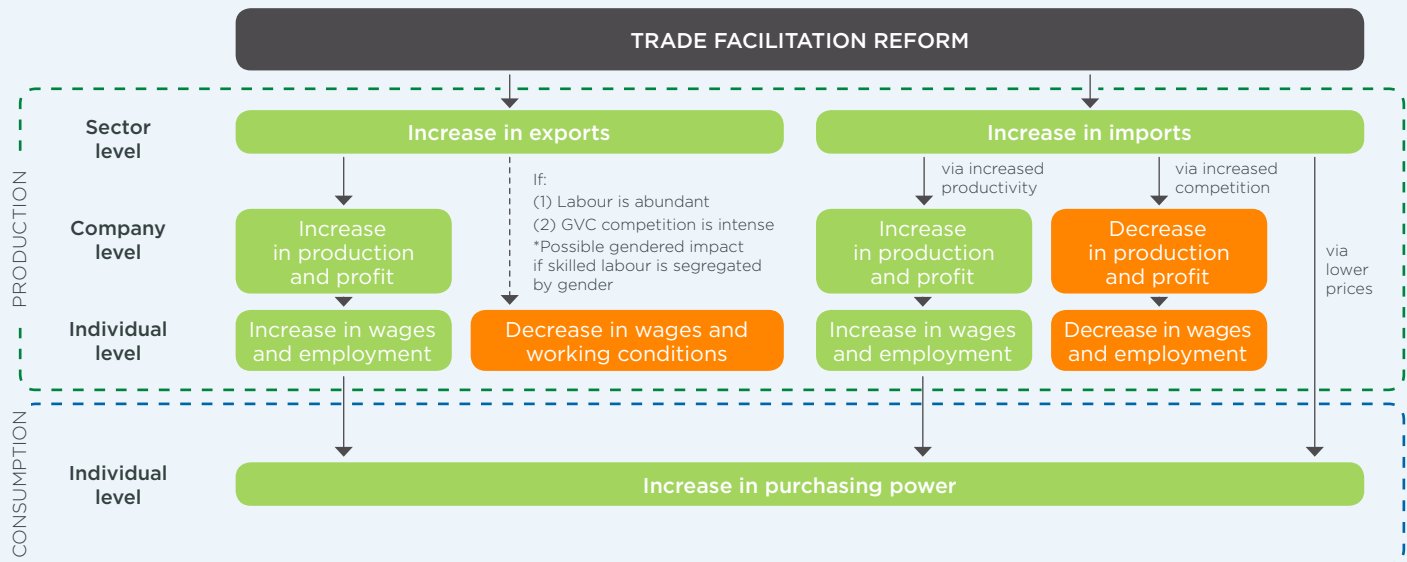
In most societies women and men play different roles as **producers and consumers**. Thus, understanding these roles, the sectors on which

women rely to earn and spend their income, and how these sectors may be affected by trade facilitation reform is crucial in determining the gendered effects of said reform. On the one hand, if female employees and entrepreneurs are highly prevalent in sectors benefiting from reform, they may find new markets for their products, thereby raising employment opportunities and incomes<sup>9</sup>. On the other hand, when firms in sectors with high female employment face increased competition from imports, employment opportunities and earnings may be reduced<sup>10</sup>. Additionally, to the extent that women

spend a large share of their income on goods whose prices are reduced due to lower trade costs, they are likely to observe an increase in purchasing power.

As women are often the primary buyers of household goods, trade reform that impacts purchasing power can have an outsize effect on women and their ability to provide basic goods for their families<sup>11</sup>. Figure 1 outlines the referenced channels through which trade reform impacts women as producers and consumers; it does not account for all possible channels of impact<sup>12</sup>.

FIGURE 1: POTENTIAL IMPACTS OF TRADE ON GENDER



Source: author's analysis

**Women-owned businesses participating in trade** are also uniquely affected by some common challenges to trade. A focus group conducted by the Alliance with women-owned businesses in Nairobi, Kenya, found that trade facilitation challenges such as access to information, complex and costly trade processes and fragmented standards across geographies can impact women's ability to trade more so than men's. Women entrepreneurs are acutely affected by time-consuming processes due to limitations on their time and mobility. Moreover, unequal education and skills development opportunities, especially with regard to ICT and digital skills, can leave women disadvantaged in tackling these challenges. Additionally, because most women operate micro or small businesses and trade costs

are generally fixed, trade can become prohibitively expensive.

Furthermore, **women cross-border traders** face specific challenges relative to men. The high cost and time of submitting documentation and fulfilling requirements at the border can disproportionately affect women due to their relative time-poverty stemming from household responsibilities, as well as lack of education and skills training relative to men<sup>13</sup>. In addition, surveys in East Africa have shown that women traders face sexual harassment and are forced to pay larger bribes to border officials<sup>14</sup>. Women in the Nairobi focus group also reported cases of sexual harassment or requests for sex in return for ease of movement of goods across borders. This can force women traders to utilise informal trading routes.

Knowing that women face unique barriers to trading and are distinctively impacted by trade reform, trade facilitation initiatives must make efforts to understand the gendered impacts their projects will have. To date, gender, diversity and inclusion considerations have not been consistently integrated into trade facilitation projects. This is because understanding, anticipating, and responding to the diverse effects specific interventions may have on women and men is a complex undertaking and demands extensive qualitative and quantitative information that is not always available. In addition, as will be explored in the following section, designing and implementing gender-sensitive projects requires that targeted activities be conducted at all stages of the project cycle.



## THE ALLIANCE APPROACH

The express goal of the Alliance is to support the implementation of the TFA in developing and least developed countries by harnessing public-private collaboration to design and implement commercially meaningful trade facilitation projects. While fostering gender equality was not an original focus of the Alliance, the importance of advancing this goal is recognised. To this end, several steps have been taken to gender sensitise Alliance operations. It must be acknowledged that the Alliance does not seek to implement, as a rule, gender-targeted projects. Instead it aims to leverage best practices to ensure that, at a minimum, its interventions do not disadvantage any one gender. Where it fits within its mandate, the Alliance will consider more gender-targeted activities as well. In this context, the Alliance set a roadmap to overcome the challenges identified in the previous section and set itself up to properly design and implement gender-sensitive projects.

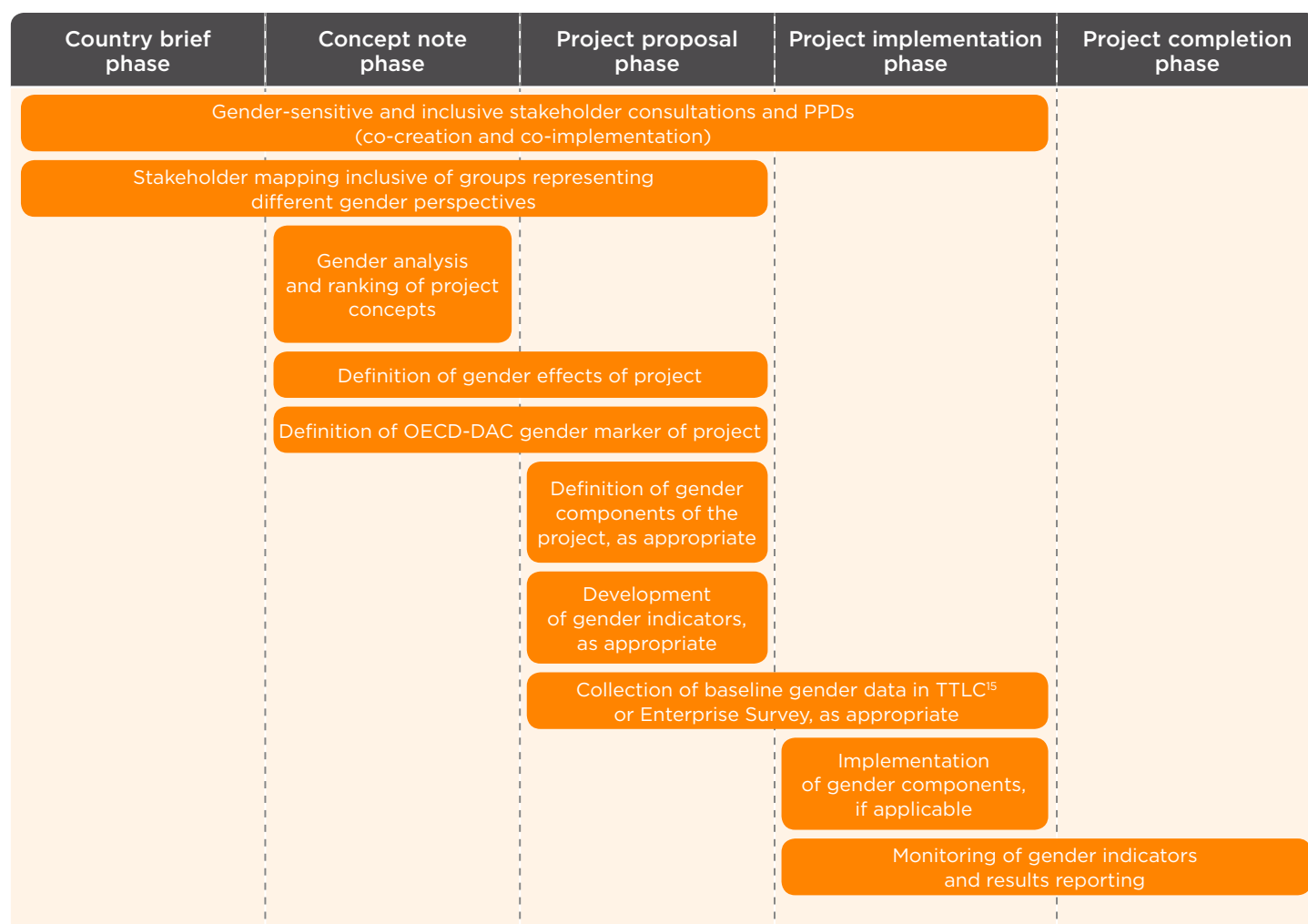
A core element of the Alliance approach is the **Gender Mainstreaming Guidelines**, which are meant to provide guidance and resources to project teams on how to incorporate a gender lens at different stages in the Alliance project lifecycle. To build the guidelines the Alliance conducted extensive research on the tools and approaches to gender mainstreaming provided and used by governments, companies, international organisations and development banks. The full list of best practices in gender mainstreaming uncovered by the Alliance is available in Annex 1.

This research uncovered a general three-step approach that is used as a strong gender mainstreaming practice. The approach begins with conducting a **gender analysis**, where qualitative and quantitative information are gathered on differences in gender in the country, region, society and sector(s) of interest. The findings from this analysis are then used to conduct **gender planning**, where the project lead identifies any

gender objectives of the project and plans actions needed to meet these objectives or mitigate possible negative gendered effects. Last, **monitoring and evaluation** of gender impacts must occur both during and after implementation to track gender indicators or monitor unintended consequences of the project on gender.

The Alliance Gender Mainstreaming Guidelines have adapted this approach to the unique project process of the Alliance. As summarised in Figure 2 below, this includes: mapping key stakeholders that represent different gender perspectives, engaging them in gender-sensitive consultations and public-private dialogues, undertaking gender analysis at both a macro and micro level using qualitative and quantitative data, collecting gender-disaggregated information, and monitoring and evaluating gender impacts. The Alliance will track the number of projects that include gender objectives by assigning each project an OECD-DAC Gender Marker.

FIGURE 2: ALLIANCE GENDER MAINSTREAMING GUIDELINES



In addition to the Gender Mainstreaming Guidelines, the Alliance is conducting several other exercises and building additional tools that will help its team implement a gender-sensitive approach. The Alliance will provide **gender training** to its staff to build knowledge and capacity, properly equipping the team to implement the Gender Mainstreaming Guidelines. In addition, the staff will be provided with **project document templates that have consistently mainstreamed gender** and **results frameworks that include gender-**

**disaggregated indicators** to hold the teams accountable for implementing gender mainstreaming.

An additional tool being built by the Alliance is a [gender analysis of the TFA articles](#) that will help identify articles that are particularly relevant to solving the trade facilitation challenges faced by women. This tool will be a practical guide for project leads to easily identify some gender-sensitive actions that their projects can take to positively impact women's economic empowerment.

Finally, the Alliance will continue to **share the lessons and best practices** unearthed through its gender mainstreaming activities. This will include dissemination of gender-disaggregated data, knowledge on the gender-trade facilitation nexus, and tools built to equip trade facilitation teams for gender-sensitive actions. Such information will be a valuable public good given the nascent stage of research on gender mainstreaming in trade facilitation outside of the specific areas of infrastructure and women cross-border traders.

## EARLY SIGNS OF PROGRESS

Prior to the building of its Gender Mainstreaming Guidelines, the Alliance was not systematically including gender in its projects. However, several projects independently incorporated a gender-sensitive approach, using promising practices that were formalised in the guidelines in order to be replicated across the organisation.

One of the main areas where Alliance projects have incorporated gender is through **engagement with women-owned businesses and women's business associations** in the co-creation stage. The co-creation process is defined as an inclusive public-private approach to project design aimed at jointly selecting a trade facilitation challenge and reaching a common understanding on how implementation can realistically be achieved. The Alliance has already shown an increase in female participation in public-private dialogues, from an annual average of 27% in 2018 to 32% in 2019. This compares to an UNCTAD statistic which found an average of 36% female representation in National Trade Facilitation Committees<sup>16</sup>.

In conducting gender-sensitive consultations, the Alliance has had success hosting **separate and specific sessions focused on gender** and trade facilitation. For example, the project team in Sri Lanka facilitated a specific roundtable discussion on trade facilitation challenges faced by women-owned businesses. The team's

efforts to identify and invite women entrepreneurs resulted in 51% of PPD attendees being female. In Kenya, the project team engaged the women's SME working group within the National Trade Facilitation Committee and held a standalone session to discuss gender and trade facilitation.

Furthermore, there is evidence that the Alliance has used the insights gained through consultations with women-owned businesses and women's business associations to **inform project design**. For example, during consultations for the project in Zambia, women indicated some instances of harassment by customs. As a result, the project has focused on formalising clearing processes and recruiting more female clearing agents. The project contains specific measures to attract women to the field, including scholarships and hosting of trainings in times and locations that are convenient for women.

In some projects, **sector selection** has also taken place with women employees and women-owned businesses in mind. As discussed, trade facilitation reforms orchestrated by the Alliance are more likely to have a positive impact on women if they affect sectors with high female employment. This should be the case of the agri-food sector for the project in Morocco.

Last, Alliance project leads have sought opportunities to contribute to external gender and trade facilitation activities. The Alliance has built strong **partnerships** with the Organisation of Women in International Trade (OWIT), sending trade facilitation experts to meetings in Kenya and Ghana. Similarly, the International Trade Centre's SheTrades platform in Ghana and Kenya has requested technical assistance from the Alliance as part of an awareness-raising project on export/import processes for women-owned businesses. And as previously mentioned, the Alliance has partnered with OWIT Nairobi to conduct a focus group on gender and trade facilitation challenges. Continuing to build strong partnerships with women's business associations and other development actors in project countries will be important to engaging women on the ground, and thereby following gender mainstreaming guidance.



## LESSONS LEARNED AND SUCCESS FACTORS

Implementing a gender-sensitive approach requires a certain organisational structure and resources. To better understand the capacity of the Alliance to gender sensitise its operations, a gap analysis was conducted. This, in combination with the research completed on gender mainstreaming, helped to identify key factors to successful implementation of gender mainstreaming in the Alliance and other related organisations.

### **High level support and mandate:**

Having commitment from management to implement a gender-sensitive approach is essential to building a culture that is supportive of gender. Within the Alliance, this commitment is reflected in the Steering Group and the Management Team. The leadership of the Alliance has provided a mandate to implement gender sensitivity, committed resources to the workstream and endorsed the gender workplan.

### **Cultural commitment to gender:**

Organisations that have a culture of considering gender are often the most successful at implementing gender actions and showing gender impacts. The Alliance has a strong level of awareness and acceptance towards gender mainstreaming among staff. Gender training that covers key concepts of gender equality and is also personalised to the Alliance is essential to solidify personal commitments to gender and improve the comprehension of the link between gender work and Alliance results. An additional means through which gender can be ingrained in the culture is through formally recognising gender accomplishments of staff.

**Measurement:** What doesn't get measured doesn't get done. Within the Alliance, the strongest incentives remain accountability around meeting individual project targets, contributing to the overall Alliance results framework, and public recognition through reports to donors and Alliance communications. The Alliance has revised its results framework to include gender-disaggregated indicators at output and outcome level and is in the process of adding gender-disaggregated indicators at impact level and setting gender-disaggregated targets. This work will subsequently be expanded to project level results frameworks to ensure accountability.

**Gender-balanced teams:** Given the importance of gender-sensitive consultations in implementing successful gender mainstreaming, it can be important to have gender balanced teams on the ground. As in the case of the Alliance Sri Lanka project, having a gender-balanced project team made it easier to identify and engage women-owned businesses. Moreover, in certain cultural contexts where gender segregation is the norm, and when discussing certain sensitive topics, it is recommended to keep consultations female only, including moderators.

### **Resources and leveraging networks:**

Oftentimes teams rely on their organisational gender experts to conduct gender mainstreaming, including leading gender analysis and planning gender activities for projects. While the Alliance does not staff wholly dedicated gender experts, the unique structure of the Alliance as a consortium of pre-existing development organisations with strong institutional knowledge allows it to leverage gender expertise within these organisations. Moreover, it can leverage gender expertise and experiences of its public and private sector partners in the Steering Group and Private Sector Working Group, including using these groups to reach women's business associations in project countries.



## THE NEXT FRONTIER



The Alliance's gender vision is a world where women and men benefit equally from trade facilitation reforms; where simple, fast, and cost-effective trade empowers female entrepreneurs, traders and employees and helps them contribute to their communities. To achieve this the Alliance is committed to implementing a gender-sensitive approach. This means avoiding gender-blind actions, being conscious of the gendered effects of our work, and employing measures so that our projects equally benefit both male and female stakeholders.

This short paper presented the gender mainstreaming approach of the Alliance and the knowledge and best practices that were gathered while researching and generating the approach. A full list of best practices is available in Annex 1. Moving forward, the Alliance's gender workstream will focus on implementation, impact and building further knowledge on the nexus of trade facilitation and gender.

**Implementation:** In 2020 the Alliance will fully implement the new gender mainstreaming approach. It will ensure successful implementation by building the technical capacity of the Alliance teams and providing additional tools and resources, such as the gender analysis of the TFA.

**Impact:** Important next steps for the gender workstream include building a baseline, setting targets and creating accountability mechanisms to ensure impact. The team will establish a baseline of gender in its projects, so that it can set targets for the coming years.

**Knowledge:** The Alliance will seek to help close the knowledge gap on the gender-trade facilitation nexus. Upcoming activities to support this include a review of how to better collect gender-disaggregated data using tools such as the Alliance's Total Transport and Logistics Costs (TTLC) methodology and the sharing of knowledge through conferences, partnerships and papers. Research will continue to be conducted to consider other ways that the Alliance can positively impact women's economic empowerment while still staying true to its mandate.

## ANNEX 1: GOOD PRACTICES IN GENDER MAINSTREAMING

Organisation	Good practices in gender mainstreaming		
	General	Trade facilitation	Women cross border traders
Host and donor organisations			
Bundesministerium für wirtschaftliche Zusammenarbeit und Entwicklung (BMZ)	<b>BMZ, (2014), &amp; Schenda, N., (2019)</b> <ul style="list-style-type: none"> <li>• Raise gender and women's rights in all dialogues with government actors</li> <li>• Utilise OECD DAC gender markers, driven by a gender analysis</li> <li>• Include gender as a red thread throughout project documents</li> <li>• Integrate gender into the logic of the project right from the start</li> </ul>		
Danish International Development Agency (DANIDA)	<b>Strategic Framework for Gender Equality, (2014)</b> <ul style="list-style-type: none"> <li>• Train staff on gender equality and gender mainstreaming</li> <li>• Conduct a gender analysis and use this to decide what type of gender intervention is appropriate (targeted vs. mainstreaming). Do this at both a country (macro) and sectoral level (micro)</li> <li>• Partner with national governments to complete the gender analysis</li> <li>• Disaggregate data by sex</li> <li>• Include gender equality experts in project teams and M&amp;E</li> </ul>		
Department for International Development of the United Kingdom (DFID)	<b>Gender Equality, (n.d.), &amp; The Gender Manual, (2008), &amp; Gender, Inclusion and Trade Thematic Brief (2019), &amp; Guidance Note on Gender Mainstreaming, (2009)</b> <ul style="list-style-type: none"> <li>• Conduct an ex-ante robust, detailed and context-specific gender and social analysis at the outset of the project. It should collect both qualitative and quantitative data and allow to identify gender issues</li> </ul> <b>Gender Equality, (n.d.)</b> <ul style="list-style-type: none"> <li>• Disaggregate data by sex</li> <li>• Use focus group discussions and key informant interviews to gather qualitative research that informs the gender analysis</li> <li>• Implementing organisations have a gender equality policy and strategy, as well as the relevant capacity to work on gender</li> </ul> <b>The Gender Manual, (2008)</b> <ul style="list-style-type: none"> <li>• Consult both women and men throughout the process</li> <li>• Ensure the project staff have adequate capacity and resources to plan and implement gender sensitivity in the project</li> <li>• Use qualitative and quantitative gender-sensitive indicators</li> </ul>	<b>Gender, Inclusion and Trade Thematic Brief (2019)</b> <ul style="list-style-type: none"> <li>• Gender training for customs officials</li> <li>• Hiring practices among customs officials that ensure they are demographically representative of the societies they serve</li> <li>• Review customs procedures and processes from a gender perspective</li> </ul>	

Organisation	Good practices in gender mainstreaming		
	General	Trade facilitation	Women cross border traders
Department of Foreign Affairs and Trade of Australia (DFAT)	<b>Gender Equality and Women's Empowerment Strategy, (2016) &amp; Gender Equality in Aid for Trade, (2016) &amp; Gearing up for Trade, (2016)</b> <ul style="list-style-type: none"> <li>• Conduct a gender analysis and use this to decide what type of gender intervention is appropriate</li> <li>• Ensure that women and women's views are represented in decision making bodies</li> <li>• Include women and diverse perspectives on teams and in stakeholder consultations</li> <li>• Disaggregate data by sex</li> <li>• Gender objectives should be explicitly stated in programme design, and monitored and evaluated using gender indicators</li> </ul>		
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	<b>Trade and Gender, (2014)</b> <ul style="list-style-type: none"> <li>• Gender mainstreaming should be complemented by building gender-related capacity in-house and ensuring gender is included in indicators.</li> <li>• Include gender experts in project teams</li> <li>• Train and build capacity on gender sensitivity and awareness for project beneficiaries, as well as train negotiators on the relationship between gender and trade</li> <li>• Conduct ex-ante gender assessments ahead of trade reform to understand effects on women (especially sectors with high female employment), and allow for mitigating measures if reforms are shown to negatively impact women</li> <li>• Disaggregate data by gender: Avoid 'gender neutral' categories such as producers, entrepreneurs, etc. whenever possible <ul style="list-style-type: none"> <li>— Further disaggregate by geography, poverty level, ethnicity and age group</li> </ul> </li> <li>• Ensure consultation of women stakeholders</li> </ul>	<b>Trade and Gender, (2014), &amp; Open Regional Fund for Foreign Trade, (2016)</b> <ul style="list-style-type: none"> <li>• Harmonisation and simplification of regulations and procedures need to target women (especially women traders) and be disseminated in a way that women can understand (i.e. taking into account low literacy levels and correct channels)</li> </ul> <b>ARISE Plus Cambodia, (2017)</b> <ul style="list-style-type: none"> <li>• Support safety initiatives at border to make the border a safe place for both men and women</li> <li>• Ensure that service standards and key information are clearly visible and do not contain gender bias</li> <li>• Include gender aspects in trainings on inspection procedures</li> </ul>	<b>Trade and Gender, (2014), &amp; Open regional Fund for Foreign Trade, (2016)</b> <ul style="list-style-type: none"> <li>• Single window approaches should integrate specific services for women cross border traders</li> </ul>

Organisation	Good practices in gender mainstreaming		
	General	Trade facilitation	Women cross border traders
Global Affairs Canada	<p><b>Feminist International Assistance Gender Equality Toolkit for Projects, (n.d.)</b></p> <ul style="list-style-type: none"> <li>• Conduct gender analysis on all projects to inform project design</li> <li>• Gender equality outcomes are made explicit and reflected throughout the project proposal, project implementation plan, and Gender Equality Strategy</li> <li>• Include gender experts on projects</li> <li>• Consult and involve relevant women's groups in the development of the project proposal</li> <li>• Ensure all data, targets and results have sex-age disaggregated data and gender-sensitive indicators</li> <li>• Actively involve project beneficiaries, particularly women and girls as well as gender equality project stakeholders, in participatory monitoring and evaluation</li> <li>• Specify gender equality as a substantive area in monitoring and evaluation TORs and allocate gender expertise and budget</li> </ul> <p><b>Gender Equality and Trade-Related Capacity Building, (2003), CIDA</b></p> <ul style="list-style-type: none"> <li>• Analyse impacts of trade reforms to determine how they will impact women and men respectively</li> <li>• Ensure that any training programmes are built in a way that accounts for women's needs</li> <li>• Ensure that women are represented in any public consultations or awareness campaigns</li> </ul>	<p><b>Gender Equality and Trade-Related Capacity Building, (2003), CIDA</b></p> <ul style="list-style-type: none"> <li>• Train customs officials to address barriers women face in cross-border trade, such as harassment of female traders, and promote gender equity within customs human resources</li> </ul>	

Organisation	Good practices in gender mainstreaming		
	General	Trade facilitation	Women cross border traders
United States Agency for International Development (USAID)	<p><b>Gender Analysis: Alliance for Trade Facilitation, (n.d.)</b></p> <ul style="list-style-type: none"> <li>• Include women stakeholders in project design with gender-targeted outreach (proactively reaching out to women's industry associations, women traders, etc.)</li> <li>• Disaggregate M&amp;E indicators by gender</li> <li>• Adopt communication strategies that specifically target women when trying to include them as part of the process, gather opinions, etc.</li> </ul> <p><b>Integrating Gender Equality and Female Empowerment in USAID's Programme Cycle, (2017)</b></p> <ul style="list-style-type: none"> <li>• Disaggregate qualitative and quantitative data by gender, and where possible by other social statistics</li> <li>• Conduct gender analysis at different levels in different parts of the process (i.e. start macro, and work into micro)</li> </ul> <p><b>Integrating Gender into Trade Capacity-building Programmes in the Middle East and Asia, (2015)</b></p> <ul style="list-style-type: none"> <li>• Ensure females are represented, and increase consultation with stakeholders who understand and represent female traders, businessowners and border officials' priorities and concerns</li> <li>• Design skills training programmes in a way that accounts for social and cultural barriers women face, and does not reinforce those that disadvantage women</li> </ul> <p><b>Policy Brief: Women in Cross-Border Agricultural Trade, (2012)</b></p> <ul style="list-style-type: none"> <li>• Arrange consultations in a single-sex environment if gender-based separation is the cultural norm</li> <li>• Plan meeting times and locations with women's schedules and responsibilities in mind</li> </ul>		<p><b>Gender Analysis for GATF, (n.d.), &amp; Policy Brief: Women in Cross-Border Agricultural Trade, (2012)</b></p> <ul style="list-style-type: none"> <li>• Posting official fees/distributing brochures in writing at border, in national and local languages, and with illustration</li> <li>• Improving security and video monitoring</li> <li>• Automating registration through E-Systems and submission of customs information</li> <li>• Access to e-registration systems</li> <li>• Better lighting and surveillance cameras at border crossings</li> </ul> <p><b>Policy Brief: Women in Cross-Border Agricultural Trade, (2012)</b></p> <ul style="list-style-type: none"> <li>• Ensure women's bathroom facilities are available and safe</li> <li>• Communicate with women on their rights and educating them on trading processes, including on redress policies/processes in case of harm done to them</li> </ul>



Organisation	Good practices in gender mainstreaming		
	General	Trade facilitation	Women cross border traders
Other organisations (non-profit, IO, etc.)			
African Development Bank (AfDB)	<b>Checklist for Gender Mainstreaming in the Infrastructure Sector, (2009)</b> <ul style="list-style-type: none"> <li>Disaggregate women's and men's role and responsibilities, especially local time use by gender</li> </ul>		
Asian Development Bank (ADB)	<b>Aid for Trade in Asia and the Pacific: Promoting Economic Diversification and Empowerment, Chapter 3, (2019)</b> <ul style="list-style-type: none"> <li>Consider women's different access to education and literacy and their access to productive resources (land, finance, etc.)</li> <li>Assess and consider whether women are time poor relative to men, and may have limited mobility</li> <li>Consider how technology can be used to fill the gaps experienced by women and men (i.e. remote trainings)</li> <li>Collect sex-disaggregated data</li> <li>Review whether the business environment is conducive to women entrepreneurs</li> <li>Conduct a gender analysis to determine how the project will impact women and allow for mitigating measures if reforms will negatively impact women</li> <li>Measure progress on indicators such as: women's employment in export sectors, women entrepreneurs' participation in international trade, women's familiarity with customs rules and procedures, and women's awareness of requirements in destination markets for their products and services</li> <li>Ensure women are included in the consultative processes</li> <li>Build capacity of women entrepreneurs, advocates, politicians in-country so as to better enable representation of women within policymaking or agenda setting bodies and associations</li> </ul> <b>Guidelines for Gender Mainstreaming Categories of ADB projects, (2012)</b> <ul style="list-style-type: none"> <li>Involve Ministry for Women or Gender Equality in the project steering committee or project consultations</li> <li>Conduct gender training for project implementers</li> <li>Include gender experts in the project</li> <li>Disaggregate data by sex, including in M&amp;E indicators such as female and male participation, representation in decision-making groups, and access to project benefits</li> </ul>	<b>Guidelines for Gender Mainstreaming Categories of ADB projects, (2012)</b> <ul style="list-style-type: none"> <li>Design infrastructure with gender-sensitive needs in mind; gather information through consulting with women stakeholders and potential beneficiaries</li> </ul>	

Organisation	Good practices in gender mainstreaming		
	General	Trade facilitation	Women cross border traders
Enhanced Integrated Framework (EIF)	<b>Strengthening the Gender Dimension of Aid for Trade in the LDCs, (2019)</b> <ul style="list-style-type: none"> <li>• Use targets and quotas to ensure beneficiaries are women</li> </ul> <b>Annual Report, (2018)</b> <ul style="list-style-type: none"> <li>• Conduct gender training within partner ministries and agencies</li> <li>• Include a gender inclusive lens in all analyses</li> </ul>		
European Commission	<b>EU Aid for Trade Progress Report, (2019)</b> <ul style="list-style-type: none"> <li>• Conduct a gender analysis</li> <li>• Collect sex-disaggregated data</li> <li>• Ensure that women's organisations are actively involved in programme design</li> <li>• Use DAC Gender Markers</li> </ul>		

Organisation	Good practices in gender mainstreaming		
	General	Trade facilitation	Women cross border traders
Inter-American Development Bank (IADB)	<p><b>Toolkit for mainstreaming gender in MIF projects, (2017)</b></p> <ul style="list-style-type: none"> <li>• Conduct a gender analysis at the beginning of a project; it can include desk research, focus groups or in-depth studies. It should include sex-disaggregated data on key indicators of the project beneficiaries and should drive key decisions in the project</li> <li>• Include beneficiaries in project design and evaluation at the individual level (i.e. entrepreneurs, firms, households) so as to identify how the project will differentially affect men and women</li> <li>• Provide equal access to the project and its benefits. Consider men and women's use of time, societal and productive roles, cultural norms and household power structures that may act as barriers to equal participation.</li> <li>• Include women in decision making processes</li> <li>• Train executing agency staff in gender awareness so as to positively change gender norms and cultural stereotypes, and reduce violence against women</li> <li>• Build gender into the existing M&amp;E system of the project—including measurements of women's participation in project decision making and consultations (i.e. number and percentage of men and women consulted, in decision making positions, etc.)</li> <li>• Include evaluation questions that specifically ask about men and women separately</li> <li>• Target interviews, including with women, in the final evaluation</li> <li>• Build extensive checklists to include gender in the processes</li> <li>• Include gender experts on projects</li> </ul> <p><b>Evaluation of the Bank's Support for Gender and Diversity, (2018)</b></p> <ul style="list-style-type: none"> <li>• Set targets for the number of gender beneficiaries</li> <li>• Structure internally in a way that supports gender and diversity, including: <ul style="list-style-type: none"> <li>— Leadership / gender champions</li> <li>— Technical capacity / gender specialists</li> <li>— Practices that intrinsically and extrinsically motivate staff to take action on gender</li> <li>— Appropriate resource allocation (funds)</li> <li>— Accountability and monitoring systems</li> </ul> </li> </ul>		

Organisation	Good practices in gender mainstreaming		
	General	Trade facilitation	Women cross border traders
International Trade Centre (ITC)	<p><b>ITC Gender Mainstreaming Policy, (2011)</b></p> <ul style="list-style-type: none"> <li>• Collect sex-disaggregated data</li> <li>• Ensure there is accountability for achieving outcomes on gender</li> <li>• Train and build capacity on gender sensitivity and awareness</li> </ul> <p><b>Pilot Workshop on Gender Mainstreaming in the EIF, (2011)</b></p> <ul style="list-style-type: none"> <li>• Conduct a gender analysis and prioritise the issues that have surfaced in project planning and implementation</li> <li>• Ensure that both women and men are being involved in project implementation and decision making on the project</li> <li>• Develop indicators to track gender measures</li> <li>• Evaluate the impact of the project on men and women separately</li> <li>• Conduct all actions with a gender lens, being aware of potential biases that are impacting decisions</li> </ul> <p><b>Altalli &amp; Fetisova, (2019)</b></p> <ul style="list-style-type: none"> <li>• Conduct organisation-wide training on gender and creation of a culture where gender is always considered</li> </ul>		
Organisation for Economic Cooperation and Development (OECD)	<p><b>Strengthening the Gender Dimension of Aid for Trade, (2019)</b></p> <ul style="list-style-type: none"> <li>• Collect sex-disaggregated data</li> <li>• Conduct an ex-ante gender analysis</li> <li>• Conduct M&amp;E on outputs and impact regarding women</li> <li>• Ensure participation of women in consultations</li> <li>• Build capacity of SMEs and women-owned-businesses so they can better participate</li> <li>• Report not just on the numbers of women participating, but how policies or project designs were adjusted due to female involvement</li> </ul>		
Swedish International Development Cooperation Agency (SIDA)	<p><b>Gender Tool Box: Gender Mainstreaming, (2015)</b></p> <ul style="list-style-type: none"> <li>• Conduct a gender analysis with both quantitative and qualitative data that will drive the approach on how best to collaborate with women and ensure they benefit from the project</li> <li>• Incorporate men into gender planning initiatives</li> </ul>		

Organisation	Good practices in gender mainstreaming		
	General	Trade facilitation	Women cross border traders
TradeMark East Africa (TMEA)	<p><b>Trade Mark East Africa (TMEA): Gender Review, (2018)</b></p> <ul style="list-style-type: none"> <li>• Use Gender Focal points or Gender Working Groups to lead the gender work within the organisation</li> <li>• Conduct gender awareness training for all staff, and some targeted training in gender analysis for selected staff</li> <li>• Collect sex-disaggregated data, and advocate for this to be collected by national actors (i.e. in national accounts)</li> <li>• Communicate and share learnings from incorporating gender into projects</li> <li>• Create organisation incentives that hold staff accountable to including gender (i.e. CEO Gender Awards, inclusion in staff KPIs)</li> <li>• Ensure overall organisational structure supports gender mainstreaming across programmes and policies</li> <li>• Consult with women traders and other women's groups to ensure their needs are met</li> <li>• Utilise gender-sensitive approaches to information and communication technologies, especially automation efforts</li> </ul>		
UN Conference on Trade and Development (UNCTAD)	<p><b>Fostering Gender Mainstreaming in National Trade Facilitation Committees, (2018)</b></p> <ul style="list-style-type: none"> <li>• Include minimum female representation in NTFCs</li> <li>• Disaggregate data by gender: <ul style="list-style-type: none"> <li>— Include data on the informal sector since women account for a larger proportion of informal sector employment</li> <li>— Household and firm level data need to include gender perspective</li> </ul> </li> <li>• Conduct ex-ante gender analysis to understand how the project will impact women and organise the project so as to produce maximum benefits for women</li> </ul> <p><b>Mainstreaming Gender into Trade and Development Strategies in Africa, (2008)</b></p> <ul style="list-style-type: none"> <li>• Seek out 'grassroots' women's organisations as stakeholders in the process</li> <li>• Conduct ex-ante gender analysis to understand how the project will impact women and allow for mitigating measures if reforms will negatively impact women</li> </ul> <p><b>Trade and Gender Toolbox, (2017)</b></p> <ul style="list-style-type: none"> <li>• Complete a macro-level gender analysis that will help determine women's role in the economy and society, and thus how trade reforms may impact this</li> </ul>		

Organisation	Good practices in gender mainstreaming		
	General	Trade facilitation	Women cross border traders
WEConnect	<b>Vazquez, (2019)</b> <ul style="list-style-type: none"> <li>• Include consultations with women's groups in project design. Partner with existing organisations operating in project countries and leverage the stakeholder mapping they have already completed</li> <li>• Clearly articulate to women stakeholders what specialisation the organisation brings</li> </ul>		
World Bank Group	<b>Gender Dimensions of Trade Facilitation and Logistics, (2012), &amp; Liungman &amp; Stensland (2019)</b> <ul style="list-style-type: none"> <li>• Include women in diagnostics/steering committees (in particular, include multiple women to facilitate diverse voices and allow women to feel more comfortable)</li> <li>• Take constraints faced by women into account when scheduling, i.e. time that is reasonable for women and location where women feel safe (see page 33)</li> <li>• Disaggregate data by sex (see list on page 32)</li> <li>• Ensure programmes are country-specific and consider the unique challenges women face in each country</li> <li>• Include gender experts on the team when there is a strong gender angle to the project</li> <li>• Consider how project inputs, outputs and outcomes should be gender specific</li> <li>• Track the percentage of the budget that is dedicated to gender mainstreaming activities or resources, and similarly, enable access to gender expertise that can be tapped into as needed</li> <li>• Integrate qualitative gender results indicators for programmes</li> </ul>		



Organisation	Good practices in gender mainstreaming		
	General	Trade facilitation	Women cross border traders
<b>World Customs Organization (WCO)</b>		<b>Gender Equality Organisational Assessment Tool (GEOAT), (n.d.)</b> <ul style="list-style-type: none"> <li>• Deliver training courses for customs officers on human resource management and gender mainstreaming</li> <li>• Update women's organisations on changes in customs policies and procedures</li> <li>• Allow for customs procedures to be automated to reduce possible discrimination, harassment, etc.</li> <li>• Stakeholder relations: consult women's groups and women customs officers on changes</li> </ul>	<b>Gender Equality Organisational Assessment Tool (GEOAT), (n.d.)</b> <ul style="list-style-type: none"> <li>• Provide a means for women traders to anonymously report wrongdoings at border crossings</li> <li>• Ensure presence of female customs officers</li> <li>• Ensure visibility of important information at border crossings</li> </ul>
<b>World Trade Organization (WTO)</b>	<b>Gender Aware Trade Policy, (2017)</b> <ul style="list-style-type: none"> <li>• Identify areas where women do not have equal opportunity to men, such as literacy levels and awareness of cross-border trade regulations/procedures so as to build projects that accommodate women</li> </ul>		

Organisation	Good practices in gender mainstreaming		
	General	Trade facilitation	Women cross border traders
Private sector			
A.P. Møller – Mærsk A/S	<b>MOU with SheTrades (ITC) &amp; Jorgensen, (2019)</b> <ul style="list-style-type: none"> <li>• Conduct gender analysis to understand trade reforms impact on gender</li> <li>• Consult with women's organisations</li> <li>• Collect qualitative data from female voices</li> <li>• Utilise private sector network to access key actors in-country that represent women, or women-owned businesses themselves</li> </ul>		
Deutsche Post DHL (DHL)	<b>DHL Women in Management Programme &amp; Nezmeskal-Berggötz &amp; Afeldt, (2019)</b> <ul style="list-style-type: none"> <li>• Create a culture that supports and empowers women through training programmes, KPIs, peer coaching and showcasing of diverse role models</li> <li>• Monitor and report on results often and share results of progress with key stakeholders</li> <li>• Focus on providing a working structure that suits women's needs in terms of childcare and flexible work arrangements</li> <li>• Active supplier diversity initiatives</li> </ul>		
United Parcel Service (UPS)	<b>UPS Women Exporters Programme (with ITC), &amp; Falcone &amp; Shehata, (2019)</b> <ul style="list-style-type: none"> <li>• Capacity building for women entrepreneurs</li> <li>• Utilise UPS's active Women Exporters Programme initiatives in-country to inform the gender analysis</li> </ul> <b>Proposed WTO Plurilateral Women's Economic Empowerment Trade Agreement, &amp; Falcone &amp; Shehata, (2019)</b> <ul style="list-style-type: none"> <li>• Identified nine areas where women need equal legal rights to men to fully operate as entrepreneurs</li> <li>• Raise gender and women's rights in all dialogues with government actors</li> </ul>		
Walmart Inc.	<b>Walmart Global Women's Economic Empowerment Initiative &amp; Thorn, (2019)</b> <ul style="list-style-type: none"> <li>• Conduct capacity building for women in the supply chain: women entrepreneurs, female employees. Training on items such as business skills and soft skills like communication and conflict resolution</li> <li>• Partner with organisations like WEConnect who have strong linkages with women-owned businesses in country</li> <li>• Use a gender analysis to inform the decision of what is needed most to have the largest gender impact (i.e. childcare can have a greater impact than capacity building)</li> </ul>		

## ENDNOTES

1. Organisation for Economic Cooperation and Development (2015).
2. World Trade Organization (2015).
3. World Trade Organization (2017).
4. International Trade Centre (2015).
5. The Alliance uses the WEConnect definition of women-owned business: 51% of the company shares are held by one or more women, the company is led/ managed by a female principal executive officer, and key business decisions regarding a company's finances, operations, personnel and strategy are made by women (Berry, 2017).
6. International Trade Centre (2015).
7. The European Institute for Gender Equality (n.d.).
8. Gender mainstreaming is used widely in development work, but few trade facilitations projects outside of those focusing on infrastructure or women cross-border traders systematically incorporate gender. Hence, the best practices in gender mainstreaming identified by the Alliance are largely drawn from other domains. These are summarised in Annex 1.
9. USAID (2015), UNCTAD (2016).
10. UNCTAD (2019).
11. UNCTAD (2019).
12. An additional channel through which trade facilitation reform can affect women is through the collection of government revenue. A study by USAID (2017) projects that the Trade Facilitation Agreement will increase collection of tariff revenues both regionally and globally due to increased trade. This may in turn positively impact women who are the main recipients of government-provided social services (UNCTAD, 2019).
13. Asian Development Bank (2019).
14. USAID (2012).
15. Global Alliance for Trade Facilitation (2020). Total Transport and Logistics Cost (TTLC). <https://www.tradefacilitation.org/global-alliance-publications/total-transport-and-logistics-cost-ttlc/> The Total Transport and Logistics Costs (TTLC) methodology measures the total cost of transport and logistics involved in cross-border trade. It is the only methodology for measuring supply chain performance that combines direct costs of trade with all the indirect costs (e.g. inventory, storage, theft, demurrage...) that traders have to bear due to delays and unpredictability at borders.
16. UNCTAD (2018).

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