



RESULTS ANALYSIS

Survey of African Women's Business Associations

SHE TRADES IN THE AFRICAN CONTINENTAL FREE TRADE AREA | 2021



About the paper

In the context of the SheTrades in the African Continental Free Trade Area (AfCFTA) project, which supports women entrepreneurs and producers to benefit from trade opportunities under the agreement, this report presents the findings of a survey of 68 women's business associations across Africa. It focuses on the involvement of the women's business associations in AfCFTA national implementation, the impact of the COVID-19 pandemic on these associations, and training needs during post-COVID-19 pandemic recovery.

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Acronyms

AfCFTA	African Continental Free Trade Area
BSO	Business Support Organisation
COMESA	Common Market for Eastern and Southern Africa
COMFWIB	Federation of National Associations of Women in Business in Eastern and Southern Africa
ECOWAS	Economic Community of West African States
FEBWE	ECOWAS Federation of Business Women and Entrepreneurs
FEWA	Federation of Women Entrepreneurs Associations
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
ITC	International Trade Centre
SADC	Southern African Development Community
WBA	Women Business Associations

Executive summary

A survey of Africa Women's Business Associations

This report presents and analyses the results of a survey that was launched in July 2020 by ITC's SheTrades Initiative among Africa's Women Business Associations in order to better understand their participation into the African Continental Free Trade Area (AfCFTA) process as well as to gather their feedback on the current impact of the COVID-19 pandemic on their organisation and the women entrepreneurs they serve. The report also aims to identify key areas where associations need capacity building and where ITC's Shetrades Initiative can provide training.

68 regional and women's business associations across Africa participated to this survey, whose questions were divided into four sections: profile of the institutions, AfCFTA and WBAs in Africa, impact of COVID-19 Pandemic on the associations and their members, and capacity building needs of the associations.

Global results of the survey

Results from the first section (profile of the institutions) revealed that the associations surveyed are mostly based in countries from East, West and Southern Africa, are operating with few staff (less than 20 employees) and are overwhelmingly membership-based and collect fees to finance their activities and operations. More than two-thirds of the associations surveyed have fewer than 20 employees and half have fewer than 5 employees. Above all, they provide training/mentoring and matchmaking/B2B services. Only a very few associations focus on a single sector, with the majority claiming to cover all sectors.

Results from the second section (AfCFTA and WBAs in Africa) show that most associations were not consulted on the negotiation and implementation of the AfCFTA since the last ITC survey, but they are all willing to participate in a network with African WBAs to collaborate on the AfCFTA. A majority of institutions lobby the government in trade policy matters and are involved in dialogues with relevant official bodies in their country, such as national working groups, party conferences, or committee hearings. However, the results revealed that many women members of the associations surveyed are not taking advantage of regional trade agreements such as ECOWAS or COMESA. The main actions to address this issue would be to increase access to information and to help women entrepreneurs meeting standard requirements. On the subject of intellectual property, the survey showed that most associations' members do not own any intellectual property rights, mainly due to a low awareness of IP and the high costs of registering or enforcing IP rights.

The third sections asked the associations to report the impact of the COVID-19 pandemic on their organization. The results revealed that the collection of membership fees is the activity most highly impacted by the pandemic for associations, followed by the revenue stream and the ability to deliver services to members. The ability to retain staff and the sustainability of the organization were impacted to a lesser extent. Almost all associations planned or are planning to take mitigation measures to continue offering services to members and clients, such as online services, training in digitalization or networking solutions. Many associations assessed the impact of the pandemic on their members. They found out that decrease in sales to consumers is the main challenge they face, followed by decrease in sales to businesses.

Results from the last section of the survey allowed to identify the urgent capacity needs of the associations. Building sustainable business models appear to be the most urgent need for associations, followed by service design and customer relationship, and strategy and governance.

Broken down results by region

The results of the survey were broken down into the 5 main regions of Africa (North, South, East, West, Central) and were compared between these regions to see if any notable differences could be identified. No significant regional differences were observed in the profile of the institutions and their involvement and expectations of AfCFTA. However, there were some regional differences in the impact of the COVID-19 on associations, although in general all associations were significantly impacted by the pandemic.

Associations institutional strengthening

Based on the results of the survey, ITC has identified the most urgent capacity building need of the associations as being the conception of a sound BSO business model. To address this need, ITC has designed a training module to build BSOs capacity by providing them with knowledge and tools to effectively design and implement revenue-generating services using a business model approach aligned with their mandate and strategic goals.

ITC proposes to conduct a web-based learning course on “Developing BSO Services Using a Business Model Approach” in December 2020, which will tackle the “Why”, “What” and “How” BSOs design and implement sound business models to support sustainable revenue-generating initiatives.

INTRODUCTION

A survey of Africa Women’s Business Associations

This report presents the findings of a survey of 68 women’s business associations across Africa. The report covers the following topics: the involvement of the women’s business associations with The African Continental Free Trade Area (AfCFTA), the impact of the COVID-19 pandemic on these associations and the capacity-building needs they need to cope in this context and continue delivering services to their members.

This survey report is part of a broader project which aims to support women-owned businesses to benefit from trade opportunities created by the African Continental Free Trade Area (AfCFTA), SheTrades in the AfCFTA (see Box 1). Opening markets to reach more than 1.2 billion people in Africa and accounting for a combined gross domestic product of more than \$3.4 trillion USD, the AfCFTA has phenomenal potential to spur intra-African trade. Given its potential to foster regional value chains and its ambition to encompass goods, services, intellectual property, competition and investment, it is critical that gender is mainstreamed from a very early stage, to ensure that women are well positioned to seize opportunities in regional trade. Moreover, gender should be mainstreamed coherently in regional development programmes supporting the AfCFTA, such as the Boosting Intra-African Trade Action Plan which aims to catalyse much needed investment, capacity building, and Aid for Trade. To address this need, ITC is supporting the participation of women-owned businesses in the implementation and negotiations of the AfCFTA.

Box 1 SheTrades in the AfCFTA

About the SheTrades in the AfCFTA Project

Funded by Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the SheTrades AfCFTA project aims to support women-owned businesses to benefit from trade opportunities created by the AfCFTA through capacity building, networking, and advocacy. The project is working with more than 50 women’s business associations across the continent to identify priority issues for women under the AfCFTA and foster dialogues with trade negotiators.

Beyond developing concrete recommendations on Phase I and II issues, the project is supporting the creation of an Africa-wide network of women’s business associations, providing technical assistance at the national level, creating training resources to support women’s associations under the RECs, and providing crisis-management toolkits to help women weather the shocks of the COVID-19 pandemic.

Project Objectives

The SheTrades AfCFTA project seeks to achieve the following objectives:

1. Raise awareness and understanding of women on priority topics related to the AfCFTA through knowledge tools, online modules, and advocacy;
2. Develop recommendations, on both Phase I and II issues integrate priorities for women’s economic empowerment into the AfCFTA;
3. Discuss policy advocacy strategies and how to apply them to discussions with policymakers;
4. Provide a platform for dialogue between women’s business associations and policymakers to agree on and operationalize the recommendations; and
5. Strengthen women’s business associations across the continent to work better together.

ITC's SheTrades survey

In July 2020, ITC's SheTrades Initiative launched a survey among Africa's WBAs in order to better understand their participation into the African Continental Free Trade Area (AfCFTA) process as well as to gather their feedback on the current impact of the COVID-19 pandemic on their organisation and the women entrepreneurs they serve. The report also aims to identify key areas where associations need capacity building and where ITC's SheTrades Initiative can provide training.

The results of this survey are intended to develop a customized training programme for all WBAs and to define a strategy for cooperation across Africa's women's business associations. Some key areas are proposed at the end of the report to prepare an upcoming training that will be developed in two sessions of two hours each and will be delivered remotely through Zoom in December 2020.

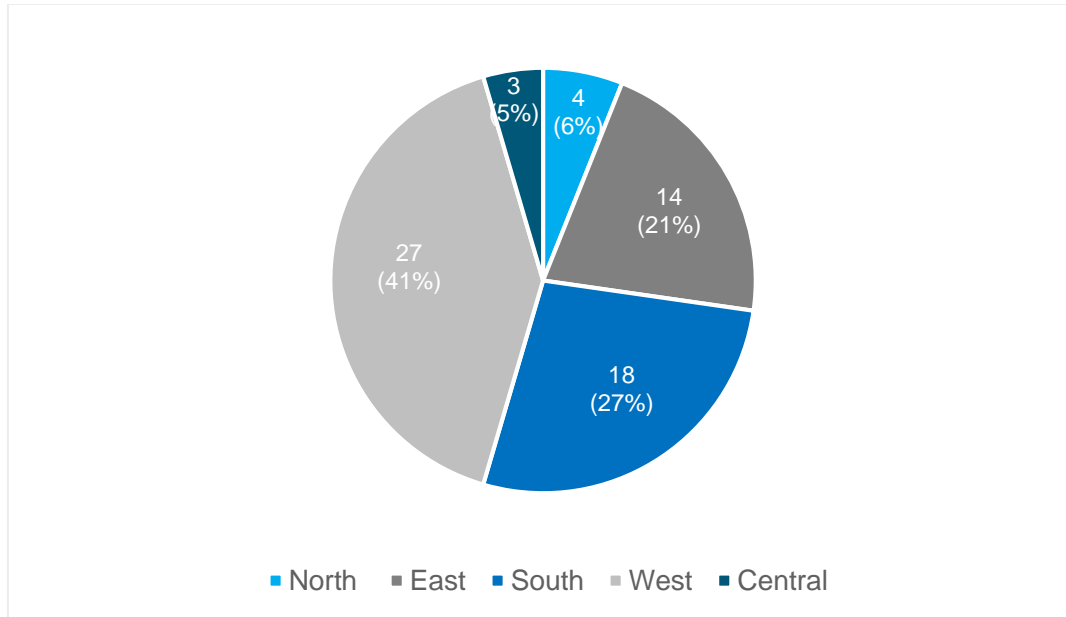
This report first presents the overall results of the survey collected from the 68 participating associations and then presents some results by region to assess whether any regional distinctions emerge. The report concludes with the key areas proposed by ITC's SheTrades Initiative for future capacity building training for the associations surveyed.

RESULTS ANALYSIS

Profile of the institutions surveyed

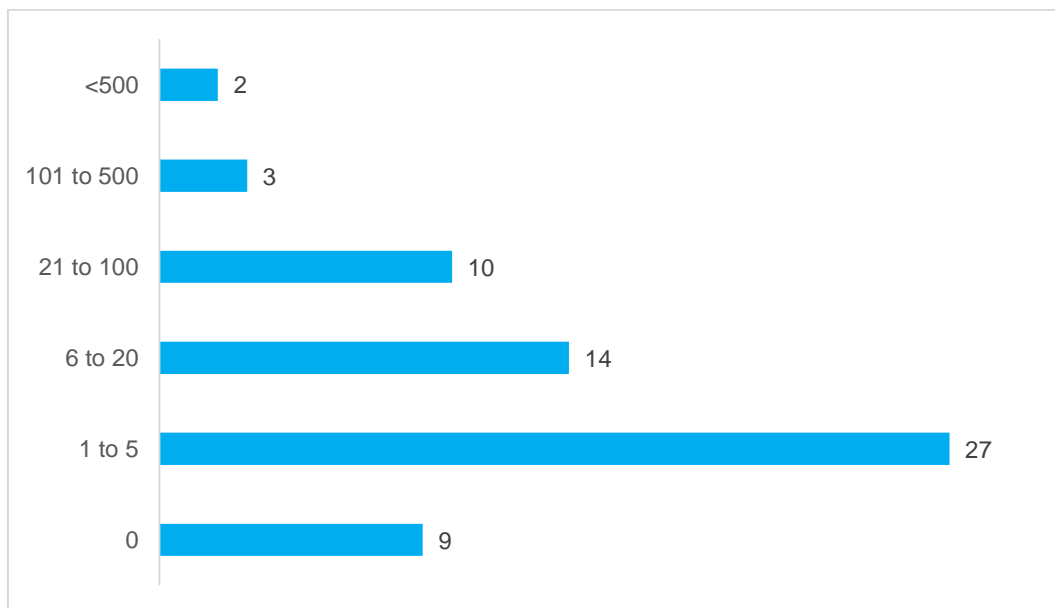
In this section, the associations were asked to provide information about their profile (country, employees, membership, sectors, etc.). A total of 68 organizations from countries across Africa responded to the survey. As shown in Figure 1 below, most of them are based in countries from West (41%), Southern (27%) and East (21%) Africa.

Figure 1 Regions where the associations are based



In Figure 2, we can see that most associations operate with few staff. More than two-thirds of the associations surveyed have fewer than 20 employees and half have fewer than 5 employees.

Figure 2 Number of employees currently employed by the associations



As shown in Figure 3 and 4, almost all of the associations surveyed are membership-based (97%) and most of them collect fees to finance their activities and operations (79%).

Figure 3 Membership

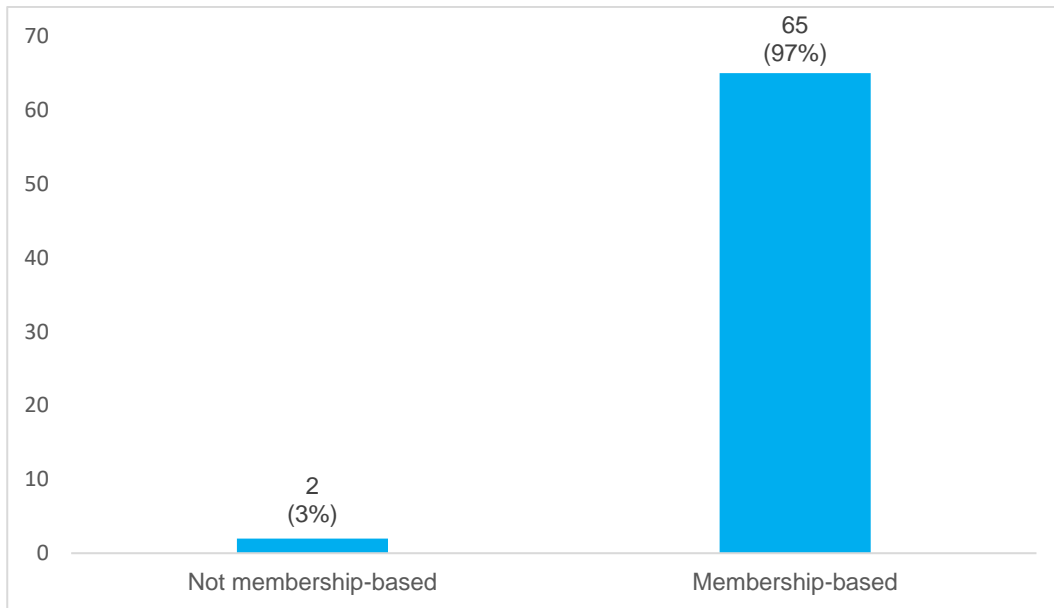
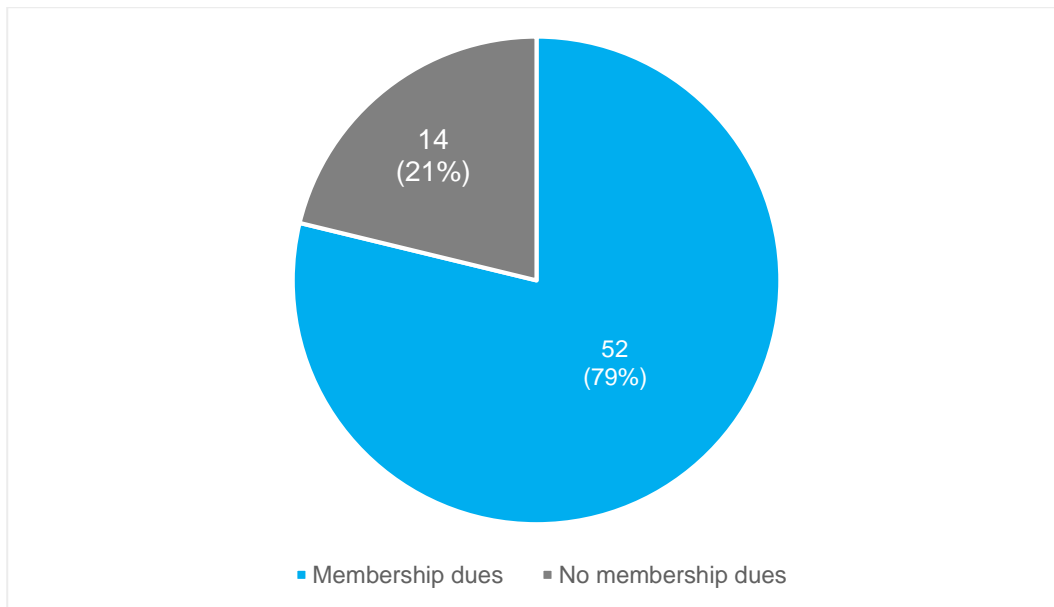


Figure 4 Membership dues



With respect to the size of the associations surveyed (see Figure 5 below), almost half (48%) have a membership of 200 or less and about 30% have more than 1'000 members. 6 associations can be considered as very large, with between 20'000 and 500'000 members. However, it should be noted that 3 of these 6 associations are regional associations (ECOWAS-FEBWE, COMFWIB, FEWA) covering members of other smaller, more local associations. Together, the associations represent a total of 1'455'603 members across Africa.

Figure 5 Number of members

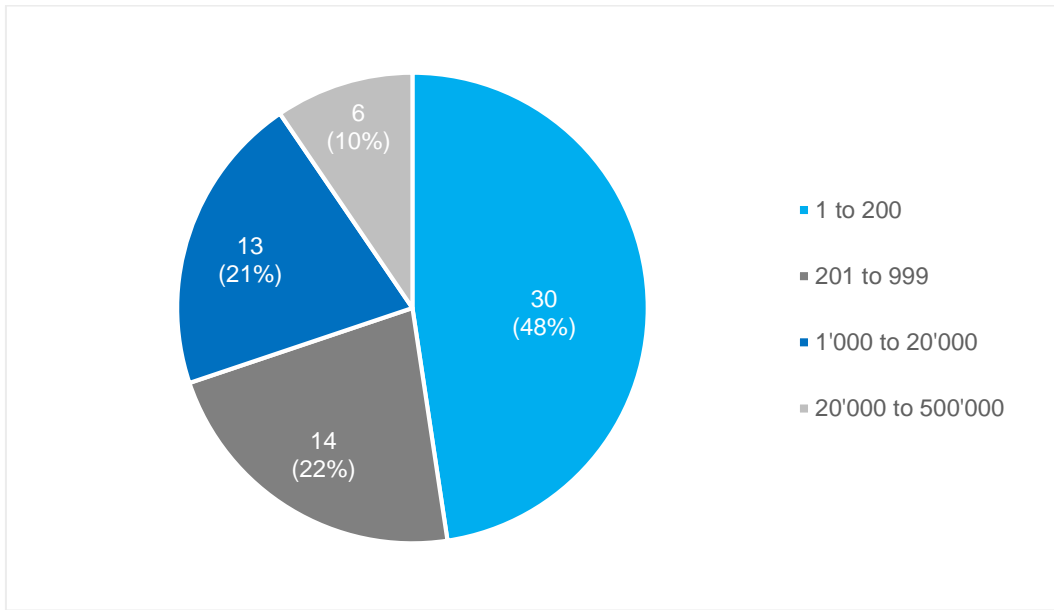


Figure 6 shows that these associations operate in various areas of activities and offer a wide range of services to their members including, among others, training/mentoring (provided by 82% of the associations surveyed), matchmaking/B2B (65%), market intelligence (60%) and access to finance (54%).

Figure 6 Areas of activities of the associations

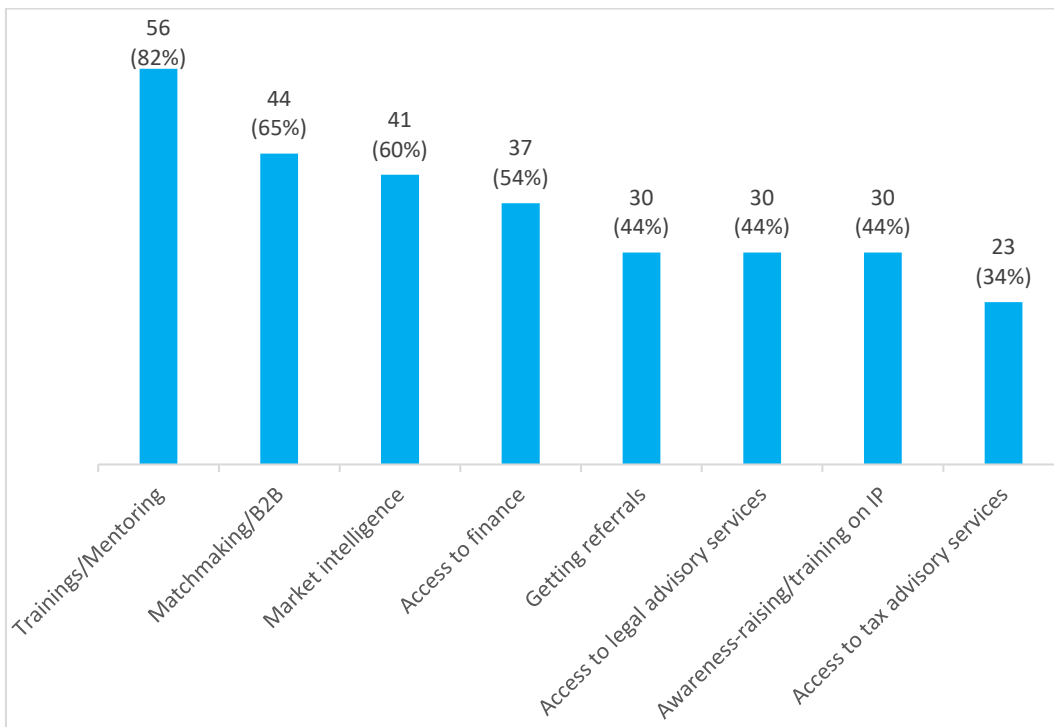
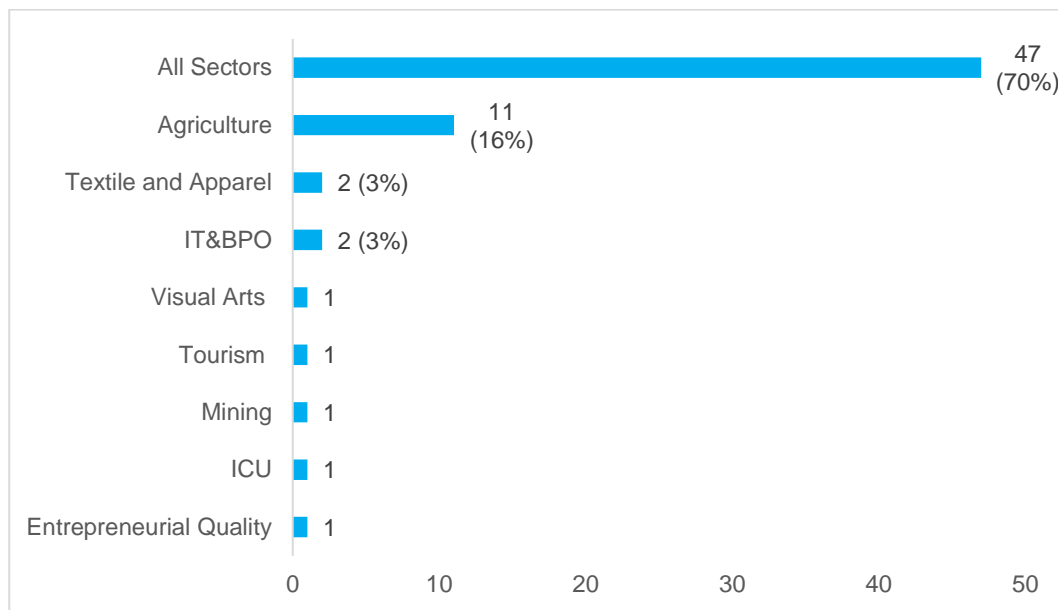


Figure 7 below displays the sectors covered by the associations surveyed. The vast majority reported covering all sectors (70%) and 16% reported focusing on the agriculture sector.

Figure 7 Sectors covered by the associations

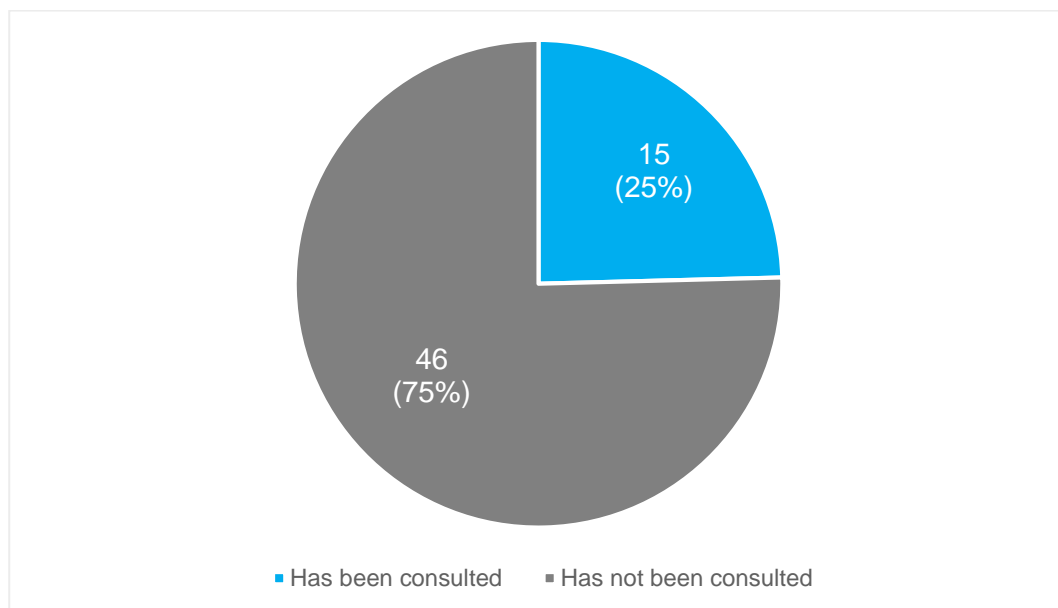


AfCFTA and WBAs in Africa

The purpose of this section is to gain a better understanding of the associations' involvement and expectations of AfCFTA and their actions in relation to AfCFTA in order to prepare the high-level dialogue between policymakers and WBA for gender mainstreaming.

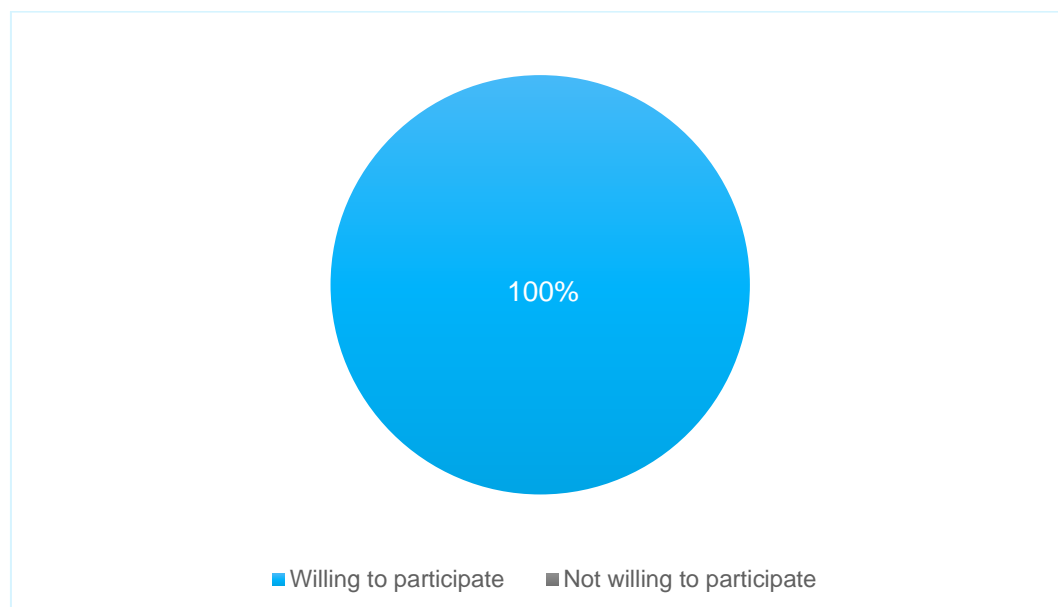
Associations were asked whether they had been consulted on the negotiation and implementation of the AfCFTA since the last ITC's survey in November 2019. As can be seen in Figure 8 below, most associations stated that they had not been consulted (75%).

Figure 8 Consultation on the negotiation and implementation of the AfCFTA



However, and maybe as a result of the lack of consultation regarding the AfCFTA, all the associations have expressed their willingness to participate in a network with African WBAs to collaborate on the AfCFTA (see Figure 9 below).

Figure 9 Willingness to participate in a network with African WBAs to collaborate on the AfCFTA



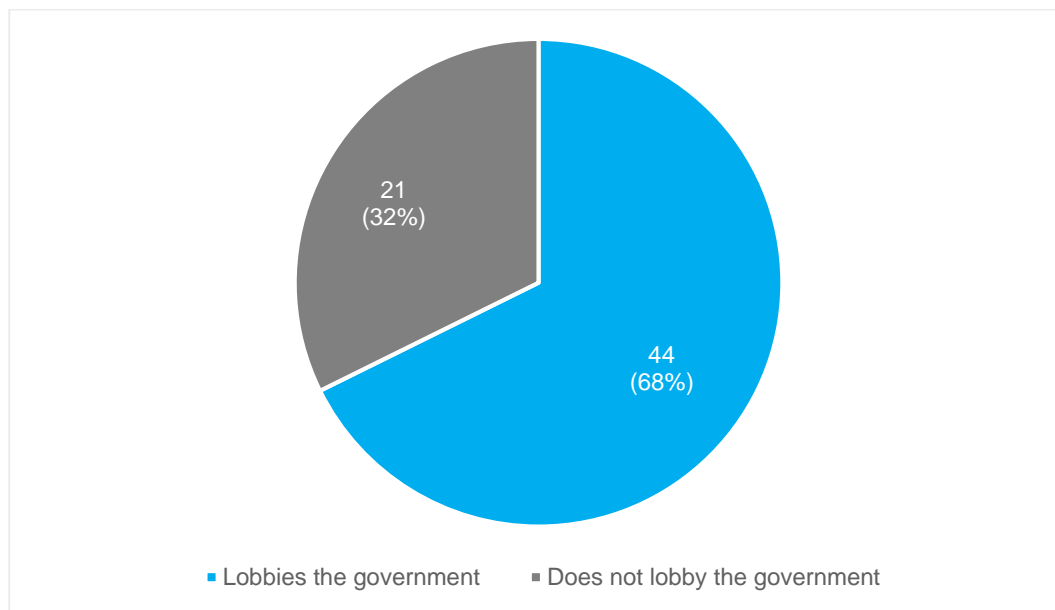
In addition, some associations shared their expectations of the benefits they would gain from this network. Overall, they expect to exchange important elements through this network, such as market information, knowledge, market access, information on export requirements, and technology know-how. According to them, the purpose of the network would be to strengthen the links between them and create new business opportunities. Some of the associations' responses are reported in Table 1 below.

Table 1 Benefits expected from a network with African WBAs to collaborate on the AfCFTA

"To exchange experiences and create a sound lobby group that works towards the achievement of the AfCFTA objectives"
"Access to market and network with other business women"
"Knowledge, technology access, experience and new market opportunities"
"To get information regarding export requirements/standards and access to market. Engage with other Women Entrepreneurs to share ideas and learn from each other."
"Key relevant information for members to effectively participate and trade in AfCFTA, have a voice in the decision-making processes"
"Opportunity to trade with other women in this network; visibility of our products in other countries; sharing of good practices and experiences"

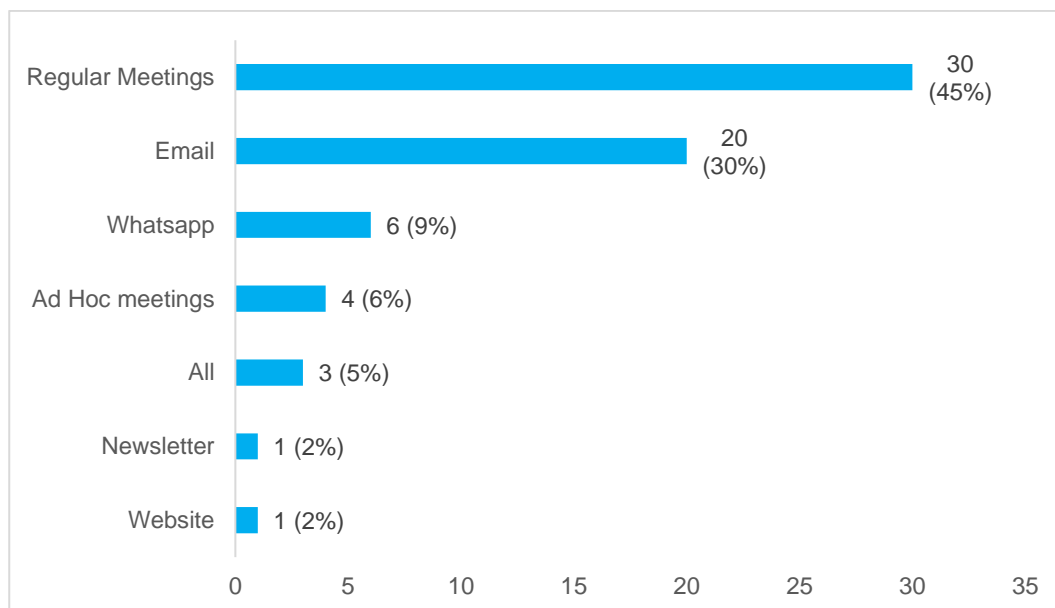
Regarding their contact with the government, more than half of the associations (68%) state that they lobby the government in trade policy matters, as shown in Figure 10 below.

Figure 10 Lobbying the government in trade policy matters



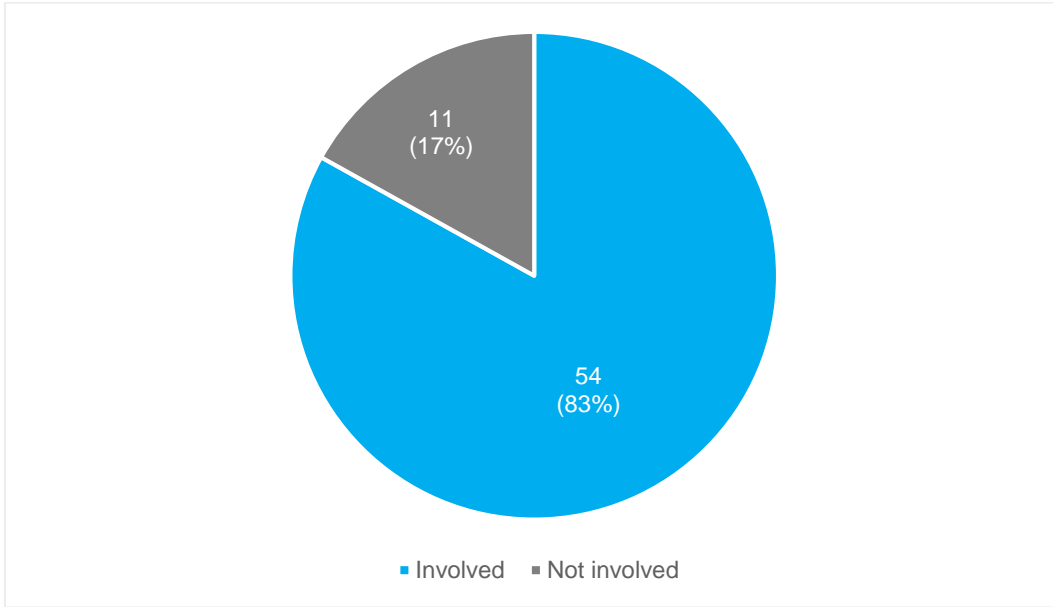
In terms of communication, according to Figure 11, the associations surveyed mainly use regular meetings to communicate on trade policy matters (45%), followed by email (30%) and WhatsApp (9%).

Figure 11 Means of communication on trade policy matters



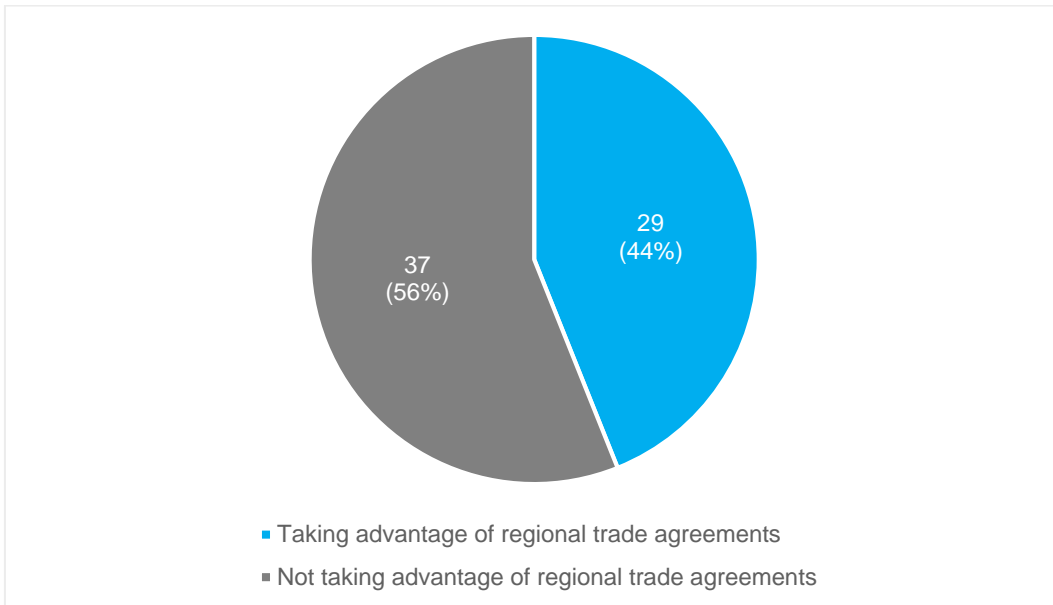
A majority of the institutions surveyed (83%) are also involved in dialogues with relevant official bodies in their country, such as national working groups, party conferences, or committee hearings (see Figure 12 below).

Figure 12 Involvement in dialogues with relevant official bodies



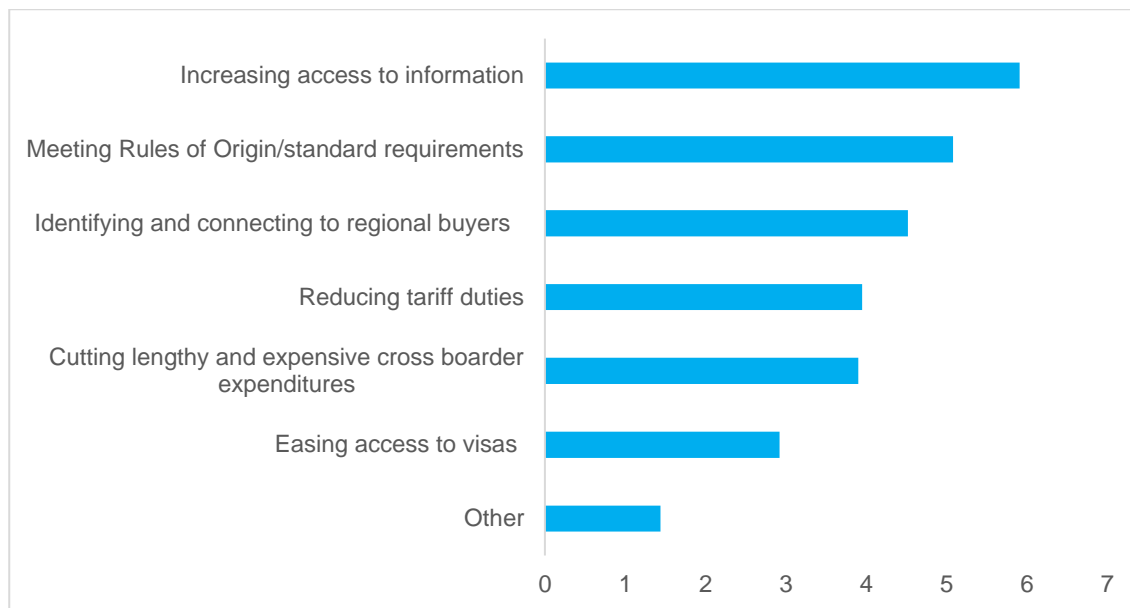
When asked whether their members were taking advantage of regional trade agreements, such as ECOWAS, SADC or COMESA), only 44% of the participating associations to the survey said that their members were indeed taking advantage, as displayed in Figure 13 below.

Figure 13 Associations' members taking advantage of regional trade agreements



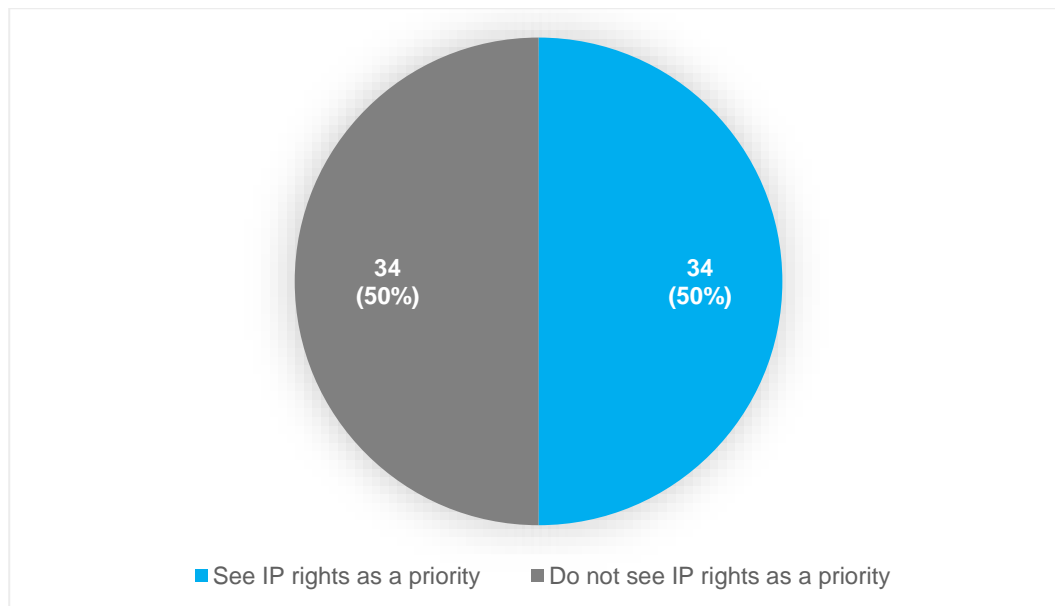
Moreover, when asked to rate (out of 7) what is the most important action to be taken to ensure that women benefit from Regional Trade Agreements, the associations surveyed mentioned “Increasing access to information” as the most important, followed by “Meeting rules of Origin” and “Identifying and connecting to regional buyers” (see Figure 14 below).

Figure 14 Most important action to take to ensure women take advantage of Regional Trade Agreements



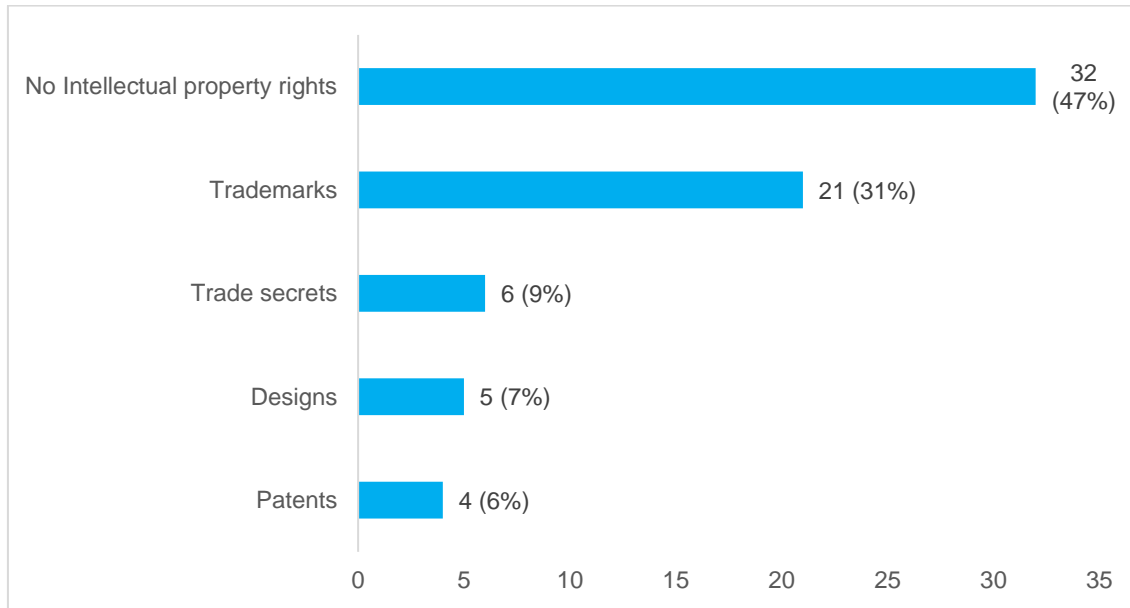
Finally, the associations were asked to provide information about their members’ intellectual property rights and whether and how they use these rights. Figure 15 shows that exactly half of the associations surveyed have members that see the registration of intellectual property rights as a priority.

Figure 15 Registration of intellectual property rights by associations’ members



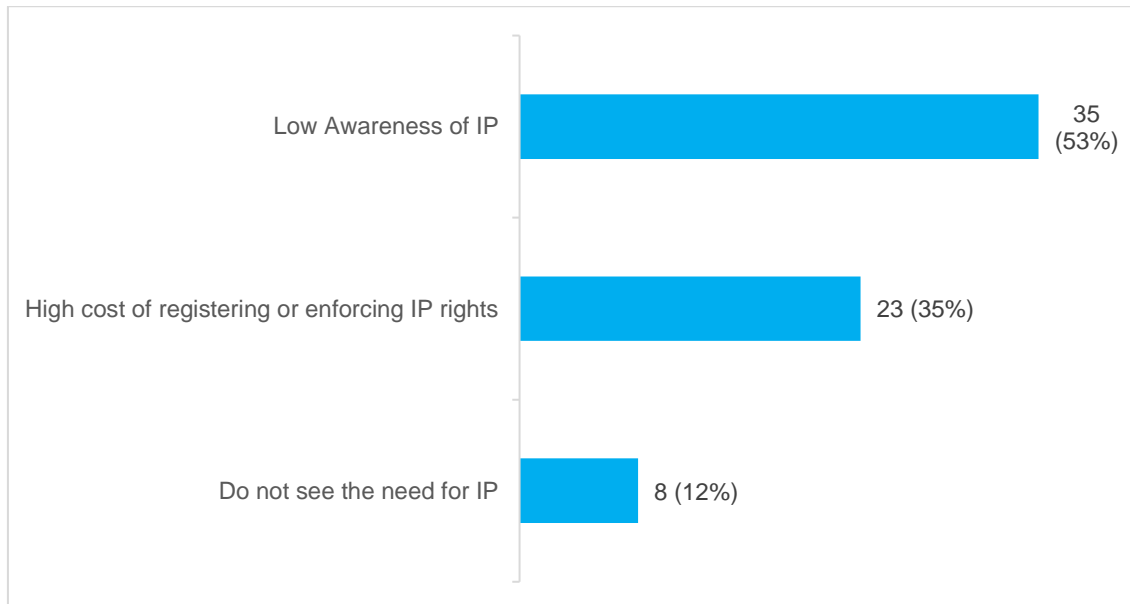
In addition, as illustrated in Figure 16 below, almost half of the associations (47%) responded that their members do not own any intellectual property rights. Among those whose members hold IP rights, trademarks are the most often mentioned right held by their members (31% of associations), followed by trade secrets (10%).

Figure 16 Intellectual property rights held by associations' members



To conclude on intellectual property rights, the associations were asked to report on the main challenges facing their members with respect to intellectual property (see Figure 17 below). Low awareness of IP was mentioned as the main challenge (53% of associations), followed by the high costs of registering or enforcing IP rights (35%) and, finally, members who do not see the need for IP (12%).

Figure 17 Challenges faced by associations' members with respect to intellectual property



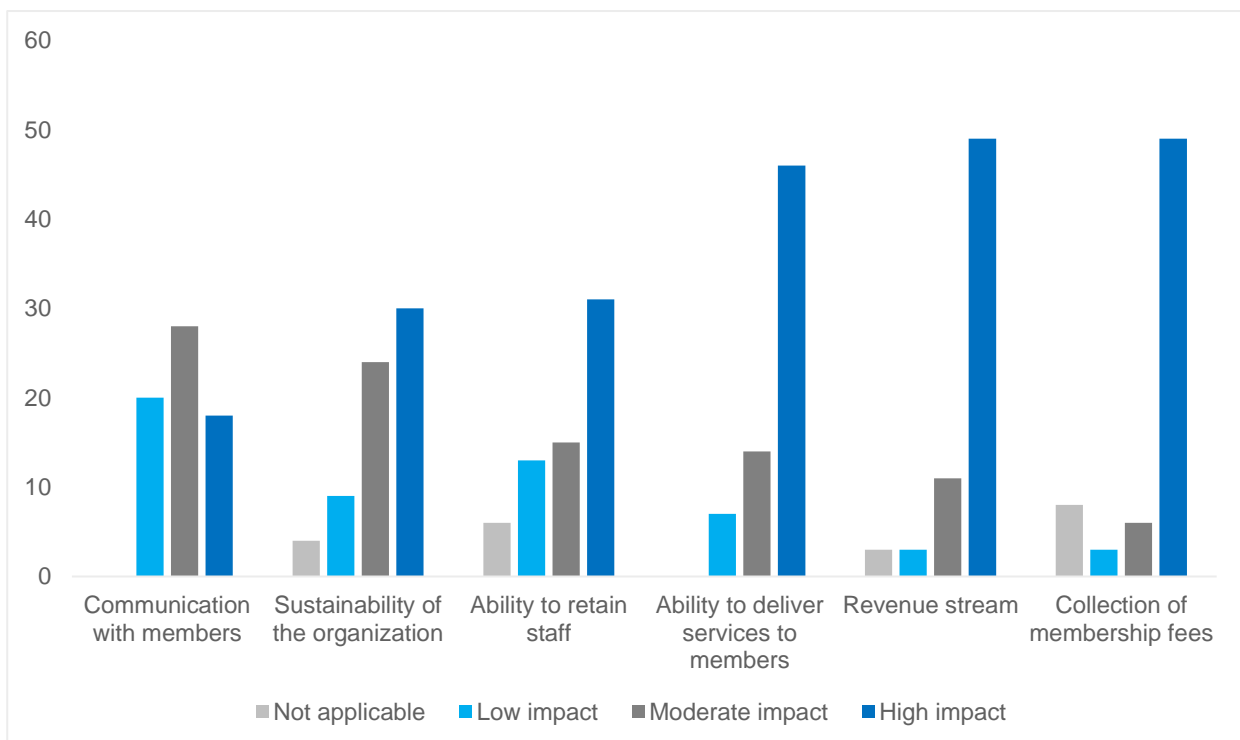
Impact of COVID-19 Pandemic on the associations and their members

In this section, the associations were surveyed on the impact of the COVID-19 pandemic on their organization’s activities and operations and on the activities of their members. The section also focuses on the measures taken by associations to mitigate the impact of the pandemic and continue to provide services to their members.

The associations were asked to report the impact of the COVID-19 pandemic on their organization with respect to their ability to deliver services to their members, their communication with their members/clients, their ability to retain their staff, their collection of membership fees, their revenue stream, and the sustainability of their organization.

Overall, the associations reported a strong impact on all these activities and operations. As can be seen in Figure 18, the collection of membership fees (mentioned by 74% of the associations as being highly impacted), the revenue stream (74%) and the ability to deliver services to members (69%) are considered as the most impacted activities/operations by the associations. The ability to retain staff (48%) and the sustainability of the organization (45%) are also considered by a majority of associations as being highly impacted by the COVID-19 Pandemic. However, a higher number of associations see these elements as being more moderately impacted than the activities/operations previously mentioned. Communication between the associations surveyed and their members and clients appears to be affected to a lesser extent by the pandemic. 30% of the associations reported that the COVID-19 pandemic had a low impact on their ability to communicate with their members, while 42% reported that the impact was moderate. However, a still non-negligible number of associations were also strongly impacted in this aspect.

Figure 18 Impact of COVID 19 Pandemic on the associations



In addition, associations were invited to provide more details on the kind of impact affecting their organization and how they have affected them or will affect them in a near future. Some of the responses provided are reported in Table 2 below.

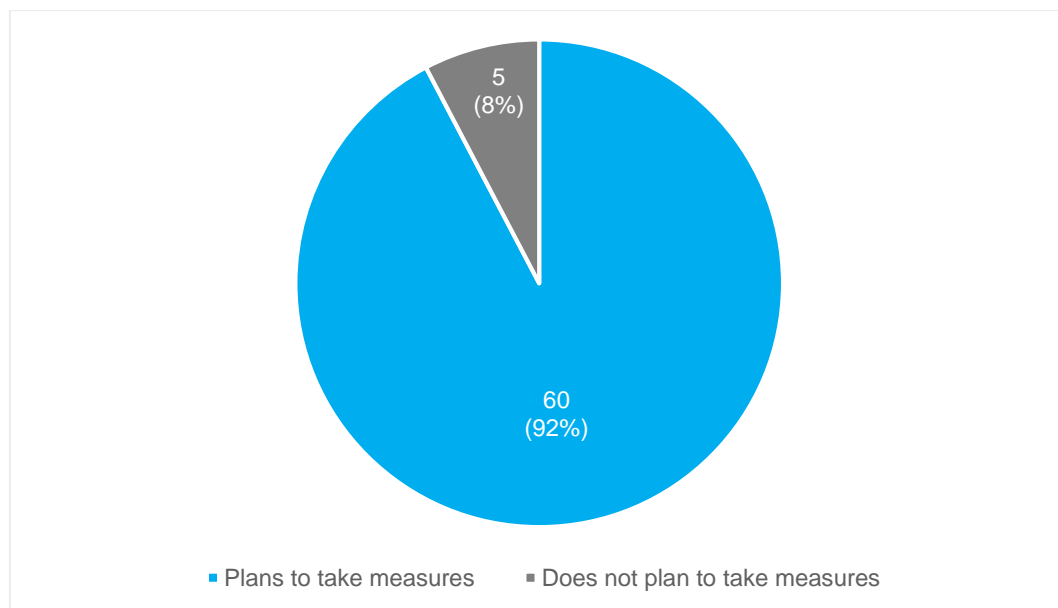
Table 2 COVID-19 pandemic impacts affecting the associations

<p>“Since most of women enterprises are not digitalized, communication is getting difficult. Because of high internet fees, some do not see the need to participate in the webinars, the collection of membership is difficult and our financial supports have decreased. Thus rendering the sustainability of our organization hypothetical because of lack of finances”</p>
<p>“It has affected importation and exportation and the income of our members has reduced too much”</p>
<p>“Members are shifting focus on the urgent needs of their respective business and have no time for networking”</p>
<p>“Because of low use of digital tools, communication has slowed down. Some cities have been isolated, revenue of women have decreased thus render payment of fees just impossible”</p>
<p>“Delivery of Services were highly disrupted since activities like fairs, etc. planned for the year could not be held. Revenue and membership fees were also highly impacted since most members made huge losses due to the pandemic so couldn’t go out their obligations to the organization. Finally, the sustainability of the organization has been highly affected mainly due to lack of funds and inability to hold activities due to the social distance directive”</p>
<p>“We rely on foreign buyers for the gemstones. Because of the pandemic and travel restrictions, no buyers are coming forth to buy the stones. Because of the pandemic, we cannot be meeting to discuss issues pertaining to the association. We cannot always hole meetings on whatsapp because not all women in the sector are on whatsapp”</p>

In addition to these challenges, many associations mentioned having major funding problems and lamented a lack of financial support.

To cope with the impact of the COVID-19 pandemic and to continue to provide services to their members and clients, almost all associations (92%) are planning to take mitigation measures, as can be seen in Figure 19 below.

Figure 19 Mitigation measures to continue offering services to members and clients



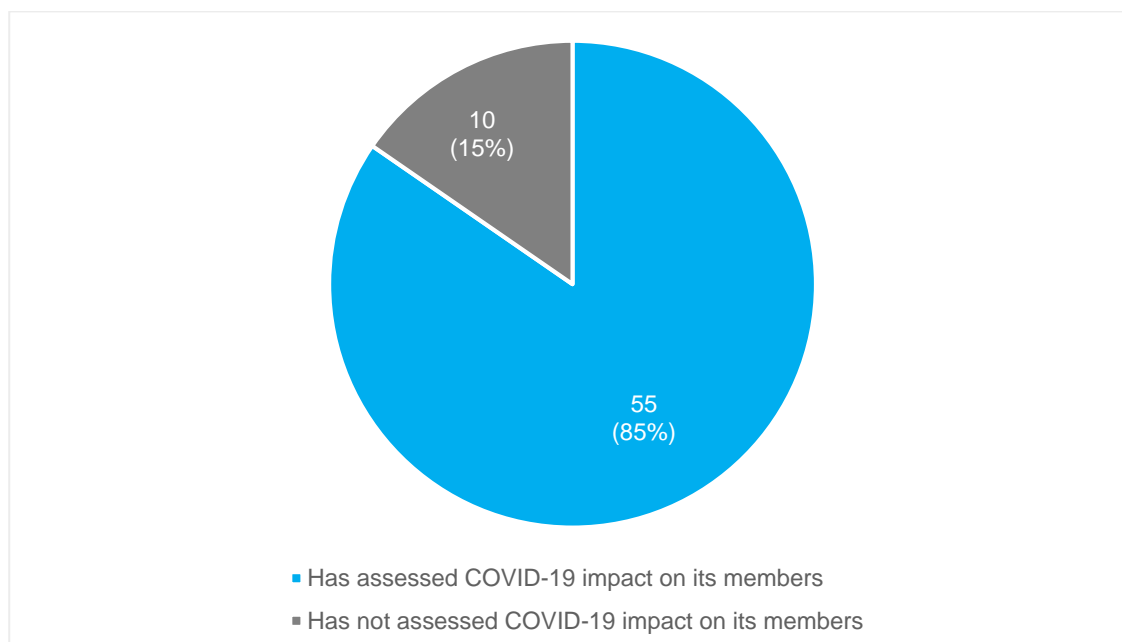
Below, in Table 3, are some of the measures that associations have taken or are planning to take to help their members and continue offering services to them. Most of them are related to communication, online services, training in digitalization, networking and funding solutions.

Table 3 Measures taken or planned to be taken by the associations

“Restructuring loans so that women are able to pay”
“Offering our members opportunities to participate in COVID related businesses for example, production of masks, soap and sanitizers. related business”
“Conducting online trainings”
“Digital capacity building efforts. Advocacy for post COVID related issues. Negotiations with Government for women in collaboration with Private sector foundation, and regional training on procurement with government”
“We currently concentrating on capacity building activities for members through virtual platforms. Also helping members with information on how and where to access financial assistance”
“Education on digital skills”
“Negotiation with suppliers of raw materials and packaging to obtain payment facilities”

In addition to the impact on their organizations, associations were asked whether they have assessed the impact of the pandemic on their members / the women entrepreneurs they serve. As shown in Figure 20 below, the majority of associations (85%) have carried out an evaluation of the impact of COVID-19 on their members.

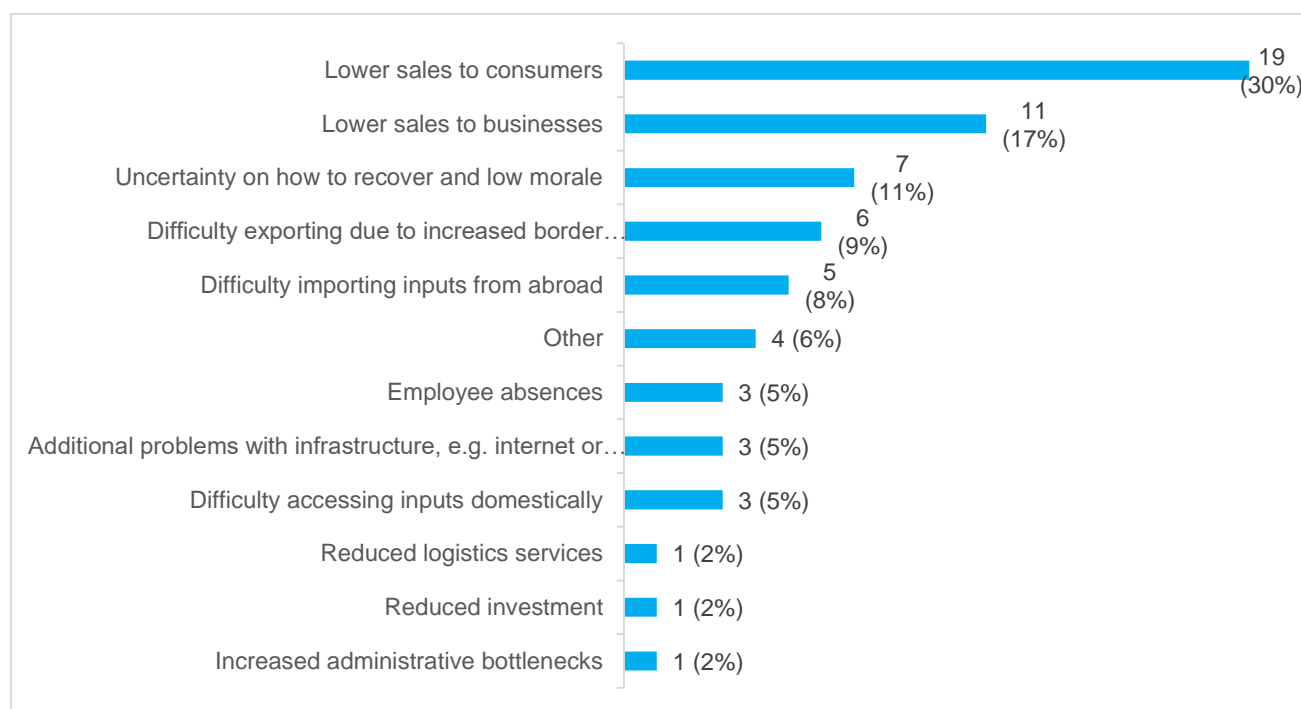
Figure 20 Associations’ assesment of COVID-19 impact on members



Among the associations that conducted an evaluation among their members, the main challenge that women entrepreneurs face is the decrease in consumption by their clients and therefore a decrease in sales to consumers (mentioned by 30% of associations as being the main challenge of their members). The other main challenges are, in order, lower sales to businesses (17%), uncertainty on how to recover and low

morale (11%), difficulty exporting due to increased border checks/closures (9%) and difficulty importing inputs from abroad (8%). This is illustrated in Figure 21 below.

Figure 21 Principal business challenges/impact of associations' members



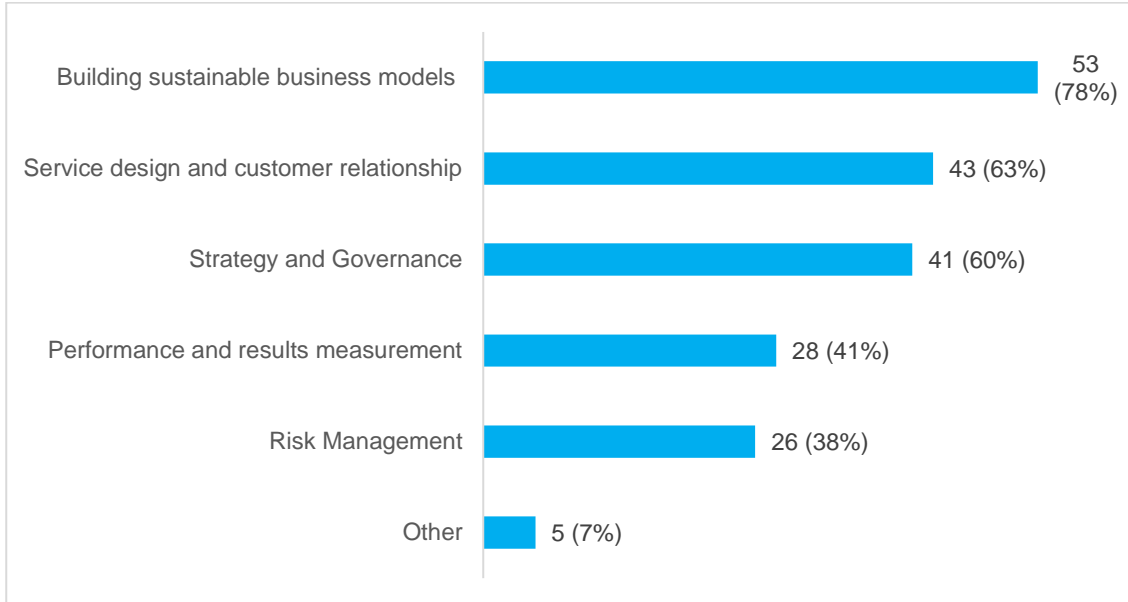
Capacity building needs of the associations

In this last section, associations were surveyed about their urgent capacity building needs, with the aim of collecting additional information for the development of future ITC capacity building trainings. They were asked to mention up to three main needs among the following options:

1. **Strategy and Governance:** Support in defining your organizational direction, prioritize your actions, set objectives and targets to inform resource allocation and guides decision making. Including improved stewardship/governance in ensuring accountability and oversight without interfering with day to day operations and decisions.
2. **Risk Management:** Support in understanding risk management and applying it to the context of your organization as a discipline involving mechanisms and tools that would support you to take informed decisions to address the risks.
3. **Service design and customer relationship:** Learn about the needs of clients/members to develop and implement services that address these needs. This includes content, delivery channels, promotion and connection, evaluation. Also looking at customer segmentation and relationship.
4. **Performance and results measurement:** Improve your system of gathering information, data and feedback to track progress towards achieving targets and strategic objectives. It also includes how the results are used to adjust activity to improve results, and how your organisation reports its results to stakeholders.
5. **Building sustainable business models** working on a cost/revenue structure that will ensure longevity for the organization.

As shown in Figure 22, most of the associations (78%) mentioned “Building sustainable business models” as their most urgent organizational need, followed by “Service design and customer relationship” (63%) and “Strategy and Governance” (60%).

Figure 22 Associations’ urgent organizational needs



RESULTS BROKEN DOWN BY REGION

In order to obtain a more in-depth analysis of the impact of COVID-19 pandemic on associations and their urgent capacity building needs, the survey results were broken down into the 5 main regions of Africa (North, south, east, west, central) and were compared between these regions to see if any notable differences could be identified.

As a reminder, the regional composition of the associations surveyed is as follows (see Figure 1, page 2):

- 27 associations surveyed are in West Africa (41% of total);
- 18 associations are in Southern Africa (27% of total);
- 14 associations are in East Africa (21% of total);
- 4 associations are in North Africa (6% of total);
- 3 associations are in Central Africa (5% of total).

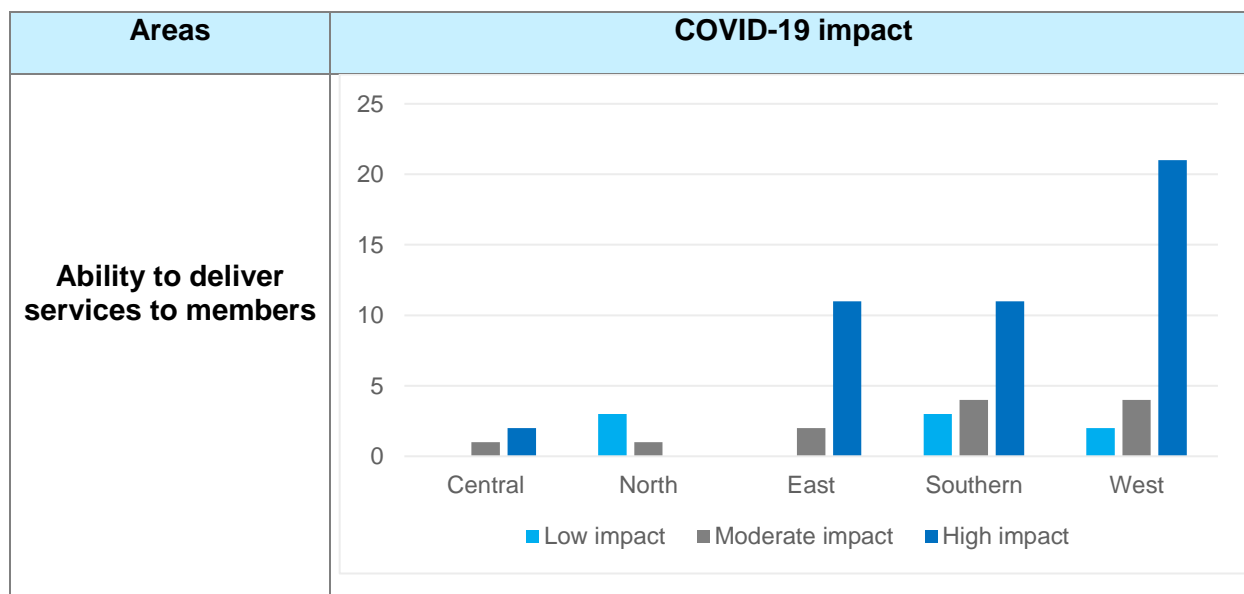
Analysis of the survey results by region did not reveal any significant differences with respect to the profile of the institutions (sector, areas of activities) and associations' involvement and expectations of AfCFTA. Overall, the associations are following the same trend on these issues, regardless of the region in which they are based.

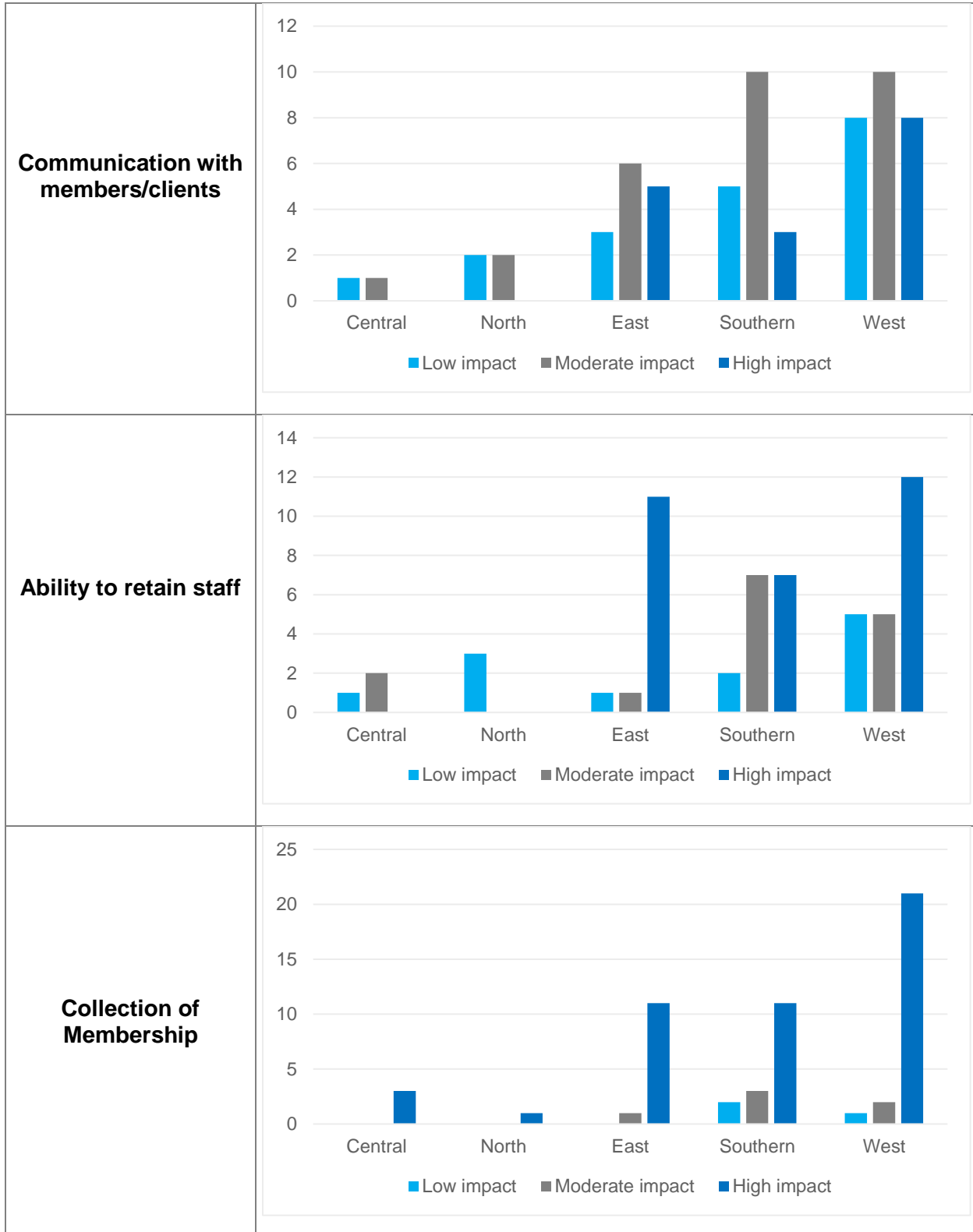
However, some regional differences can be observed in terms of the impact of the COVID-19 pandemic on associations and capacity building needs. An analysis of these results by region is presented below.

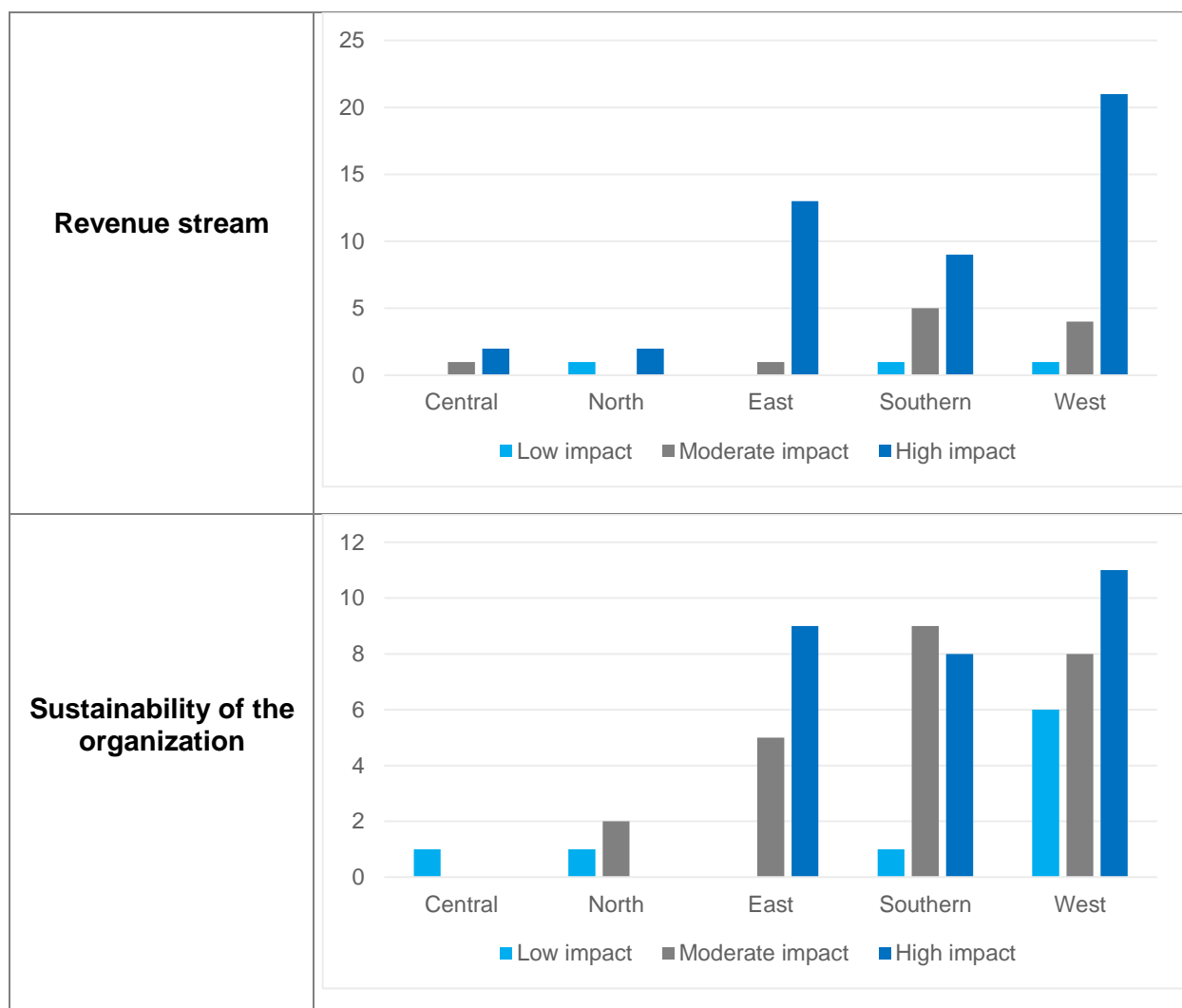
Impact of COVID-19 pandemic on associations and their members by region

Table 4 below provides a comparison of the impact of COVID-19 pandemic by region in the following areas: ability to deliver services to members; communication with members/clients; ability to retain staff; collection of membership fees; revenue stream; sustainability of the organization.

Table 4 Comparison of COVID-19 impact on the associations by region







In this table, we can see that all regions follow a similar pattern, which is consistent with the results found in the overall impact analysis (see Figure 18, page 12). However, some areas appear to have been more or less strongly or weakly impacted by COVID-19 depending on the region. For example, COVID-19 appears to have had a greater impact on associations in East African countries on their ability to retain staff compared to other regions. Associations in North and Central Africa have all reported a low or moderate impact on the sustainability of their organization while a majority of the associations in West and East Africa reported a high impact. All regions have a majority of associations reporting a high impact on their ability to deliver services to their members except North Africa, where associations reported a low impact in this area.

Overall, East Africa is the region where associations reported in proportion the highest impact of COVID-19 pandemic on their activities/operations, followed by West, Southern, Central and North Africa.

Capacity building needs of the associations by region

The results regarding capacity building needs of associations were also broken down by region in order to compare and assess whether urgent needs vary depending on the region in which the associations are located. The results by region are shown in Figure 23, 24, 25, 26 and 27 below.

In Southern (83%), East (86%) and Central Africa (100%), “Building sustainable business models” is the most urgent organizational need for the vast majority of the associations. In West Africa, “Service design and customer relationship” is the need most frequently mentioned as a priority by associations. “Strategy and Governance” is mentioned as an urgent need by a non-negligible number of institutions in West (63%), Southern (61%), East (64%) and Central (67%) Africa.

Figure 23 Associations’ urgent organizational needs in West Africa

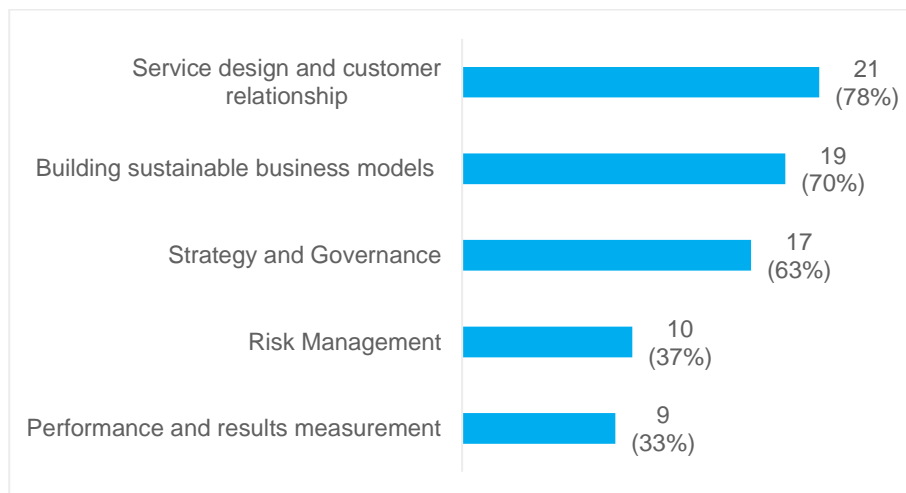


Figure 24 Associations’ urgent organizational needs in Southern Africa



Figure 25 Associations’ urgent organizational needs in East Africa

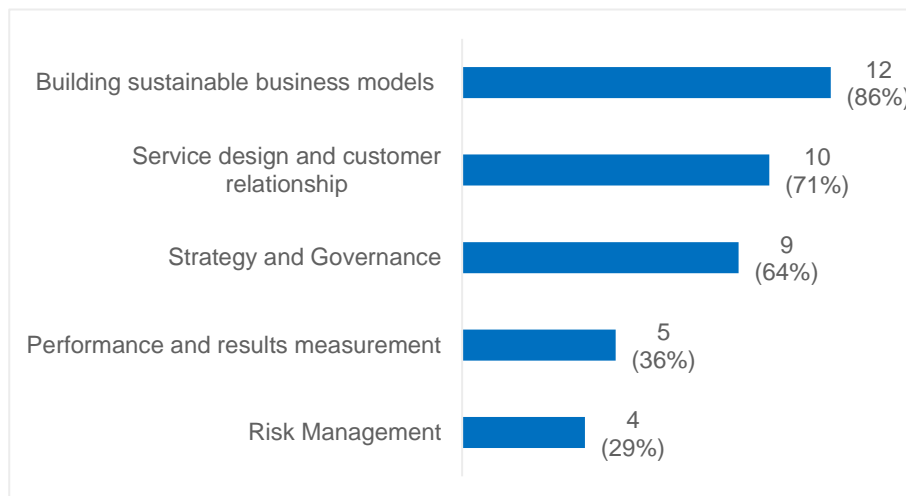


Figure 26 Associations' urgent organizational needs in North Africa

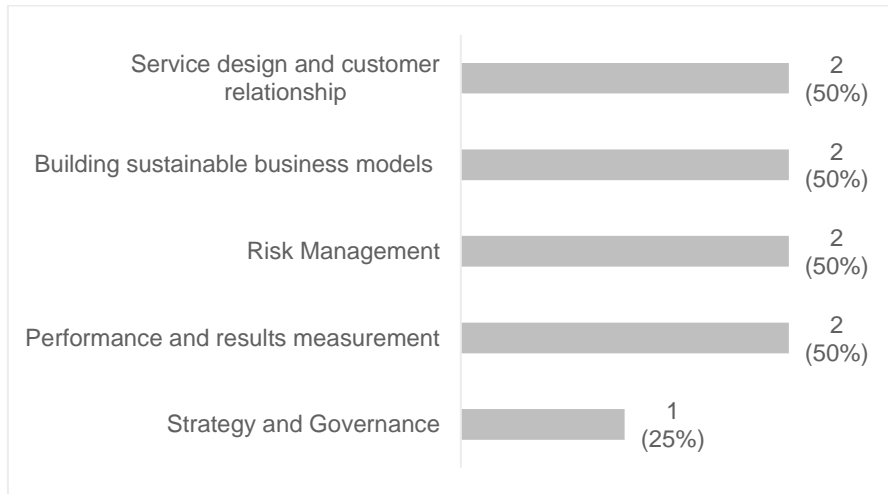
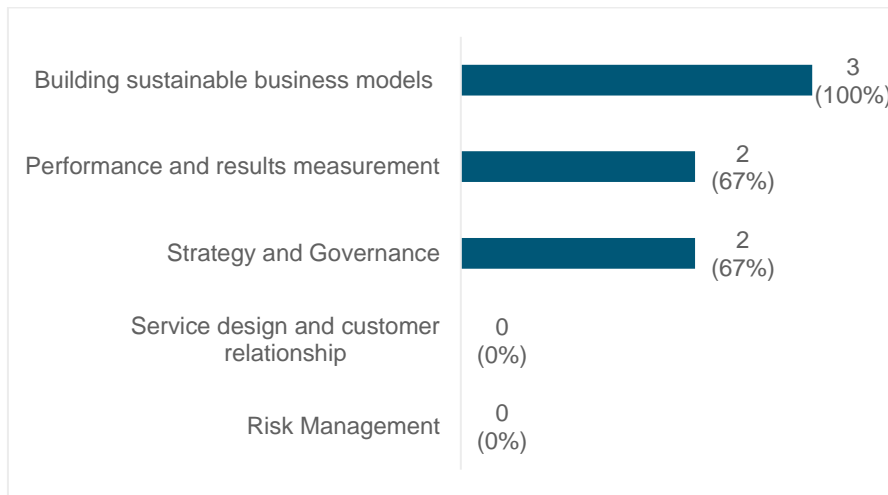


Figure 27 Associations' urgent organizational needs in Central Africa



PROPOSED CAPACITY-BUILDING INTERVENTION

Based on the survey results presented in this report, ITC has identified the design and implementation of a sound business plan as the most urgent capacity building need for most of the associations (mentioned by 78% of the associations surveyed as their most urgent organizational need, see Figure 22).

Concept of BSO business model

WBA are Business Support Organizations (BSOs) that play an important role in supporting success of companies owned by women, business professionals and women entrepreneurs through the services they offer. These services should provide strong value proposition so BSOs can attract and retain members. Thus, a business model approach that supports broad goals of membership benefits and commercial relevance of BSO services is needed to enable sustainability while supporting entrepreneurs within a sector or industry. The application of a business model cuts across BSO dues and non-dues revenues. This involves the understanding of the total organization and how its component activities interact and succeeds as distinct business line.

To seize opportunities from the emerging BSO ecosystem, BSOs need to build a BSO business model, composed of the following three key elements:

- a unique value proposition,
- a sound profit model, and,
- an efficient and effective execution model

ITC has designed a training module to build BSOs capacity by providing them with knowledge and tools to effectively design and implement revenue-generating services using a business model approach aligned with their mandate and strategic goals.

ITC's training module aims to achieve the following objectives:

- Articulate BSO's unique value proposition;
- Understand the membership concept as foundation for revenue supported business model;
- Introduce business model approach in mapping BSO Services

Proposed interventions

ITC proposes to conduct a web-based learning course on "Developing BSO Services Using a Business Model Approach" in December 2020 which will tackle the "Why", "What" and "How" BSOs design and implement sound business models to support sustainable revenue-generating initiatives. This course will provide knowledge, tools and information to help institutionalize the process to brand, develop and innovate revenue-generating services. The course will also contribute to supporting plans of implementation of the BSO business plans by helping identify steps and processes to ensure that business model principles become part of the organization's culture.

APPENDICES

Appendix I: Online Survey Questions

Profile of the institution:

1. Name of your association

.....

2. Your Name

.....

3. Gender

- Female
- Male

4. Your Job Function

.....

5. Association Location/country

.....

6. Year of establishment

7. How many full-time employees does your association currently employ?

- 0
- 1-5
- 6-20
- 21-100
- 101-500
- more

8. Is the organization membership-based?

- Yes
- No

9. If yes, how many members does the organization approximately have?

.....

10. Are there dues to be a part of your association? Do members pay a regular membership fee/due?

- Yes
- No

11. Please specify your areas of activities

Activity	Indicate which are provided by your WBA
Trainings/mentoring	<input checked="" type="checkbox"/>
Market intelligence	<input checked="" type="checkbox"/>
New business opportunities through matchmaking, B2B	<input checked="" type="checkbox"/>
Getting referrals	<input checked="" type="checkbox"/>
Access to finance	<input checked="" type="checkbox"/>
Access to legal advisory services	<input checked="" type="checkbox"/>
Access to tax advisory services	<input checked="" type="checkbox"/>
Awareness-raising and training on intellectual property	<input checked="" type="checkbox"/>
Other (please specify)	<input checked="" type="checkbox"/>

12. Please specify the sector(s) served by your association

- Agriculture
- Textile and Apparel
- Tourism
- IT&BPO
- All sectors

If other, please specify:

.....

13. Do you have a definition for a woman-owned business? If yes, which one?

AfCFTA and WBAs in Africa:

14. Since our last survey back in November 2019, has your organization been consulted on the negotiation and implementation of the AfCFTA

- Yes
- No

If Yes: please clarify in which way: _____

15. Would you be willing to participate in a network with African WBAs to collaborate on the AfCFTA?

- Yes
- No

16. What are the benefits you would expect to gain from this network?

17. Does your association lobby government in trade policy matters?

- Yes
- No

If yes, have you prepared submissions to government in the past?

- Yes
- No

.....

18. How do you communicate with members on trade policy matters? (if applicable)

- Email
- Newsletter
- Website
- Regular meetings
- Ad hoc meetings

- Others:

.....

19. Is your association involved in any dialogues with relevant official bodies?

(e.g. national working groups, party conferences, or committee hearings?)

- Yes
- No

.....

20. Are most of your members taking advantage of regional trade agreements (e.g. ECOWAS, SADC, COMESA)?

- Yes
- No

If no, why do you think they are not taking advantage of such opportunities?

- Lack of information
- Forms are difficult
- Do not qualify (rules of origin, SPS, standards, etc.)
- Informal business or traders
- Barriers imposed by importing countries
- Other (please explain)

21. What is the most important action to take to ensure women take advantage of Regional Trade Agreements?

- Increasing access to information
- Meeting Rules of Origin/standard requirements
- Identifying and connecting to regional buyers
- Reducing tariff duties
- Cutting lengthy and expensive cross border expenditures
- Easing access to visas
- Other

22. - Do members of your association see it as a priority to register intellectual property rights?

- Yes

- No

23. - Do members of your association hold any intellectual property rights, if so which ones?

- Trademarks
- Patents
- Designs
- Copyright
- Trade secrets
- No intellectual property rights

24. - What challenges do members of your association face with respect to intellectual property?

- Low awareness of IP
- High costs of registering or enforcing IP rights
- Do not see the need for IP
- Other (Please describe in the box below)

.....

Impact of COVID-19 Pandemic on Your Organisation

25. In what way has the coronavirus (COVID-19) pandemic affected or likely to affect your organization? Please indicate the degree of potential impact. in any of the following ways? (Select multiple options)

	High Impact	Moderate Impact	Low Impact	Not applicable
Ability to deliver services to your members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication with your members/clients	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to retain your staff	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Collection of Membership Fees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Revenue stream	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Sustainability of your organization

26. If you have selected "High Impact" or "Moderate Impact" above, kindly specify what these impacts are and how they have affected or will affect your organization?

.....

27. If you are facing other challenges, please specify :

.....

28. Are you planning to take measures to help you to continue offering your services?

- Yes
- No

29. If yes, which measures have you taken?

.....

30. Have you assessed COVID-19 impact on women entrepreneurs you serve?

- Yes
- No

31. If your answer is yes, what would you say are the three principal business challenges/impact of your members? (Select three below)

- a. Lower sales to consumers
- b. Lower sales to businesses
- c. Difficulty accessing inputs domestically
- d. Difficulty importing inputs from abroad
- e. Difficulty exporting due to increased border checks/closures
- f. Additional problems with infrastructure, e.g. internet or roads
- g. Reduced logistics services
- h. Reduced certification services
- i. Employee absences
- j. Increased administrative bottlenecks

- k. Clients refusing/unable to pay their bills*
 - l. Reduced investment*
 - m. Uncertainty on how to recover and low morale*
 - Other*
-

Capacity Building Needs

32. What are your urgent organizational needs? (please choose maximum three responses)

- Strategy and Governance**
Support in defining your organizational direction, prioritize your actions, set objectives and targets to inform resource allocation and guides decision making. Including improved stewardship/governance in ensuring accountability and oversight without interfering with day to day operations and decisions.
 - Risk Management:** Support in understanding risk management and applying it to the context of your organization as a discipline involving mechanisms and tools that would support you to take informed decisions to address the risks.
 - Service design and customer relationship**
Learn about the needs of clients/members to develop and implement services that address these needs. This includes content, delivery channels, promotion and connection, evaluation. Also looking at customer segmentation and relationship
 - Performance and results measurement:** Improve your system of gathering information, data and feedback to track progress towards achieving targets and strategic objectives. It also includes how the results are used to adjust activity to improve results, and how your organisation reports its results to stakeholders.
 - Building sustainable business models** working on a cost/revenue structure that will ensure longevity for the organization
 - Other:
-

#SheTrades

Women's economic empowerment is not a matter for government policy, the private sector, or social change alone. All have critical roles to play. This is why the International Trade Centre (ITC) has launched the SheTrades initiative, which seeks to connect three million women entrepreneurs to market by 2021.

