The Programme targeted the following stakeholders within the business ecosystem:

**Key Stakeholders**

The Programme targeted the following stakeholders within the business ecosystem:

- **WLBs**
- **BSOs**
- **FIRMS AND LARGE CORPORATIONS**
- **GOVERNMENTS AND POLICYMAKERS**

**Target Sectors**

The Programme targeted WLBs in the following sectors:

- **AGRIBUSINESS**
- **HANDICRAFTS**
- **INFORMATION TECHNOLOGY & BUSINESS PROCESS OUTSOURCING (IT&BPO)**
- **TEXTILES & APPAREL (T&A)**
- **TOURISM**

---

The Programme worked with WLBs, BSOs and firms in the following Commonwealth countries: Bangladesh, Ghana, Indonesia, Kenya, Nigeria, Rwanda, Vietnam and Zambia. The latter part of the SheTrades Commonwealth+ Programme also targets Indonesia and Vietnam, key trading partners of the Commonwealth.

Officially launched in April 2018 and funded by United Kingdom (UK) International Development, the SheTrades Commonwealth+ Programme aims to increase the participation of women in trade by engaging with women-led businesses (WLBs), business support organizations (BSOs), firms and large corporations, and promoting inclusive policy and data in Commonwealth countries. Supporting WLBs to export to priority countries and leveraging the UK business community and trade development programs can enhance market connections between UK businesses and some of the world’s fastest-growing economies. This includes Indonesia, a key trading partner of Commonwealth countries. These initiatives also contribute to poverty reduction and promote gender-inclusiveness in trade.
ITC SheTrades Commonwealth+ Program Approach

The Programme aimed to improve all key levers in the trade and business landscape for a lasting impact.

This meant targeting not only women entrepreneurs and their businesses, but also BSOs, firms and large corporations, and policymakers. Championing gender-disaggregated policies and data, promoting gender-responsive practices with BSOS, and firms and large corporations, and strengthening the capacity of WLBs to trade, the project addressed gender constraints across the business environment to produce a gender-transformative outcome.

This document captures key results of the Programme’s five-year programme implementation (2018–2023). The following sections highlight key achievements and lessons learned through each of the four target groups: WLBs, BSOS, firms and large corporations, and governments.

Below is an overview of the SheTrades Commonwealth+ approach:

**POLICYMAKERS**

- Lack of gender-disaggregated data
- Low level of commitment from governments
- Lack of technical know-how to enact gender-responsive policies

**BSOS, FIRMS & LARGE CORPORATIONS**

- Lack of resources
- Limited gender-specific business support services
- Limited advocacy capacity on women in trade in national and regional fora

**WLBS**

- Barriers to accessing finance, networks, market (information) and industry-relevant knowledge and skills
- Soft skills gaps

**GENDER-SPECIFIC CONSTRAINTS**

**APPROACH**

**DRIVE INCLUSIVE POLICIES & DATA**

- SheTrades Outlook
- Network of Trade & Gender Government Focal Points
- Technical assistance on policy reforms

**DEVELOP INSTITUTIONAL CAPACITY & COMMUNITY OF PARTNERS**

- SheTrades Hubs & Communities of Partners

**DELIVER CAPACITY BUILDING & BUSINESS & INVESTMENT OPPORTUNITIES**

- Sector-specific capacity building and market access through international, regional, and local business-to-business events
- Peer-to-peer learning, leadership skills
- Private sector partnerships
- SheTrades Invest
Five-year Key Programme Results

**Directly supported 4,000+ women entrepreneurs and WLBS in the Commonwealth countries through market-related trainings and mentoring.**

**Helped generate over £32 million in sales for WLBS in across multiple sectors, including T&A, Tourism, IT&BPO, Agri-food, etc.**

**Worked with almost 100 BSOs, among which 13 are hosting SheTrades Hubs, to create an enabling environment for women entrepreneurs to succeed in international trade.**

**Supported the creation of 6,600+ jobs, of which over 70% went to women, in WLBS and their supply chains.**

**Launched and rolled-out SheTrades Outlook to 52 countries, supporting better data collection and best practices on trade policy that impact WLBS.**

**Created the SheTrades Outlook network, which has connected government officials from 26 countries to share best practices and lessons learned on trade and gender agenda.**

**Supported approximately 20% of Commonwealth countries to make their trade and trade-related policies more gender-inclusive, including expanding market opportunities for women entrepreneurs via public procurement.**

**Provided almost 1,000 training and coaching sessions on international trade in multiple languages.**

**Fostered more gender-inclusive business ecosystems across the Commonwealth countries.**

---

*Results were measured as of March 2023

---

**Strengthened the Competitiveness of WLBS to Trade**
Key Results for WLBs

4,297 WLBs
DIRECTLY SUPPORTED WITH MARKET-RELEVANT SKILLS TRAININGS AND ACTIVITIES

778 trainings
AND WORKSHOPS DELIVERED TO WLBs AND BSO REPRESENTATIVES

The Programme targeted the following stakeholders within the business ecosystem:

- Bangladesh: 483
- Ghana: 411
- Indonesia: 494
- Kenya: 1153
- Mauritius: 16
- Nigeria: 973
- Rwanda: 50
- Vietnam: 120
- Zambia: 85
- AICFTA: 528

Breakdown of WLBs trained through the SheTrades Commonwealth+ Programme

*The Programme work supporting WLBs’ competitiveness and their associations’ policy advocacy in AICFTA signatory countries include the following countries: Cameroon, Eritrea, Eswatini, Libya, Madagascar, Nigeria, Rwanda, Sudan, Togo, Zimbabwe.

Training Topics:
- Crisis and risk management
- Digital literacy
- Financial literacy
- Sustainable supply chain practices
- Branding and creating digital assets
- Export readiness

Direct Support Included:
- Virtual market information skills trainings
- In-person business development skills workshops
- Trade fair attendance, training and mentoring
- Facilitation of business-to-business opportunities
- Export competitiveness resources in local languages
- Mentoring sessions with ITC supply chain experts

Upgraded Rural Women Entrepreneurs’ Digital Literacy and Financial Bookkeeping Skills

In March 2023, the Programme delivered five trainings to 150 rural women entrepreneurs on navigating e-commerce and digital business management tools. Participants received trainings on utilizing digital tools to track business sales, monitor product inventory, facilitate sales transactions and create online product catalogues. This was done in collaboration with Krealogi, a Jakarta-based company that provides online business management training to small and medium-sized enterprises.

>1,200 WLBs supported to attend 84 virtual and in-person trade fairs

Unlocked New Market Opportunities for WLBs

> 106 participants
TRAINED ON MANAGING ONLINE SALES ORDERS, PRODUCT INVENTORY TRACKING AND E-CATALOGUE CREATION.

> 56% of participants
STARTED USING DIGITAL APPLICATIONS TO RECORD AND ANALYZE THEIR BUSINESS FINANCES.

“My impression about this training is that it is very useful for me, as someone who is just starting a business and still learning about financial management.”
MS. ARGUNIA CRISTAL KURNI, INSASIRANI, WLB PARTICIPANT

“I am very impressed with this training. I feel that is beneficial in helping me grow my business. I hope there will be more trainings with other topics, so I can always participate and learn more.”
MS. FATMALARA D M SAWAKI, THEA’S KITCHEN, WLB PARTICIPANT
ASIX Supported to Access Global Retail Markets, Promoting Indigenous Bengali Weaving Abroad

“The SheTrades Commonwealth+ Programme helped me tremendously on the operations-side of the business, including catalogue preparations for trade fairs, presenting ASIX to the public, marketing and pricing based on quantity. This inspired me to expand our business to retail buyers. SheTrades helped me to develop the strategy of ‘If you have good marketing, then you can sell’” said Afsana Asif, co-founder of ASIX Bangladesh.

Afsana Asif has been a participant of SheTrades Commonwealth+ activities since 2019. Driven by her desire to promote Bangladeshi artisanal crafts and culture abroad, Asif founded her handicrafts business, ASIX Bangladesh, in 2013. Today, ASIX employs over 200 indigenous artisans in the Bandarban region of South-Eastern Bangladesh to weave kitchenware, women’s accessories, and home décor products using jute, cotton, palm fibres, banana leaves and other natural materials.

Like many firms across the world, the Covid-19 pandemic disrupted ASIX’s supply chains and halted its production processes, as workers were unable to safely work amidst the public health crisis. During this period, Asif participated in the Programme’s webinars and virtual one-to-one mentoring sessions with ITC textile and apparel sector experts to strengthen ASIX’s resilience to the economic shocks and public health crisis. Having attended an e-Commerce webinar through Shopify and mentoring from the Programme, ASIX redesigned its website to increase sales digitally.

ASIX also attended multiple trade fairs with the support of the Programme, including Ambiente in Germany and twice at NY NOW in the United States. This exposure to international markets inspired Asif to tap into the North American retail market, with buyers seeking ready-made products in smaller quantities. From there, Asif started listing ASIX’s products on Amazon, garnering consistent orders from a New York-based Korean company, among others.

Asif has been able to establish long-term buyer relationships, expand ASIX into the retail market and develop the business’ digital e-commerce presence — all of which influenced Asif to expand to importing operations in the United States. She plans to attract other small Bangladeshi exporters to ship their products to ASIX’s warehouse.

Asif continues to participate in SheTrades Commonwealth+ trainings, having attended a digital assets creation training in March 2023. Following the successful business expansion to international markets, Asif aims to establish the longevity of ASIX by investing in her employees to retain younger staff and fostering a more inclusive environment in the local handicraft sector.

“I want the business to be able to sustain itself. Transferring these skills and vision to the team is very important,” said Asif. “Now, want our team to participate in the trade shows. We need to attract younger generations to the handicrafts business and keep them by giving good returns to them. We need to show that there will be opportunities to grow after five years.”

“Exploring retail opportunities inspired me to start a holding warehouse in the United States. I realized that an important part of exporting is the logistics aspect of sending goods to the United States, which is not really possible unless you become an importer.”
ZnT Agrihub Co-Founder Equipped to Train 500+ Women in Rural Northwestern Nigeria

“My business received wider visibility through the SheTrades Commonwealth+ Programme, and by extension, ITC. Words alone are not enough to express the in-depth knowledge and network this platform has given to me,” said Zainab Usman, co-founder of ZnT Agrihub.

With support from the SheTrades Commonwealth+ Programme, ZnT Agrihub co-founder Zainab Usman secured a new investor, expanded her agribusiness and trained over 500 Nigerian women on financial bookkeeping. Usman has been an active participant of the Programme’s activities since 2019, having attended training sessions on topics including access to finance, climate change resilience, sustainable agricultural supply chains and more.

After her experience as the only woman scientist at an agricultural research laboratory, Usman’s passion to support other women became the core of her motivation. Today, she is the co-founder of ZnT Agrihub, a women-led agribusiness exporting rice, shea nuts and sesame, with a consulting arm that offers farmers sustainable and more efficient farming practices.

During the Covid-19 pandemic, Usman expanded her business on multiple fronts. First, with guidance from ITC market experts, she pivoted her business toward producing rice for domestic markets during the economic downturn. On the marketing and branding side, Usman increased ZnT Agrihub’s online presence and launched its website and social media accounts, after attending the Programme’s e-commerce and digital marketing trainings. Through participating in one of the Programme’s virtual business-to-business (B2B) sessions, Zainab successfully secured an investment of $300,000 USD for her business. “Through the session, I met a fellow woman entrepreneur who recommended me to an investor. The investor said he already did his due diligence and agreed to invest in my business right away,” said Usman.

Since then, ZnT Agrihub has increased its suppliers from 2,000 to nearly 5,000 farmers and extended operations to cover rice production, processing, and packaging. “For rice, we have successfully exhausted the entire value chain. We are known for vulnerable group inclusion and the prioritization of hiring women farmers. The physically strong farmers are those handling production, with more vulnerable groups handling the processing and milling,” said Usman.

Beyond the inclusion of women in ZnT’s supply chain, Usman used the skills she acquired through the Programme’s activities to uplift other women. After attending the Programme’s virtual training on accessing finance, Zainab applied the knowledge she gained to train 50 rural women farmers in Northwestern Nigeria every two weeks, when she visited the small farms in her supply chain. Over time, she trained roughly 500 women on financial bookkeeping, enabling around 60 to 70 percent to access bank loans from formal institutions.

“The training helped me broaden my knowledge on financials, and through the recordkeeping training I did with the women farmers, some were able to access funds. What I learned from the training, I taught them in very simple language. The records of their account statements were able to help them access loans. Their children are now able to go to school,” said Usman.

With SheTrades’ support, not only is Usman’s business thriving, but she has also supported many women in her supply chain to increase their access to finance and financial literacy.
In March 2023, the Programme delivered a visual communications workshop to 48 Nigerian WLBs and 17 representatives of the SheTrades Nigeria Hub host institution, the Nigerian Export Promotion Council (NEPC). During the workshop, participants learned the essentials of design and branding, and how to create quality digital assets using Canva. The workshop ‘Creating Digital Assets for Your Business’ began with a ToT for representatives of NEPC and was followed by a two-day training on the same topic for WLBs in Abuja. During the second part of the programme, NEPC staff joined the ITC expert in providing guidance to the women entrepreneurs.

For the participants, many of whom are women-led micro, small and medium-sized enterprises (MSMEs), the workshop equipped them with essential skills to assess and review their existing digital assets and branding more critically. Many entrepreneurs also felt more confident in creating their own communications products.

Amanda Edu recently started a janitorial business Cerney Ltd. The newly acquired skills will allow her to better use social media to reach out to new clients beyond just relying on word of mouth.

“In the past, after tie-dying my fabrics, I would have to spend so much time going back and forth with the graphic designer to get the illustrations right. After that, I would still need to engage a hand painter to have those graphics painted onto my fabrics. All this took so much time. After the workshop, I no longer need to outsource the design and painting processes. I would design my own graphics, get the transfers printed, and then manually apply the transfers to the shirts using a heat press,” says Akwashiki.

The newfound skills also meant less outsourcing for textile manufacturing and ready-to-wear fashion enterprise, Rosemary Akwashiki Ltd. The company specializes in Adire – an indigo tie-dye fabric made by the Yoruba people in southwestern Nigeria. Beyond creating good digital assets, Asiya Abdullahi, owner of Alaaf Foods Ltd, was able to completely revamp her resumé and company’s pitch deck for her applications to mentorship and training programmes as well as business grants.

Conducted 62+ training of trainers activities to over 100 BSOs
“There are several other agencies that promote women’s entrepreneurship, but we want this to be a sustainable initiative. We are not here to make money. What we do is make sure you get the technical information you need to grow and export. We don’t want to do it just for this year, or the next year. We want to build continuity. We want our women entrepreneurs to build themselves up and build themselves up with others,” said Deborah Hoyte-Redman, SheTrades Trinidad and Tobago Hub host institution focal point.

Launched in December 2019, the SheTrades Trinidad and Tobago Hub, hosted by ExporTT of the Ministry of Trade and Industry, plays an active role in connecting WLBS to the SheTrades network. It created a thriving community of women entrepreneurs in the process.

“We have over 700 women registered on our platform, and there is also a WhatsApp group. We have about 50 WLBS in the WhatsApp group consistently showing interest and taking advantage of the opportunities,” said Hoyte-Redman.

During the Covid-19 pandemic, the Hub organized virtual training programmes and connected Trinidadians and Tobagonians to SheTrades crisis management tools and resources. Engaging WLBS to adapt to the pandemic created a strong base for the Hub.

“The Hub’s progression was natural. The resilience of the women entrepreneurs to pivot and come out of the pandemic’s economic downturn was amazing,” said Hoyte-Redman.

“Continuous communication and learning were happening, and SheTrades was also consistently offering web-based trainings and information. Women have since been reaching..."
Leveraging ExporTT’s network of trade promotion organizations in the country, the SheTrades Hub also supported 17 businesses to showcase at the annual Trinidad and Tobago Trade and Investment Conference and sponsored three to attend a trade mission in St. Lucia.

Hoyte-Redman stresses the importance of having a supportive export community to enhance women’s access to market opportunities. “Since we are an exporting agency, it is easier for us to identify what information gaps need to be addressed. We can help fill those gaps because we belong to the export support network in Trinidad and Tobago. While the WLBs might not be fully ready to export, we are better able to guide and connect them to resources.”

The SheTrades Hub provides a platform for women entrepreneurs to come together, network and share best practices with each other, fostering interconnectedness within the Hub. With the guidance of ExporTT and SheTrades resources, the WLBs are gaining experience and capacity to unlock new avenues for growth.

For the upcoming year, Hoyte-Redman plans to further expand the Hub’s services by incorporating more bilateral trade missions as an activity to further integrate into the hub’s offerings. “Once we’ve given them the training and the foundational support, now it’s time for us to help them fly with wind under their wings. We taught them how to do market research, and now they are doing it on trade missions and fairs.”

The sense of community empowerment among the WLBs is a pillar the Hub aims to further strengthen by creating new market access opportunities and instilling ownership among the women.

“In the long term, we need to identify the women entrepreneurs who are going to take this forward: the ones who are not just about growing their own business but also are invested in the initiative as a whole,” says Hoyte-Redman. “To make it into an actual living and growing entity where the women entrepreneurs don’t feel like they belong to a hub, but that they are the Hub. I think that’s where we’re working towards, making sure they get the technical, product, and training, the experiences and corporate mentoring.”
In 2020, through the SheTrades Commonwealth+ Programme, ITC launched SheTrades Outlook — an innovative policy tool that helps governments assess, monitor and improve how the institutional environment supports women’s participation in international trade.

SheTrades Outlook covers 55 indicators across 6 pillars with a repository of over 100 good practices on women’s economic empowerment from developed and developing countries.

Since 2023, 52 countries have joined SheTrades Outlook

*BThe onboarding for developed countries in ITC SheTrades Outlook, such as New Zealand and the United Kingdom, are self-funded and not funded by the Programme.*
Engaged key policy stakeholders on SheTrades Outlook data findings

Under the Programme, ITC published 9 SheTrades Outlook policy briefs to present the results of SheTrades Outlook at the country, regional and international levels.

The policy briefs provide recommendations based on the policy gaps identified through SheTrades Outlook. Policymakers can use the briefs to inform policy reform and the design of programmes on women’s economic empowerment.

ITC conducted 6 SheTrades Outlook Policy Workshops in Cameroon, Mauritius, Bangladesh, Ecuador, El Salvador and Trinidad and Tobago to present and discuss the results and recommendations from the policy assessment.

Stakeholders from government agencies, BSOs, women’s business organizations and other development partners participate in these workshops. They validate the results from SheTrades Outlook, share and learn from good practices on gender mainstreaming, discuss how policies can address the challenges that women face when doing business, and identify areas for policy reform and technical assistance. The workshops help break silos and promote dialogue and collaboration among public and private sector stakeholders.

Launched the ITC SheTrades Outlook Network

On 6 February 2023, ITC launched the first-ever SheTrades Outlook Network of trade and gender focal points, which aims to unpack good practices featured in SheTrades Outlook. Through regular workshops, country-based government officials can brainstorm new ideas on how to make trade work for women, increase awareness on trade and gender issues and exchange good practices on promoting women’s economic empowerment.

So far, ITC has conducted 2 workshops wherein focal points learned and discussed about good practices from Nigeria, Rwanda, The Gambia, Liberia, and Zambia on implementing women’s exporters development programmes, mainstreaming gender into national trade policy, designing gender-responsive public procurement policies and adopting internationally recognized definitions of women-led and women-owned businesses.

As of 31 March 2023, ITC mobilized government focal points on trade and gender based in 26 developed and developing countries. ITC will continue to invite governments of countries participating in SheTrades Outlook to appoint their respective focal points who will participate in the network’s sharing and learning activities.

Provided policy technical assistance to 10 governments

Based on SheTrades Outlook findings, ITC has provided technical assistance to governments to develop gender-responsive trade and trade-related policies. These include mainstreaming gender in national trade and export strategies, MSME policies, public procurement policies and regulations, and AfCFTA implementation strategies.

Supported gender-responsive public procurement in The Gambia

Through ITC’s technical assistance, The Gambia adopted the Gambia Public Procurement Act, which provides domestic preferences to women, youth and the physically challenged in October 2022.

The Gambia has mainstreamed gender into various policy instruments on public procurement. In addition, the Ministry of Gender, Gambia Public Procurement Authority (GPPA) and other stakeholders drafted the Gender-Responsive Public Procurement Policy to increase the share of public tenders won by women-owned businesses and women-led cooperatives. The Policy includes a target of 30% of all government purchasing spend to be catered for by women by 2026 as well as targeted assistance strategies such as subcontracting plans and reservations.
Influenced Firms and Large Corporations’ Gender-Inclusive Business and Supply Chain Approaches

**MAURITIUS**
8 representatives from firms and large corporations in Mauritius attended an in-person gender-sensitization training. The workshop aimed to develop a framework for firms to apply inclusive supply chain practices and to develop and implement gender-responsive supplier diversity programmes to support WLBs access new business opportunities.

**INDONESIA**
11 representatives from 7 firms and large corporations in Indonesia participated in a gender-sensitization workshop to incorporate gender-responsive supply chains to unlock market opportunities for WLBs.

**BANGLADESH | DBL GROUP**
With support from the Programme, DBL Group Bangladesh – one of the largest manufacturers and exporters in Bangladesh’s T&A industry – committed to implementing a Supplier Development Programme. The corporation was supported with trainings, tools, and information to facilitate its adoption of more sustainable, inclusive, and ethical value chains.

**KEY RESULTS**
- **13 firms and large corporations supported with gender-inclusive resources and reviews of company supply chain policies**
- **11 firms and large corporations developed a framework to promote gender-inclusive supply chain practices**
- **47 firms and large corporations adopting new business practices to create opportunities for women to trade**

**Leveraged Firms and Large Corporations’ Inputs to Build WLBs’ Capacity to Navigate the Business Environment**

- **Udo Udoma & Belo-Osagie (UUBO)** is a Nigerian law firm that is deeply committed to the power of partnerships and to the cause of empowering WLBs in the country. 72 WLBs in Nigeria were trained on regional and global market trends, as well as business and tax regulations through the Programme and UUBO’s joint training sessions.

- **SBM Bank Kenya** adopted the Crisis Management Toolkit developed by the Programme to equip WLBs with the relevant knowledge to navigate uncertainties stemming from the COVID-19 pandemic. SBM Bank Kenya also delivered trainings to over 100 WLBs on how to use ITC’s Trade Map to access new international markets and investors.

- **Together with global multinational financial services company, Visa, the Programme leveraged partnerships for sustainable impact beyond the duration of the Programme’s implementation.** On Visa’s partnership with the Programme, Director of Global Government Engagement at Visa, Mr. Wameek Noor shared: “We hope our latest collaboration with the SheTrades Commonwealth + Programme on delivering virtual mentoring on e-commerce to women-led MSMEs sets a solid foundation for deeper engagement in Bangladesh and other markets in the years to come.”

**INPUTS**
- **50 trainings co-delivered with firms and large corporations**
- **545 WLBs and 19 BSOs supported through joint workshops in collaboration with firms and large corporations**

**Additional Programme Information**

**Total Programme Budget (2018-2023): £12.1 million**

<table>
<thead>
<tr>
<th>PHASE I</th>
<th>PHASE II</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROGRAMME SCORE</td>
<td>A</td>
</tr>
<tr>
<td>FUNDING</td>
<td>£6.8 million</td>
</tr>
</tbody>
</table>

**PHASE I: 2018 – 2021**
Phase I of the Programme delivered direct interventions and support to women-led businesses; established a global network of SheTrades Hubs to expand reach to women entrepreneurs; and launched and rolled out SheTrades Outlook policy tool and gender-responsive policy technical assistance.

**PHASE II: 2021 – 2023**
Implementation of Phase II built on the global SheTrades platform and SheTrades Outlook policy support developed in Phase I. This phase supported institutional strengthening and gender-sensitivity of governments, BSOs, and firms and large corporations to foster an enabling, gender-inclusive business environment.

**Looking Forward**
A further extension up to March 2024 has been granted to the Programme to build on the successes of ITC SheTrades Outlook, as well as technical assistance on policy reforms and aims to focus on providing relevant, targeted content on global platforms, influencing institutions and firms and large corporations to support women entrepreneurs to thrive in the digital economy.
#SheTrades

Her success. Our future.

The International Trade Centre’s SheTrades Initiative is a global movement to unlock women’s full economic potential through trade.

By working with governments, business support organizations, the private sector, and women producers and entrepreneurs, we create the right capacities and conditions for sustainable impact at scale.

International Trade Centre (ITC)
54-56 Rue de Montbrillant
1202 Geneva
Switzerland

ITC SheTrades Hubs
shetradeshubs@intracen.org
www.shetrades.com

@ITCSheTrades
@ITC_SheTrades
@internationaltradecentre

ITC SheTrades