

TFWA

Trade Facilitation
West Africa



TFWA Support to NTFC

- NTFC Maturity Model: Building sustainable consultation and coordination platforms

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FUNDED BY



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Netherlands



IMPLEMENTED BY



PROGRAM OBJECTIVE

The TFWA Program is a five-year initiative (September 2018 – June 2023) and benefits from a total of \$75 million in funding. The TFWA Program aims to improve the free and efficient movement of goods in the region and internationally by reducing the time and cost of trade borne by the private sector in West Africa, and by strengthening regional trading networks' ability to take advantage of these improvements.

Specifically, the program aims to achieve this objective by:



Improving trade facilitation measures in West Africa and implementing them more efficiently



Improving the movement of goods along selected corridors



Reducing barriers for small-scale traders and other key stakeholders, especially women, with trade facilitation reforms and programs



PROGRAM SCOPE

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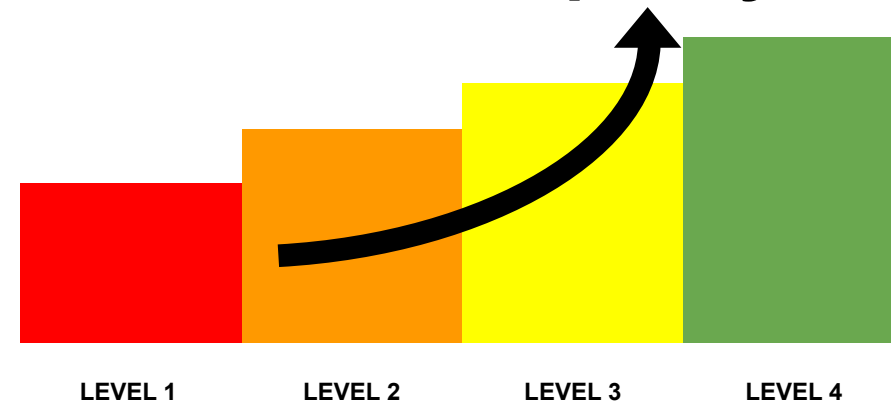
GOVERNANCE

The TFWA Program is managed by the **World Bank Group** and the **German Development Cooperation Agency (GIZ)** – the program's implementing partners – with strategic oversight and guidance provided by a Steering Committee, chaired by the **ECOWAS Commission** and supported by the **UEMOA Commission** as deputy chair.

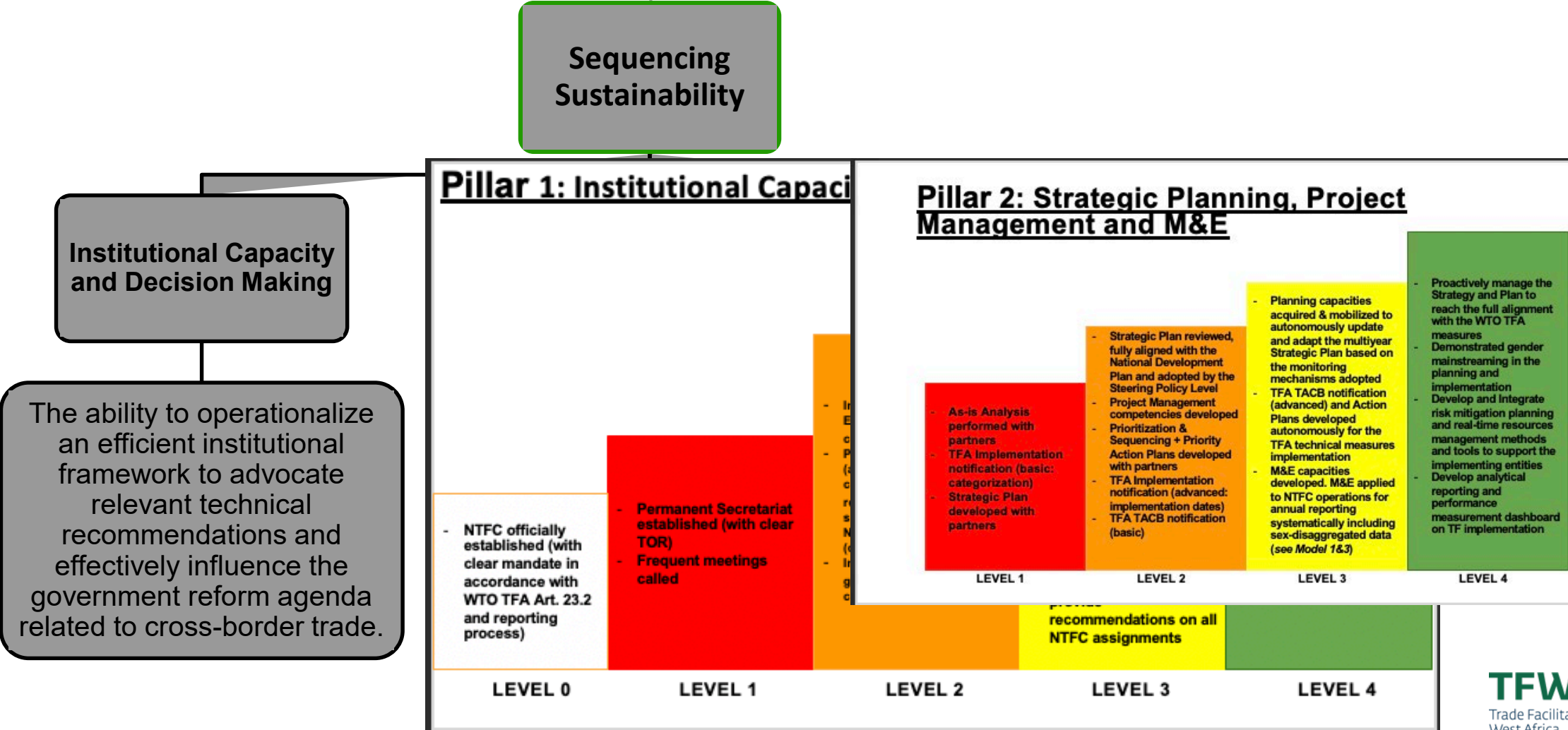


TFWA NTFC Maturity Model

Practical approach to build the NTFCs' level of capacity



3 ENABLING PILLARS



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Pillar 3: Consultation and Inclusiveness

- NTFC Membership gathering Public, Private, and CSOs

LEVEL 1

- Stakeholders Mapping and Clustering completed
- NTFC, and Technical Working groups are dynamically responding to Stakeholders mapping and ensuring equitable representation ongoing consultation between public, private, CSOs and including SMEs and women traders association
- Gender Ministry integrated as Member of the NTFC

LEVEL 2

- Stakeholders Coordination Strategy completed (with clear process of engagement/communication with key clusters)
- NTFC Quality Service Charter created
- Consultative platforms or PTFCs established

LEVEL 3

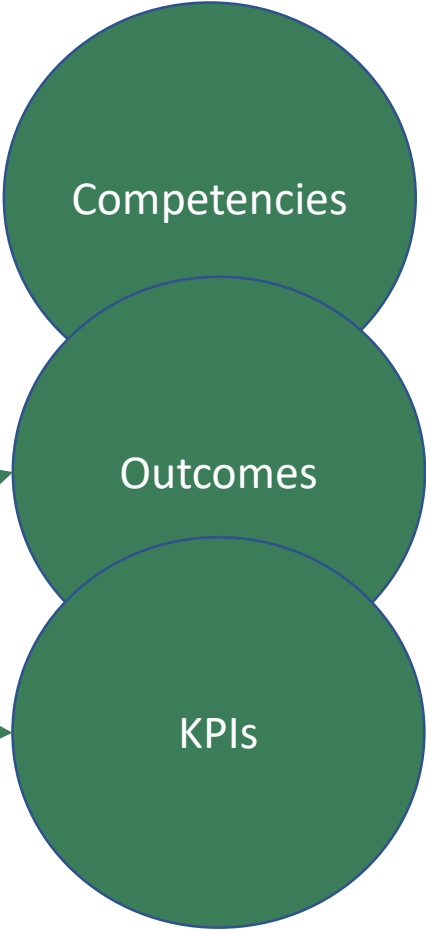
- Satisfaction surveys both internally and externally on the NTFC working processes and on the TF implementation
- Decisions, trade policy recommendations systematically gender-sensitive and including responding to the needs of all stakeholders

LEVEL 4

Sequencing Sustainability

Consultation and Inclusiveness

The ability to integrate inclusive participatory processes to the TF policy-making to guarantee institutional efficiency and accountability



COMPETENCY FRAMEWORK & TFWA TOOLBOX

Pillar 3: Consultation and Inclusiveness

Competencies needed to develop: Leadership, Good Governance (incl. actioning representativeness and accountability), Change Management, Negotiation and Communication

Results to achieve:

- **Internal and external stakeholders mapping** identifying the interests/challenges and the NTFC value proposition for each stakeholder (in the public sector, the private sector, the civil society)
- **Stakeholders coordination strategy and Communication strategy and plan** defining clear processes of engagement/communication with key clusters
- **Consultative platforms** operational to provide consultation channels feeding the NTFC decision-making process: consultative committees at borders or Port Trade Facilitation Committees (PTFCs), sectoral consultation fora, etc.)
- **NTFC Quality Service Charter**

TFWA
Support
/Toolbox



**Integrated
process with
Institutional
Framework
and Decision-
making Pillar**

Measuring Consultation & inclusiveness

Maturity M&E Toolbox

- Measurement in practice
 - NTFC M&E Working Group
 - Indicators & Progression rate
 - Survey / Assessment tools

M&E Workshop & WG ToR

Indicators set

360° Surveys

NTFC Operational Performance	Efficiency to fulfill mandate	Institutional Coordination Strategy (incl. Environmental Scanning): y/n	Trade-involved bodies mapping, and process of engagement adopted as Annex to TOR/Executive Note/similar	NTFC bookkeeping
	Planning, Monitoring and Evaluating TFA implementation: satisfaction rate (Y5)	x% yearly increase of TFA implementation (Y5)	Baseline & Yearly survey	
Operations effectiveness	Domestic coordination: satisfaction rate (Y2)	x% increase of Members' satisfaction ⁵	Baseline & Yearly survey	
	Decision-making effectiveness: % (Y2)	x%/ratio of yearly priorities assigned to Working groups	NTFC decisions signed by supervisory authority(ies) ⁷	
Representativeness & Inclusiveness	Implementation of participatory governance principles: satisfaction rate (Y2)	x% increase of Members' satisfaction ⁵	Baseline & Yearly survey	
	Implementation of participatory governance principles: satisfaction rate (Y5)			
D: NTFC operations effectiveness indicators				
Internal Yearly Survey of the NTFC's Members on NTFC operations: 1-4 (1: unsatisfied; 4: very satisfied)				
Partnership and Trust:				
- Understanding each side's needs and point of view				1-4
- Return on investment for both Trade and Government				1-4
- Trade and Government as equal partners				1-4
Transparency:				
- Early availability of information for all stakeholders				1-4
- Opportunity to prepare for consultation				1-4
- Concept not fully agreed prior the consultation				1-4
Managing differences of interests:				
- Interest of all parties are represented				1-4
- Avoid bias toward any majority				1-4
- Protection of minority interest also taken into consideration				1-4
Results-oriented:				
- Each stakeholder clearly identify key initiatives and priorities				1-4
- Dialogue driven to focus on achievable results				1-4
- Each side understands the need for collaboration and compromise				1-4
Iterative process:				
- Parties meet regularly				1-4
- Discussions not a singular event by approached as systematic				1-4
- Ensure "touching base" routine with stakeholders				1-4
Accountability and responsibility:				
- Keep record of the changes to be implemented and results achieved				1-4
- Truthfully and faithfully report back				1-4
- A formal reporting structure established				1-4
E: Survey tools for collecting Representativeness & Inclusiveness indicators				
External Survey among targeted communities on awareness on TFA and NTFC's activities Stakeholders' communities)				
o Within Public Ministries at HQ level and operational levels				
o In the Business community: within the organized Private Sector associations outside				

Implementing Consultation & inclusiveness

Competency Framework

- Competency Dictionary
- Learning Paths
 - Per Profiles
 - Per Maturity Levels
- Training Catalogue and Repository

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Foundational elements

Regional coherence

- Regional integration
- RTFC
- Customized Support to all 15 NTFCs

Sustainability of reforms

- ECOWAS – UEMOA Strategy – Mechanisms – Repository – Online platform
- Local relays

Accountability & inclusiveness

- Complementary approach
- Support to PS structuring efforts
- Advocacy competencies for SSCBTs
- Gender mainstreaming

