Managing for results in trade facilitation

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• Aid for Trade
• Offices in each EAC country, Arusha and South Sudan
• 80 + staff
• 70 +++ projects
• Multi-donor funded, $550m+/ 6 years
The journey so far ...

- 2008-2010 TMEA designed and initial funding approved
  - 2009-2010 Donor started fast-track projects
    - Mid 2010 TMEA established
      - Late 2010 senior programme staff commenced
        - Late 2010 1st attempt to clarify top-level and project outcomes and draft project results chains
          - 2011 new projects started
            - Early 2011 drafting M&E plans
              - 2011 – re-checking outcomes, drafting results chain hierarchy, 2nd draft of some project results chains

2010 $120m
$250m
$375m
$550m+

2012

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Increased growth and poverty reduction in East Africa

Greater Regional Integration and trade competitiveness in East Africa

Reduction in transport related costs along key corridors in East Africa

EAC institutions develop a comprehensive plan for regional integration

Partner states increase the implementation of a comprehensive framework for regional integration

Private sector organizations and civil society positively influence regional integration policies and practice for growth in trade

Indicators –
• reduced transportation time
• Increased trade
The missing middle

Increased trade

What TMEA /partners are doing
"I think you should be more explicit here in step two."

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Trade-related infrastructure
Trade facilitation
Trade costs
Export competitiveness
Trade policy and regulation
Trade development

Effective market access

Export competitiveness

COMESA
EAC
SADC
Economic and regulatory framework
General infrastructure
Productive sectors
Research and development

Domestic productivity

Export competitiveness
Partner states increase the implementation of a comprehensive framework for regional integration.

- Reduction in transport related costs along key corridors in East Africa
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Increased growth and poverty reduction in East Africa

Greater Regional Integration and trade competitiveness in East Africa
Private sector improves & increases the availability and quality of freight logistics services

- Business member organisations improve access to import / export information
- Freight forwarders & clearing agents improve efficiency of cargo clearance
Private sector improves & increases the availability and quality of freight logistics services

Business member organisations improve access to import / export information

Freight forwarders & clearing agents maintain their accreditation

Freight forwarders and clearing agents comply with procedures

Forwarding and clearing agents receive initial accreditation

Training participants increase their knowledge and skills

Intervention: training curriculum is upgraded, Training of trainers conducted; standardised quality training is rolled out across region; accreditation system is developed and implemented (including accreditation board; online training system established
Increased growth and poverty reduction in East Africa

Greater Regional integration and trade competitiveness in East Africa

- Reduction in transport and related costs along key corridors in East Africa
  - Border agencies improve efficiency and effectiveness of border processing
  - Port Authorities improve efficiency and effectiveness
  - Public sector agencies improve the efficiency and effectiveness of import and export processes

- EAC Institutions develop a comprehensive plan for regional integration
- Partner states increase the implementation of a comprehensive framework for regional integration

- Private sector organizations and civil society positively influence regional integration policies and practice for growth in trade
- Public sector agencies simplify and increase the transparency of import/export procedures
- National Bureau of Standards improves the effectiveness of testing
- Revenue authorities improve the efficiency of customs processing
- Banks & Revenue Authorities operate and maintain the ASSET system
- Corridor Transit and Transport Authorities improve management of corridors

- Relevant organizations remove NTBs and do not re-instate or add new costs
- Private sector improves & increases the availability and quality of freight logistics services

- Business member organisations improve access to import/export information
- Freight forwarders & clearing agents improve efficiency of cargo clearance

- Freight forwarders & clearing agents comply with procedures
- Forwarding and clearing agents receive initial accreditation

- Training participants increase their knowledge and skills

Intervention: training curriculum is upgraded, Training of trainers
Some strategies

Engaging regularly with senior managers
Posing challenging questions
Working with ‘pockets’ of interest
Developing basic internal capacity
Narrowing focus on particular areas of results
Partner states increase the implementation of a comprehensive framework for regional integration.

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Critical challenges

1. Common understanding
   – What are results?
   – What results do we want?
   – Why are we focusing on these results?
   – Who is responsible for doing what?
   – BER - What is the reasonable/sensible impact level that we need to measure?
Possible Missing Middle

EA decreases poverty

EA increases economic growth

Employment opportunities increase

Exporters produce more

Importers/Exporters use additional money to increase investment in private sector

Importers/Exporters increase profits

The cost of importing/exporting a container of goods decreases

The median time to import/export a container of goods decreases

Cost of products decrease

Cost of inputs for productive activities decrease

Consumers buy more imported goods

Importers decrease price of goods

Government spends money on increasing quality/quantity of other services

Government saves money

The deviation from the median time to import/export a container of goods decreases

EA sells more products regionally and globally

EA exports become more competitive

Exporters decrease price of goods
2. Leadership

- Clarifying the story
- Walking the results talk
- Politics, politicians and 3-5 year election cycles