



Managing for results in trade facilitation



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

THE BELGIAN
DEVELOPMENT COOPERATION **.be**

 **UKaid**
from the Department for
International Development

 **Sida**

EMBASSY OF DENMARK
DANIDA | INTERNATIONAL
DEVELOPMENT COOPERATION

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

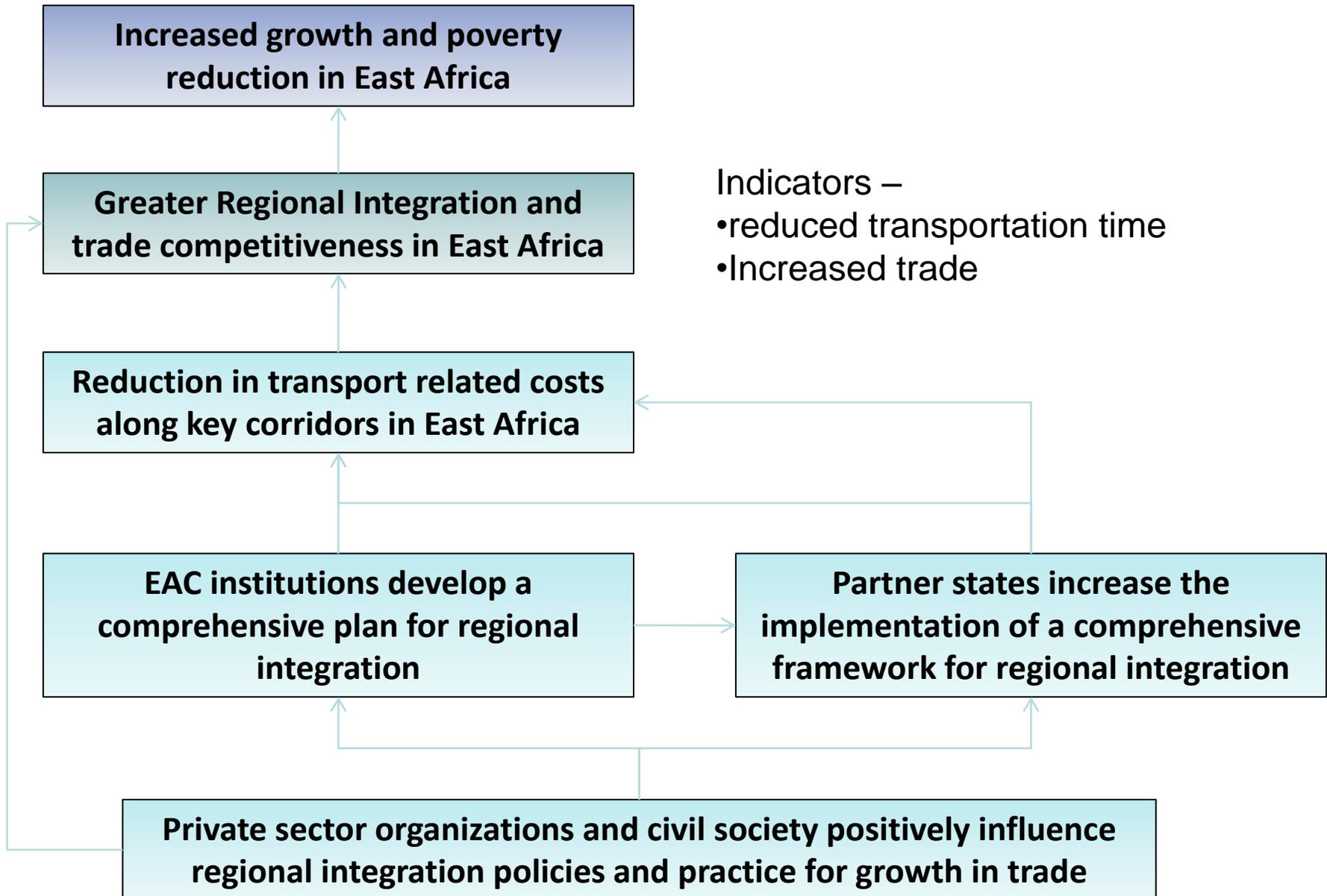
\$250m

\$375m

2012

\$550m+





The missing middle

Increased trade



What TMEA /partners are doing

**Trade-related
infrastructure
Trade facilitation**

**Trade
costs**



**Export
competitiveness**

Trade policy and regulation
Trade development

**Effective
market
access**

**Export
competitiveness**

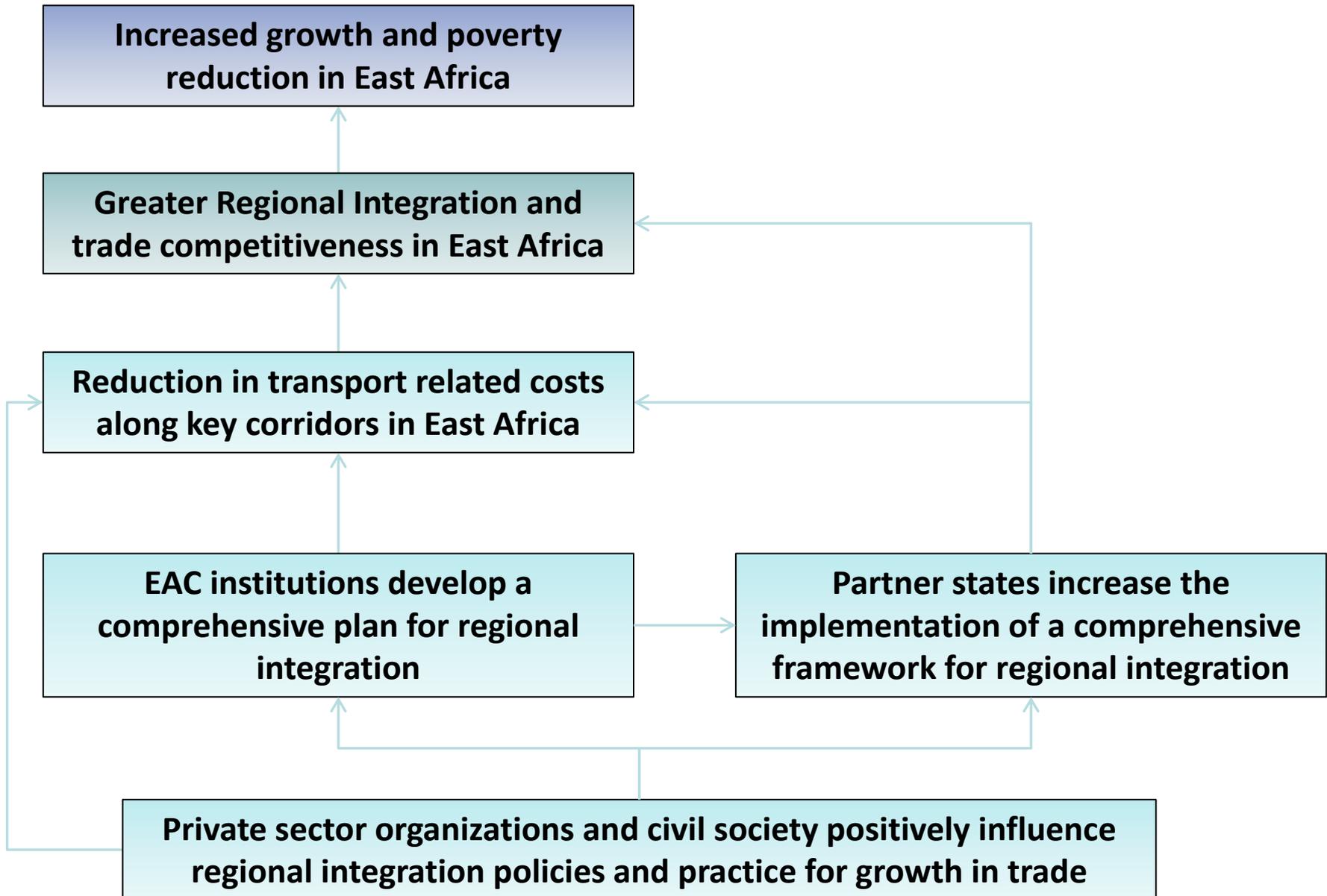




Export
competitiveness

**Economic and regulatory
framework
General infrastructure
Productive sectors
Research and development**

**Domestic
productivity**



Reduction in transport related costs along key corridors in East Africa

Increased growth and poverty reduction 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

Private sector improves & increases the availability and quality of freight logistics services

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

comprehensive plan for regional integration

implementation of a comprehensive framework for regional integration

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

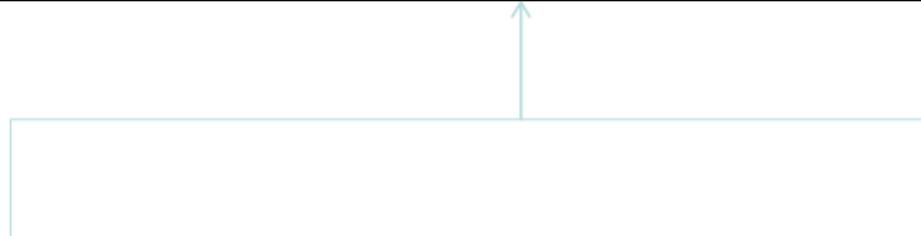
Business member organisations improve access to import / export information

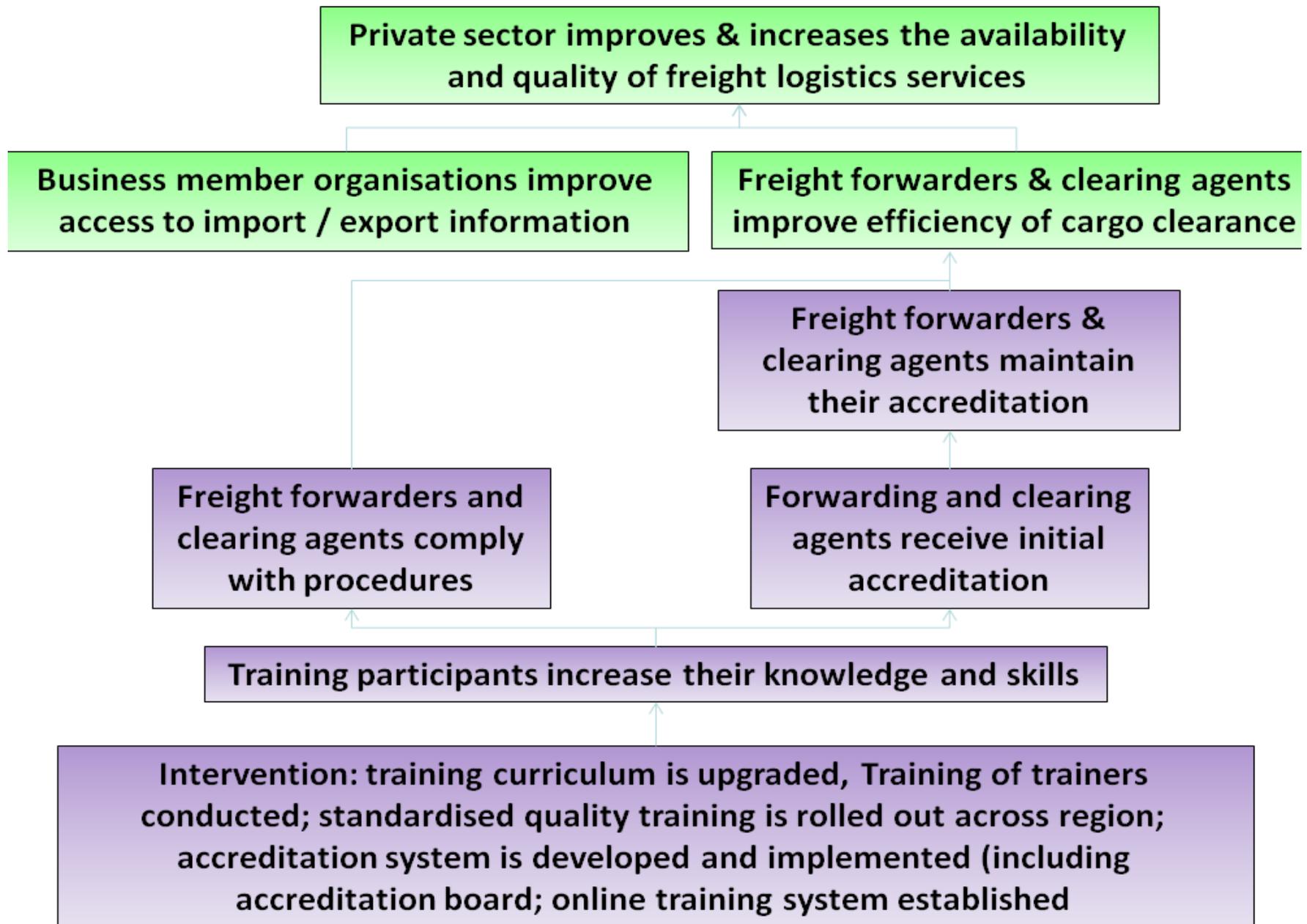
Freight forwarders & clearing agents improve efficiency of cargo clearance

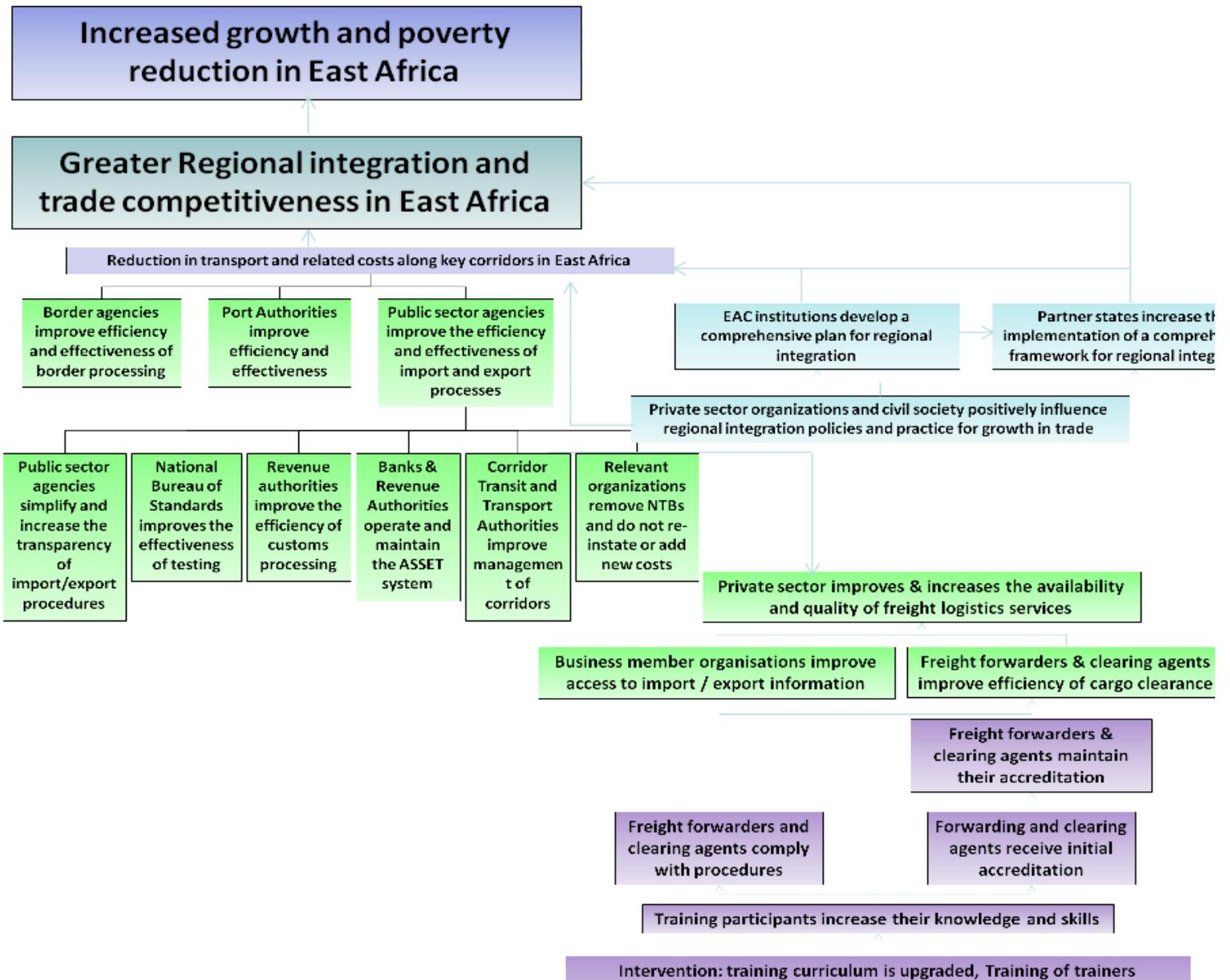
Private sector improves & increases the availability and quality of freight logistics services

Business member organisations improve access to import / export information

Freight forwarders & clearing agents improve efficiency of cargo clearance



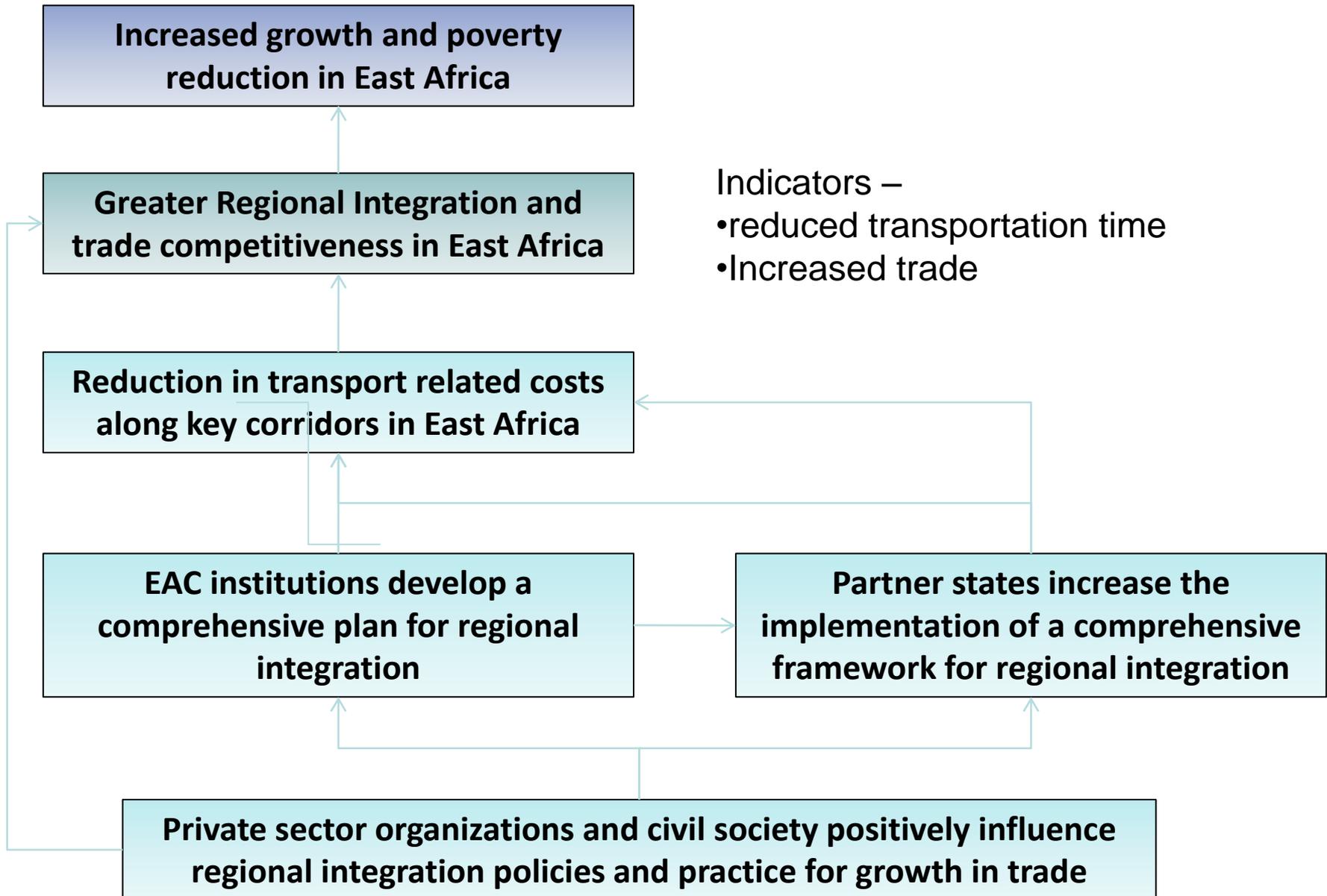




Some strategies



- Engaging regularly with senior managers
- Posing challenging questions
- Working with 'pockets' of interest
- Developing basic internal capacity
- Narrowing focus on particular areas of results



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

EA sells more products regionally and globally

EA exports become more competitive

Exporters decrease price of goods

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

Exporters produce more

Employment opportunities increase

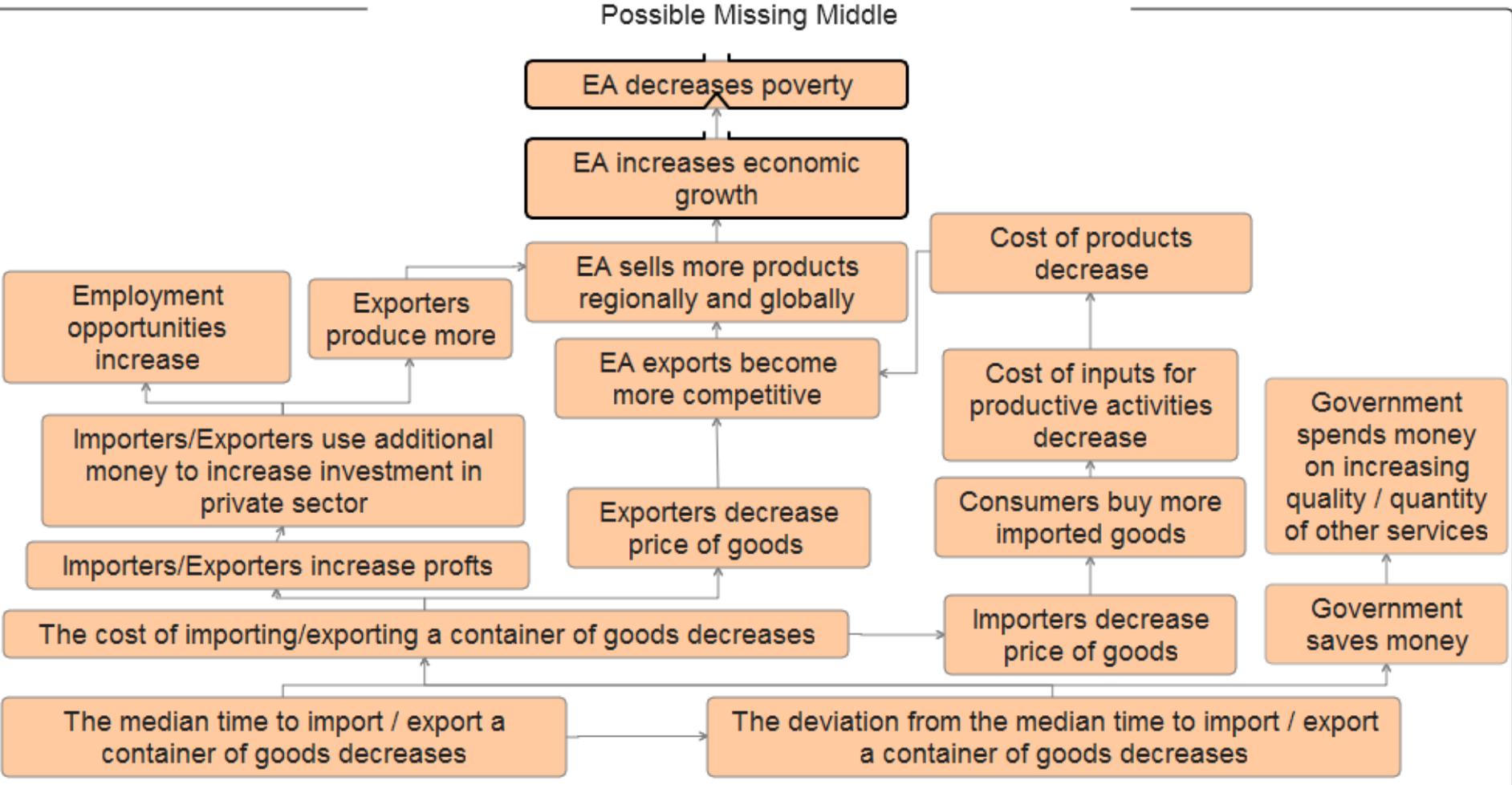
Importers/Exporters use additional money to increase investment in private sector

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

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



Critical challenges

2. Leadership

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