



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

2010

\$120m

✓ 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

\$250m

✓ Early 2011 drafting M&E plans

\$375m

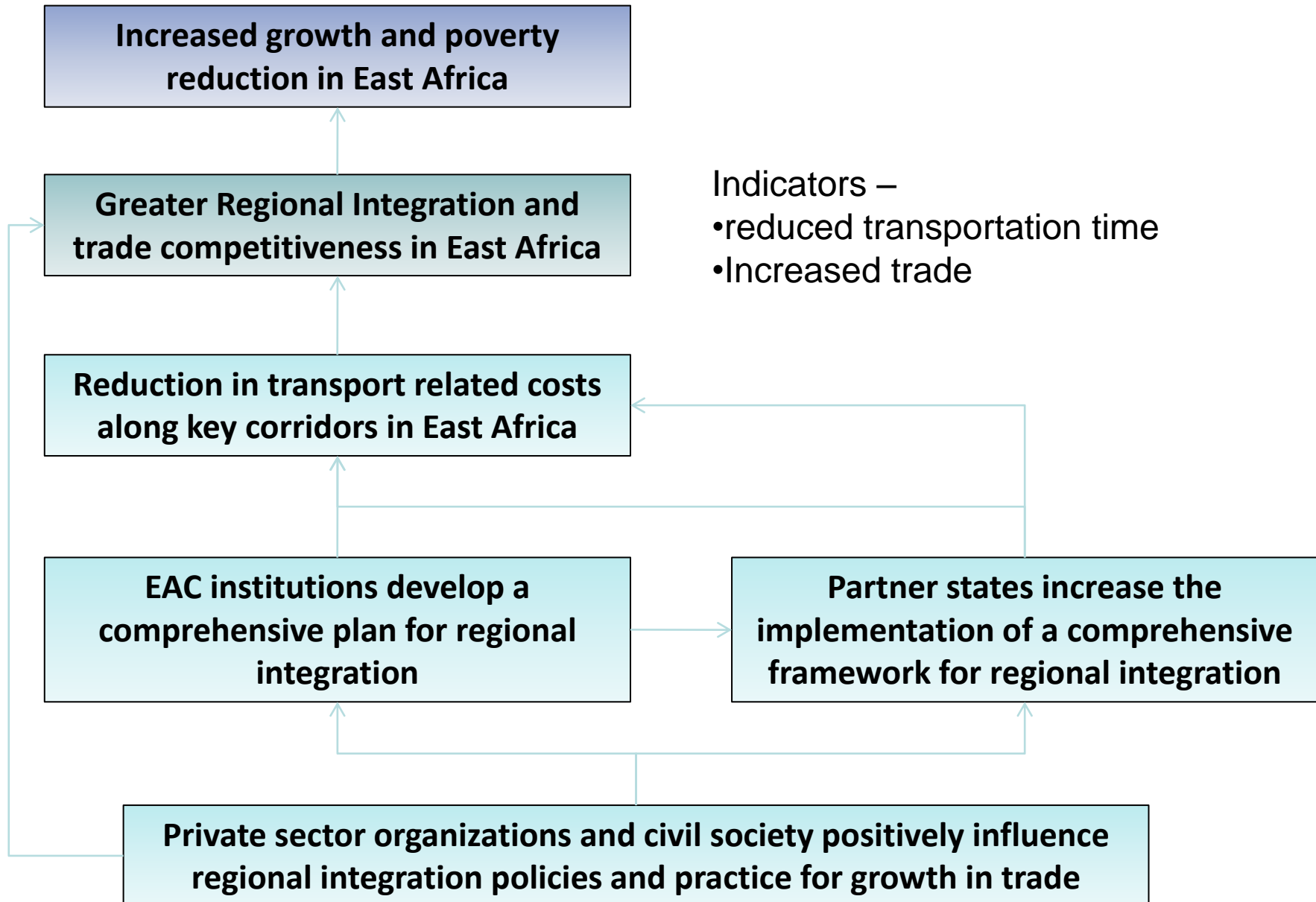
✓ 2011 – re-checking outcomes, drafting results chain hierarchy, 2nd draft of some project results chains

2012



\$550m+

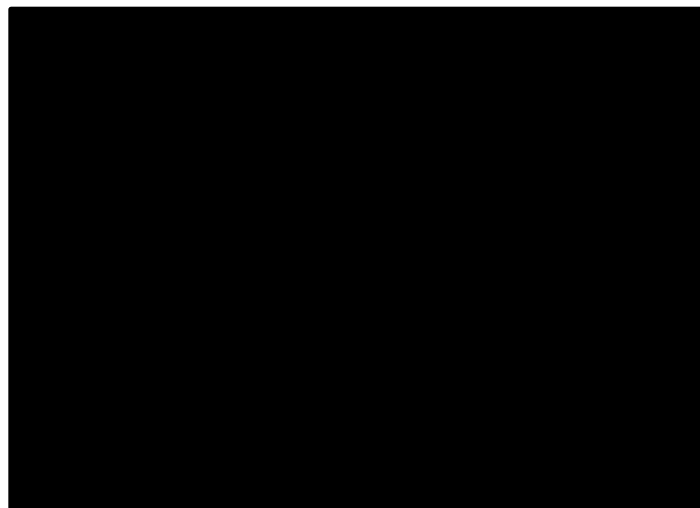




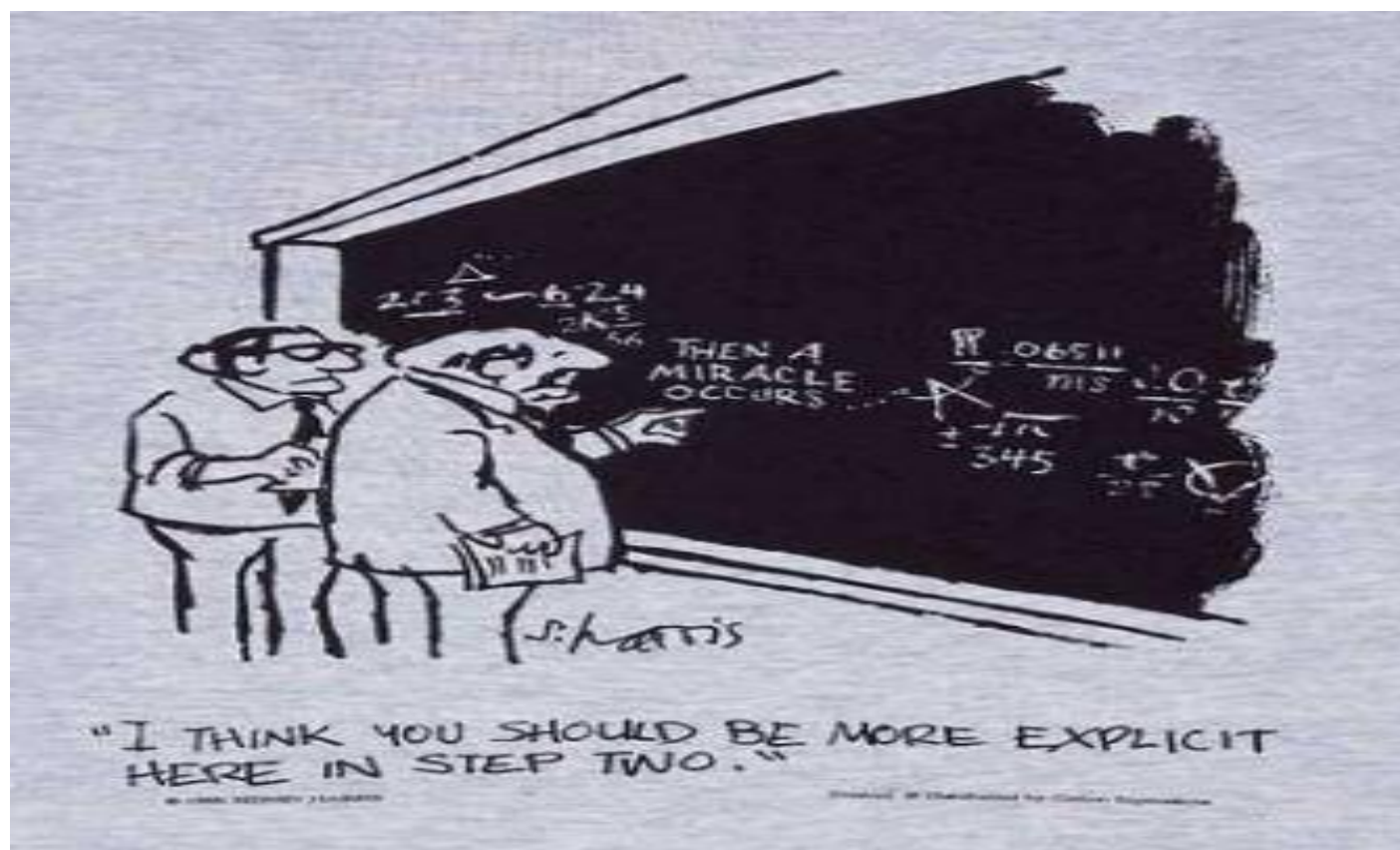


The missing middle

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**

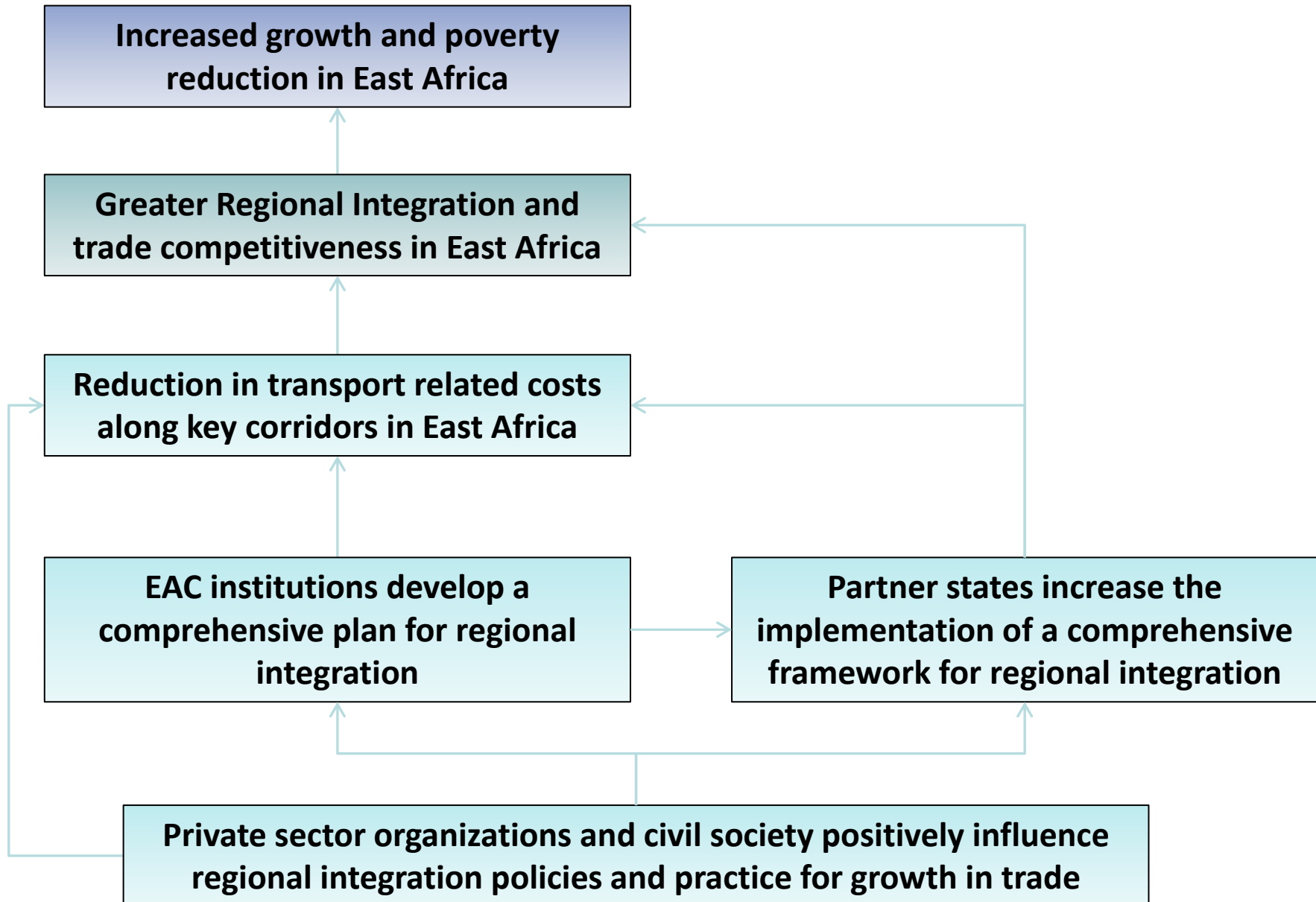




Export
competitiveness

**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 pose
regional integration policies and practice for growth in trade

Business member
organisations
improve access to
import / export
information

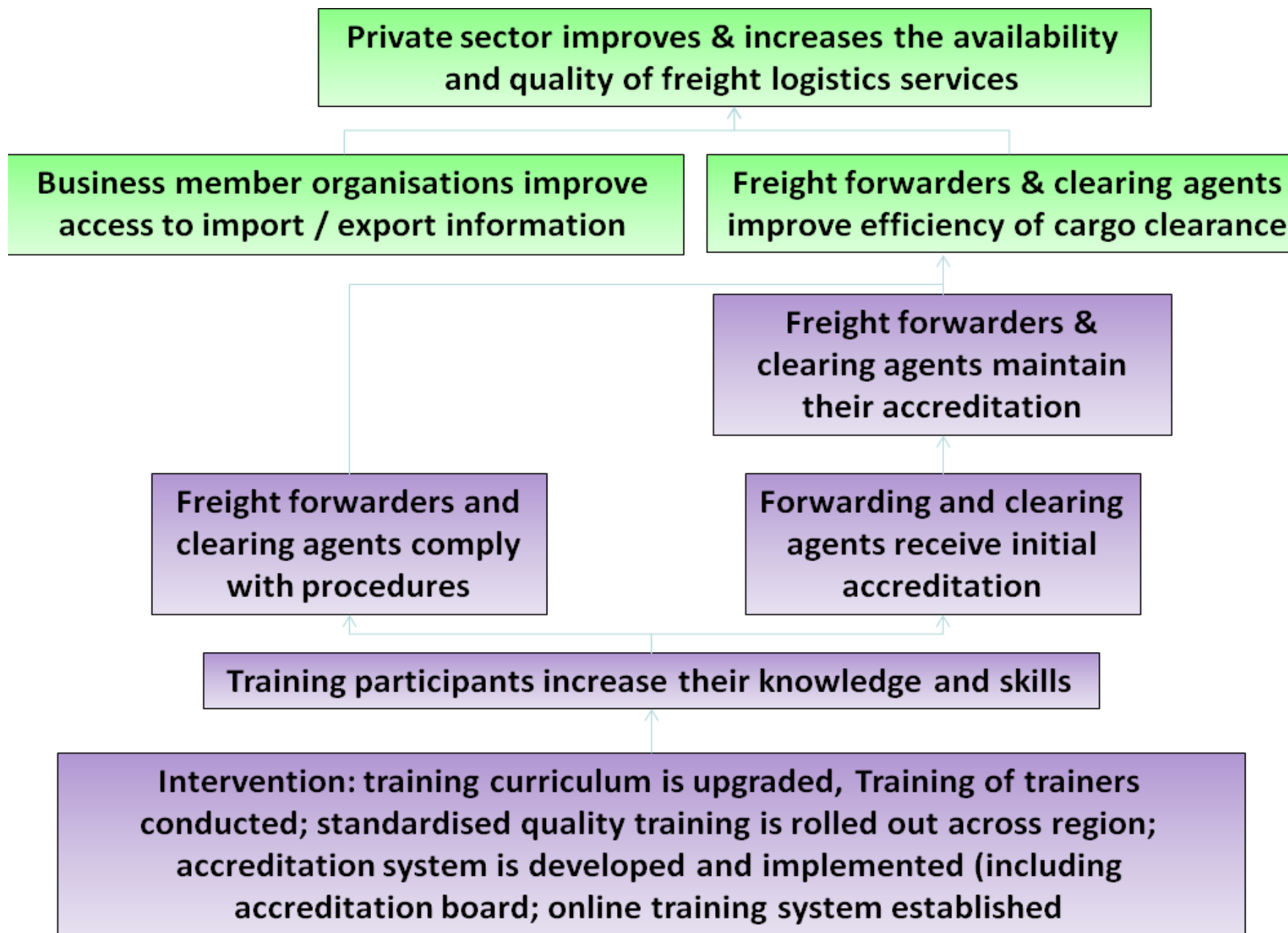
Freight
forwarders &
clearing agents
improve
efficiency of
cargo clearance

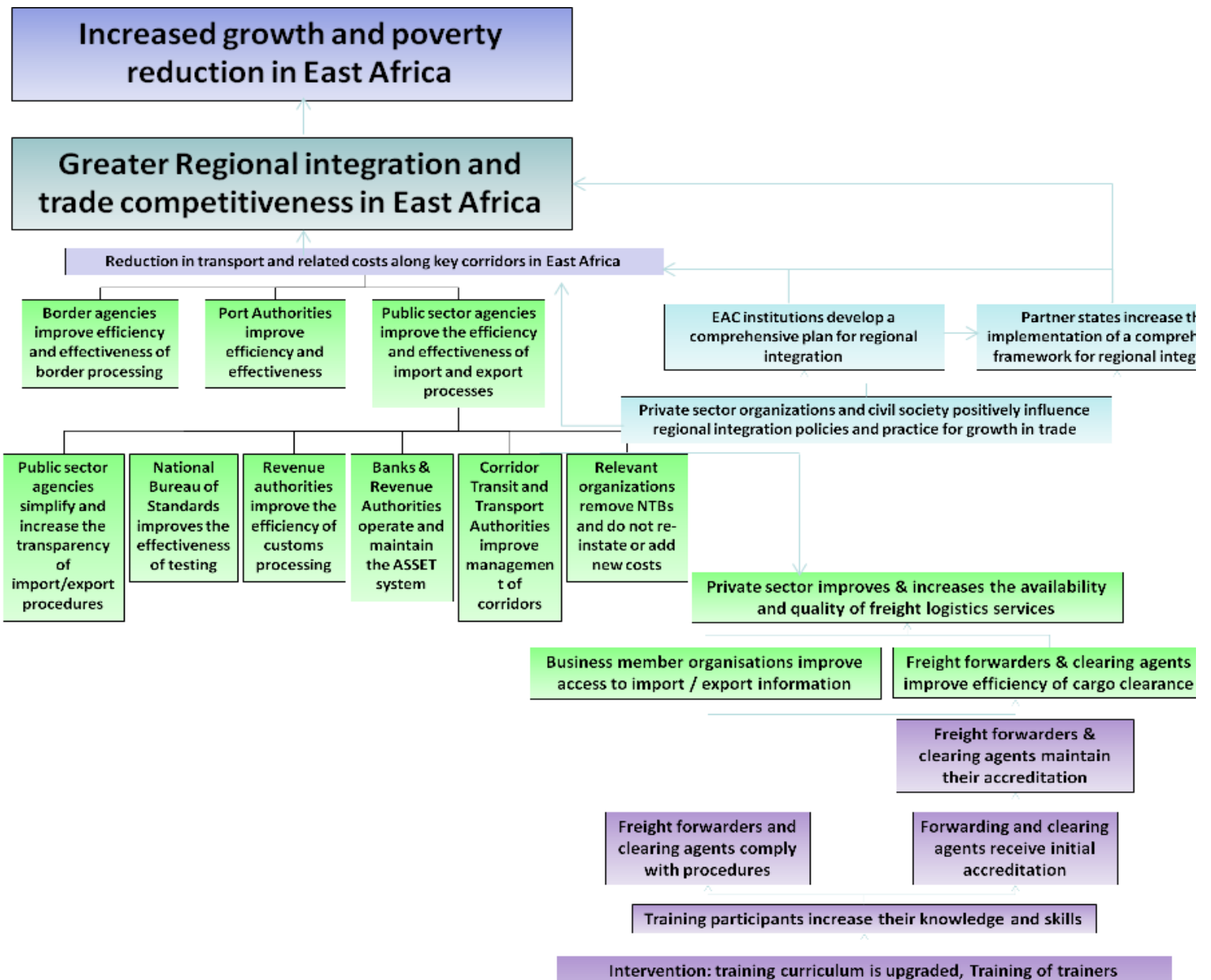
**Private sector improves & increases the availability
and quality of freight logistics services**

**Business member organisations improve
access to import / export information**

**Freight forwarders & clearing agents
improve efficiency of cargo clearance**



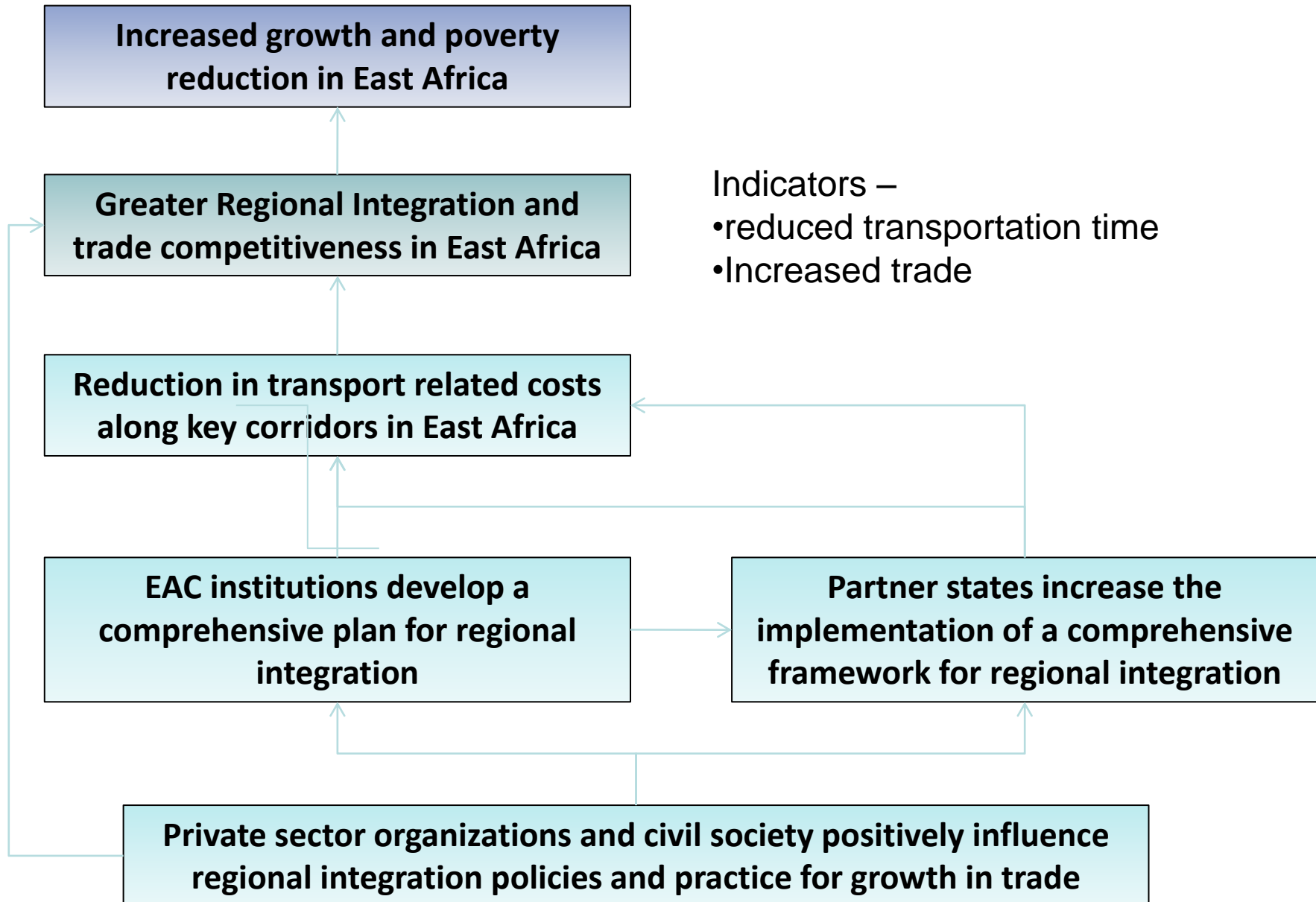






Some strategies

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

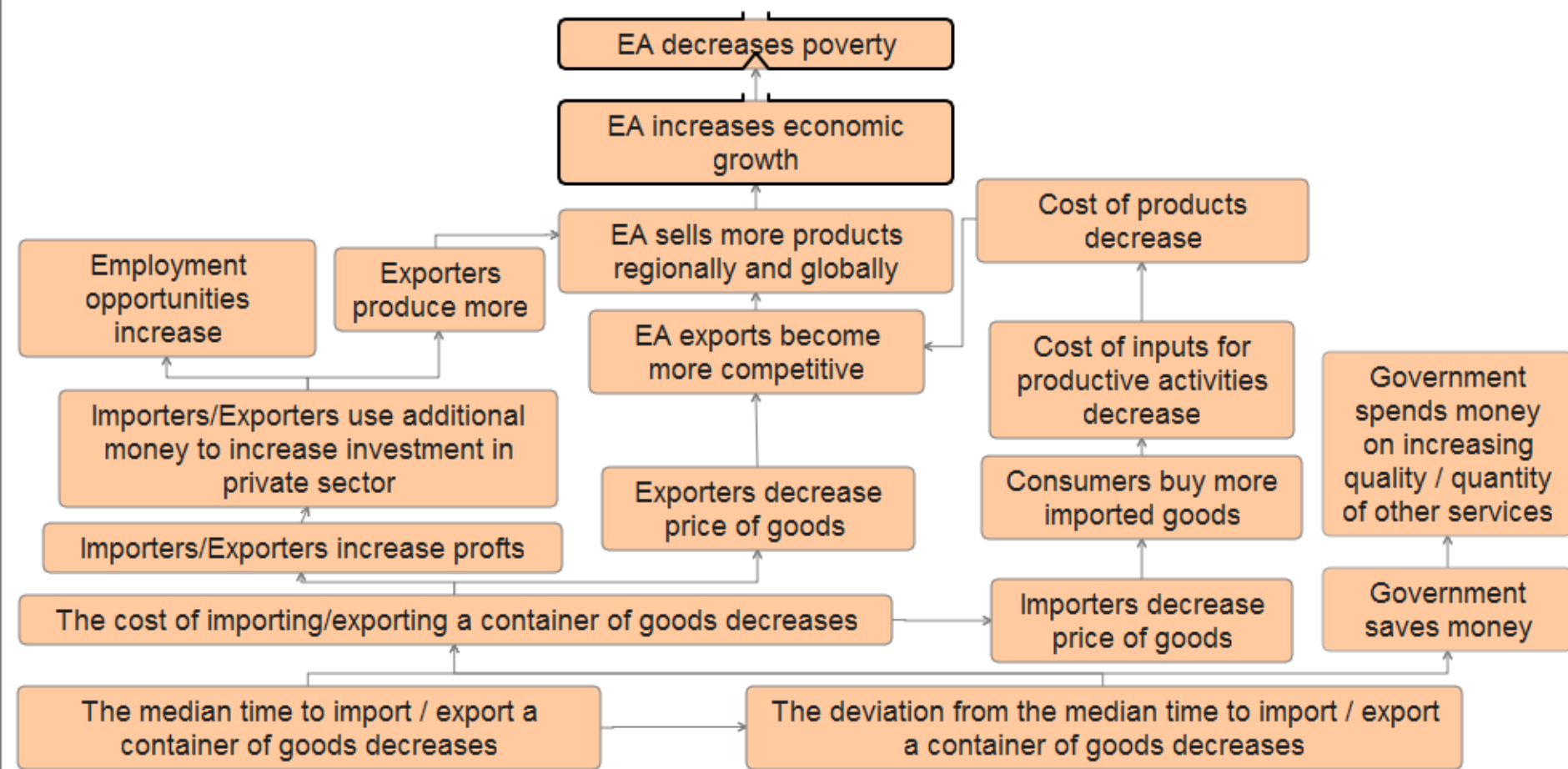


Critical challenges

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



Critical challenges

2. Leadership

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