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**TCBoost**  
Supporting Trade Capacity Building Worldwide

# Trade Capacity Building M&E

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# Objectives

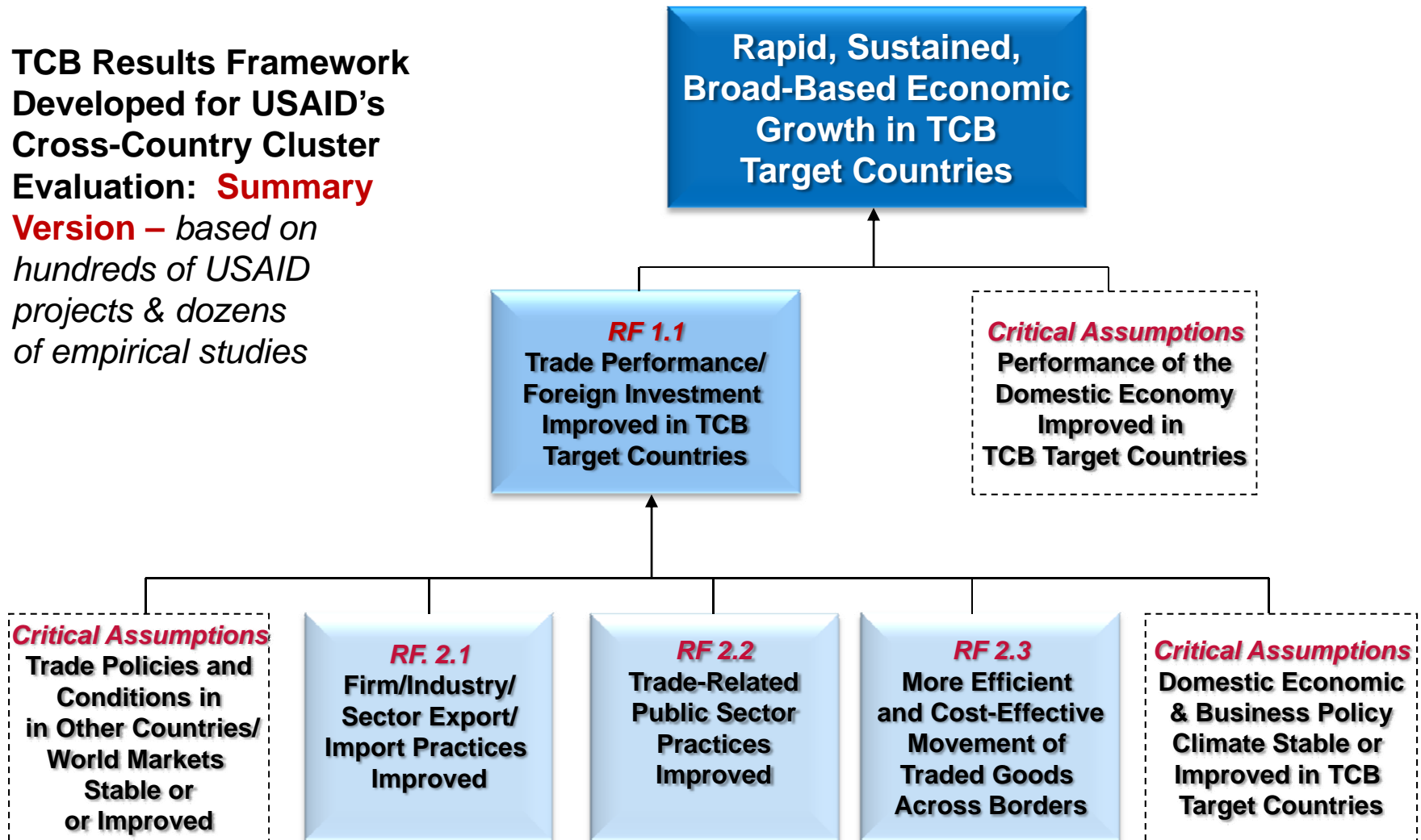
- Introduce results framework developed for TCB Evaluation
- Discuss possible indicators for the RF
- Discuss how baseline and targets can be determined
- Apply the information to a real-life case (Southern Africa Trade Hub II)

# TCB Evaluation

- Examined results and impact of TCB funded and implemented by USAID between 1999-2008
- Purpose was to improve design, implementation and M&E of TCB projects
- Also responded to GAO recommendation to USAID and USTR to monitor and measure results and evaluate assistance
- Looked at 256 projects to identify trends, etc.

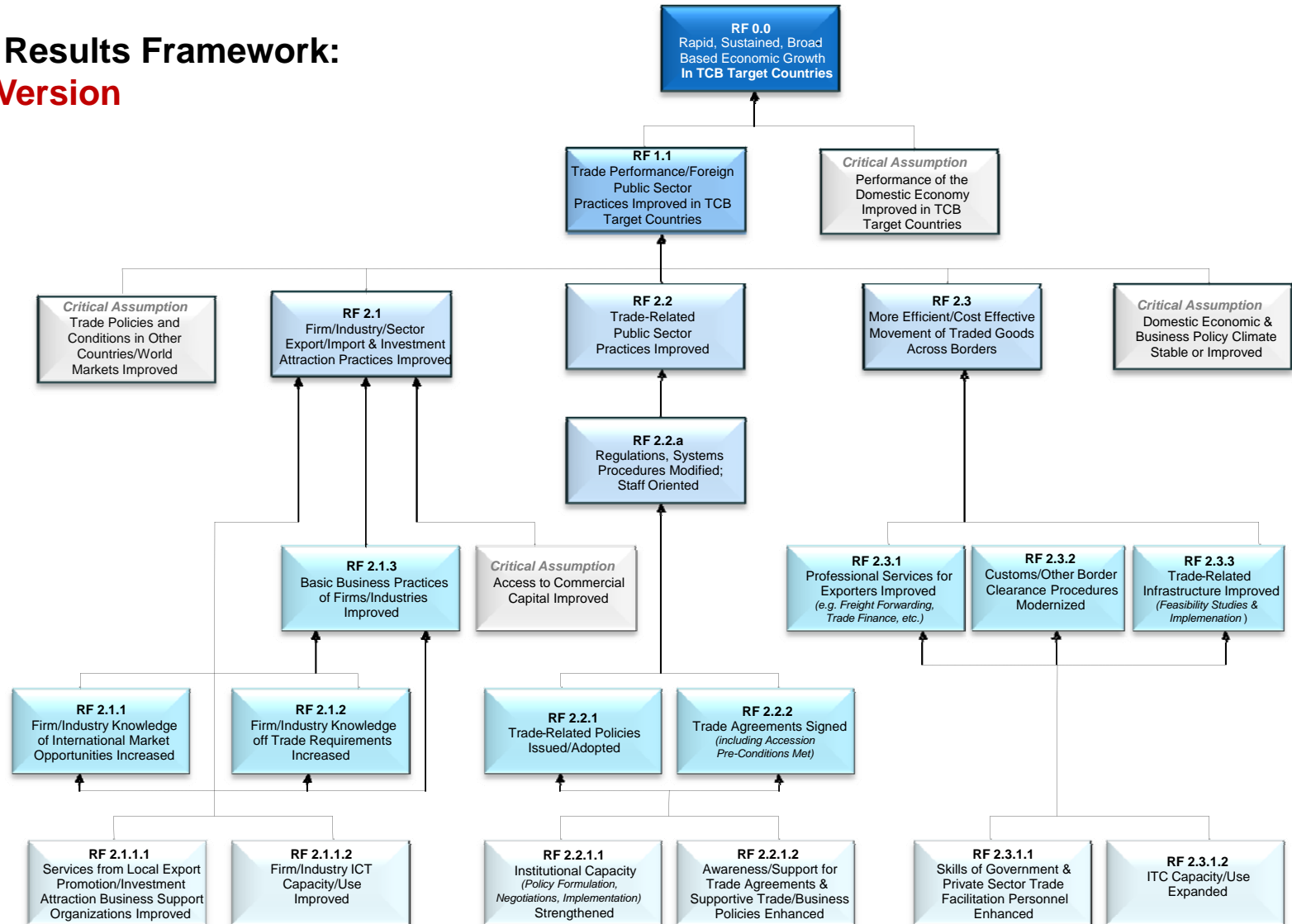
# TCB Results Framework

TCB Results Framework  
Developed for USAID's  
Cross-Country Cluster  
Evaluation: **Summary**  
**Version** – based on  
hundreds of USAID  
projects & dozens  
of empirical studies



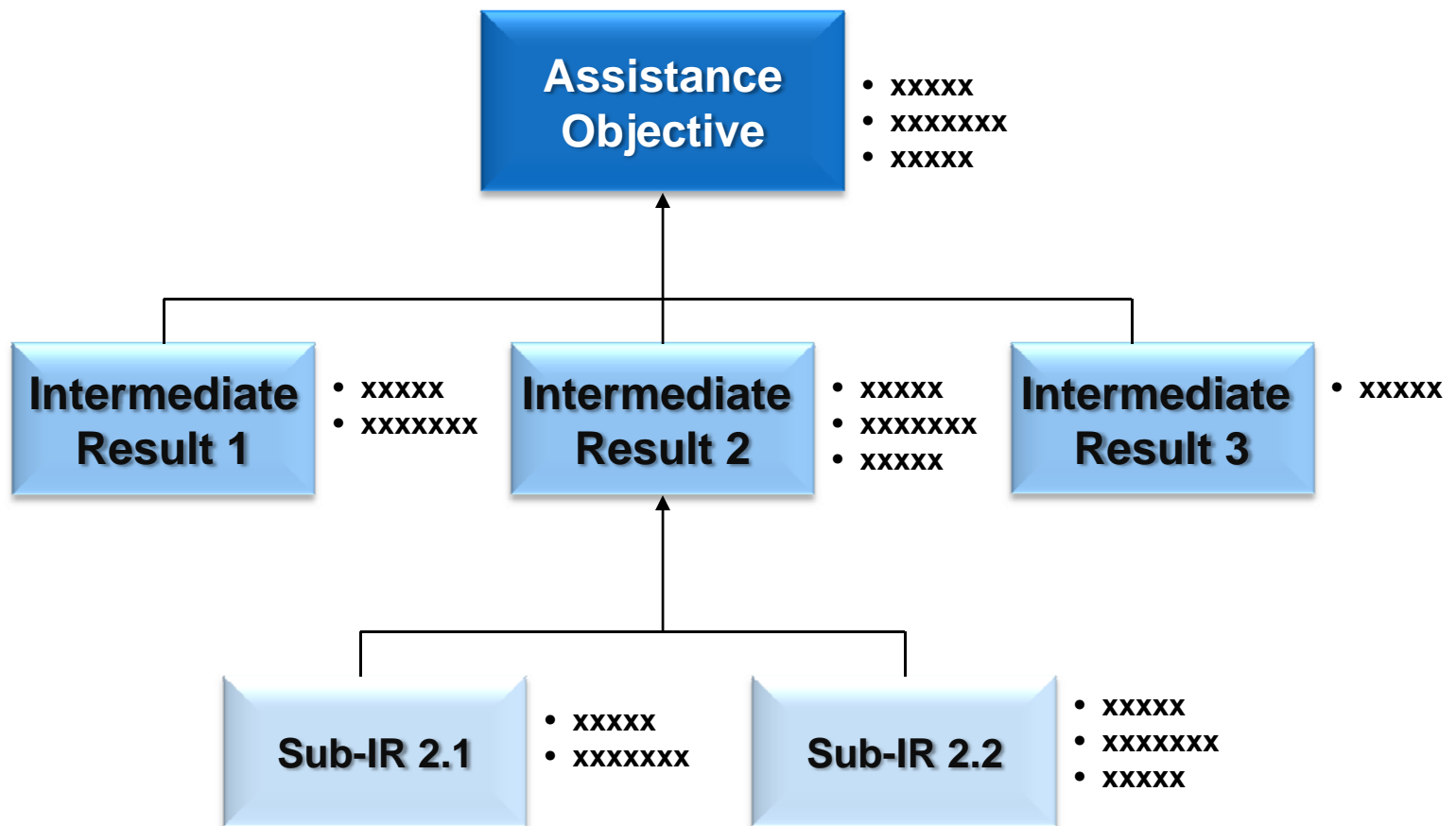
# Clarifying TCB Results

## TCB Results Framework: Full Version



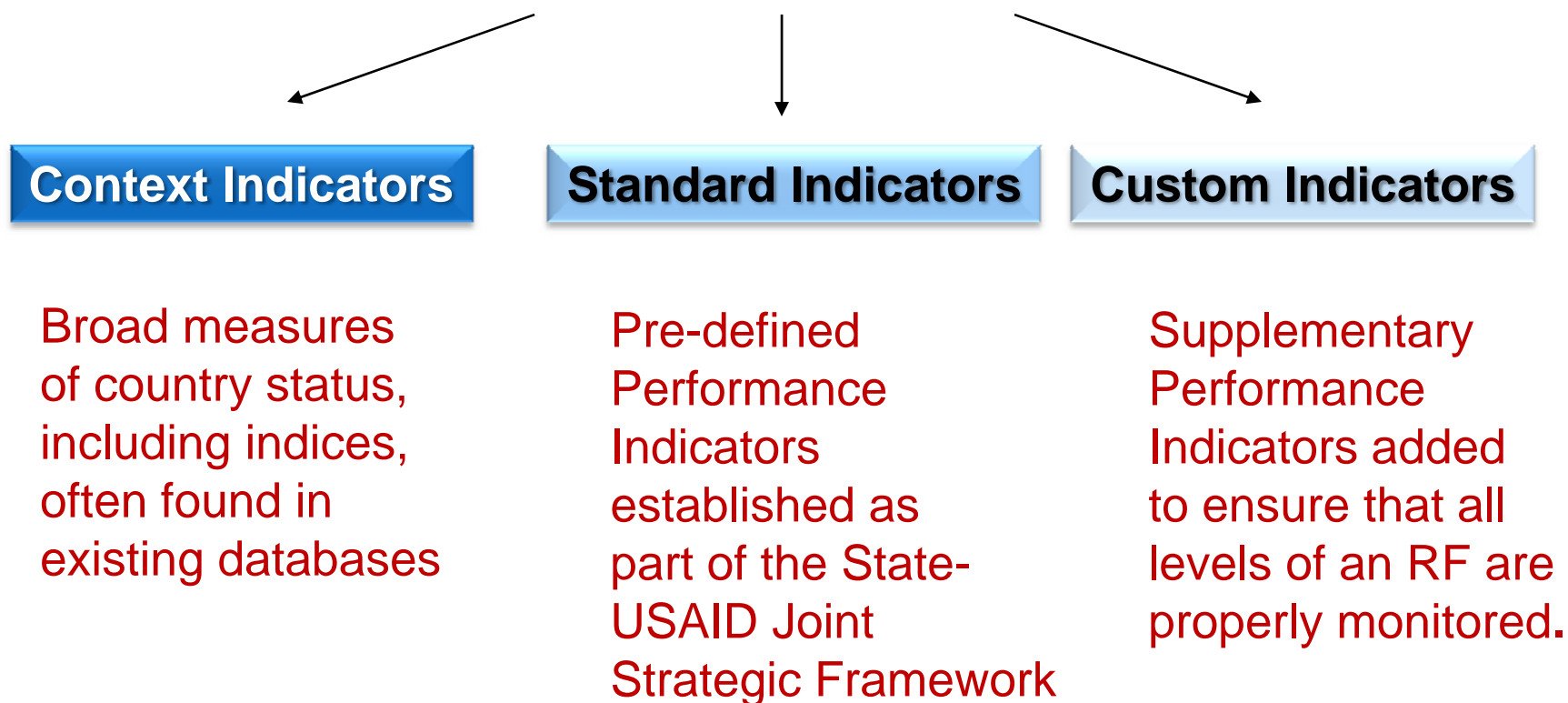
# Performance Indicators

Performance indicators define how we will measure progress and success independently at each RF level.



# Performance Indicators

## USAID Results Frameworks Use Three Types of Indicators



# Characteristics of Good Indicators

Per USAID ADS:

- Objective – unambiguous
- Practical – and reliable (can be used repeatedly)
- Useful for Management (fosters action)
- Direct – valid measures; independent of cause; preferred over proxy (indirect) measures
- Attributable to USAID
- Timely – for reporting; not out of date
- Adequate – not too few, or too many



# Export/Import Practices Improved (RF 2.1)



# Trade-Related Public Sector Practices Improved (RF 2.2)



# Challenges of Monitoring Policy Reform

- Policy reform=complex
  - Multiple stakeholders with different agendas and motivations
  - Environment constantly evolving; hard to get a “snapshot”
- Ultimate impact= challenging to determine
  - Reform takes time; may occur beyond LOP
  - May depend on other non-policy related factors

# Policy Reform (2)

- USAID TIPS #14
  - Define descriptive list of stages or milestones in the reform process
  - Involve partners and stakeholders in monitoring system design
  - Select approach best suited to needs and constraints of operating unit, project, host-country institutions, etc.

# Approaches (Policy)

- Quantitative
  - No. of reforms/year (standard indicator)
  - Percentage of reform package achieved
  - Binary (yes/no)
- Qualitative (Descriptive)
  - Define results/targets explicitly to remove subjectivity
- Hybrid approach
  - More complex, but perhaps worth it

# Institutional Reform

We built the capacity of the Trade Ministry!!!



...but what exactly does that mean?

# Institutional Reform Monitoring

- USAID TIPS #15
  - Strengthening the entire organization or certain departments/segments?
    - E.g., Indonesia TAP (certain depts within Ministry of Trade)
  - Level/types of participation?
    - External evaluation vs. self-evaluation vs. both
    - Can monitoring/evaluation process be a part of the strengthening itself?
  - Qualitative vs. Quantitative—subjectivity
  - Sustainability; success

# HICD Handbook

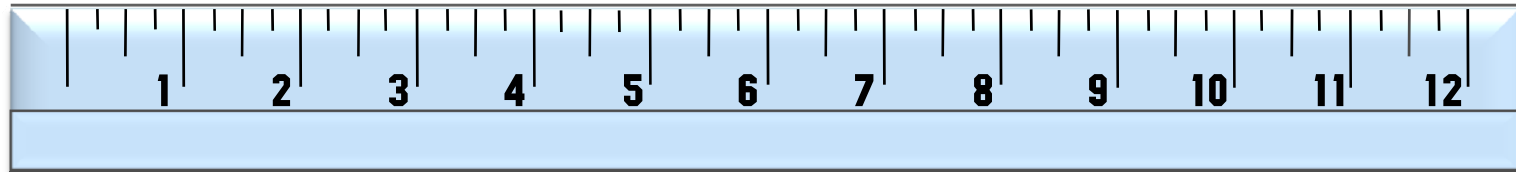
- New EGAT Resource: Human and Institutional Capacity Development Handbook (2010)
- Methodologies and tools to assist USAID partner organizations improve performance—deliver assistance themselves
- All stages (design, implementation, M&E)
- Applicable to host government institutions



# Trade Across Borders (RF 2.3)



# Baseline Status



**Baseline**

**Where we  
are today**



**Target**

**Where we  
want to be  
tomorrow**



# Baseline Status

**Baseline information can help place a target population in a larger context and suggest the scale of the problem USAID is addressing.**

- ➔ Percentage of manufacturing firms that export
- ➔ Percentage of the population in District X living below the poverty line
- ➔ Country rank on the Heritage Trade Freedom Index
- ➔ Cost of transport from farm to port

# Baseline Status

## Sources of Baseline Data on Performance Indicators:

International sources, including for rankings

Existing national data sets and series

Business associations

Previous projects – USAID or other donor

Government agencies and local governments

Businesses, including Cooperatives

Individual Farmers, Artisans, Service Providers

Project inception study

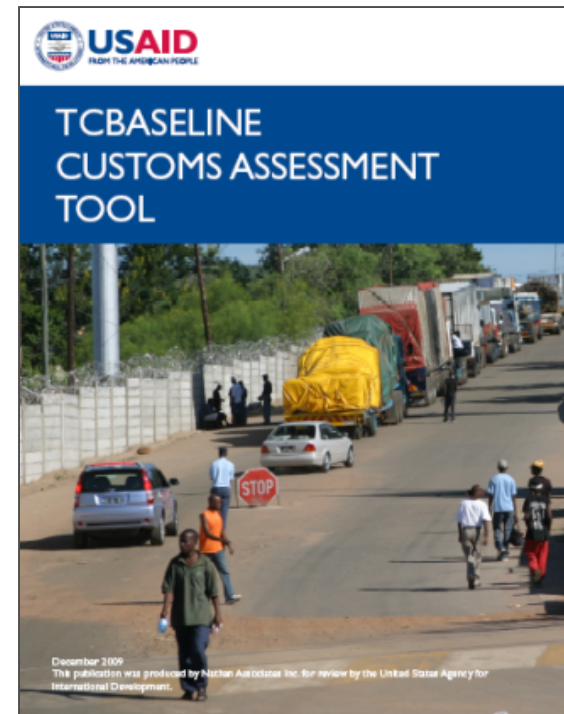


# TCB Tools to Establish Baselines

Customs: TCBaseline

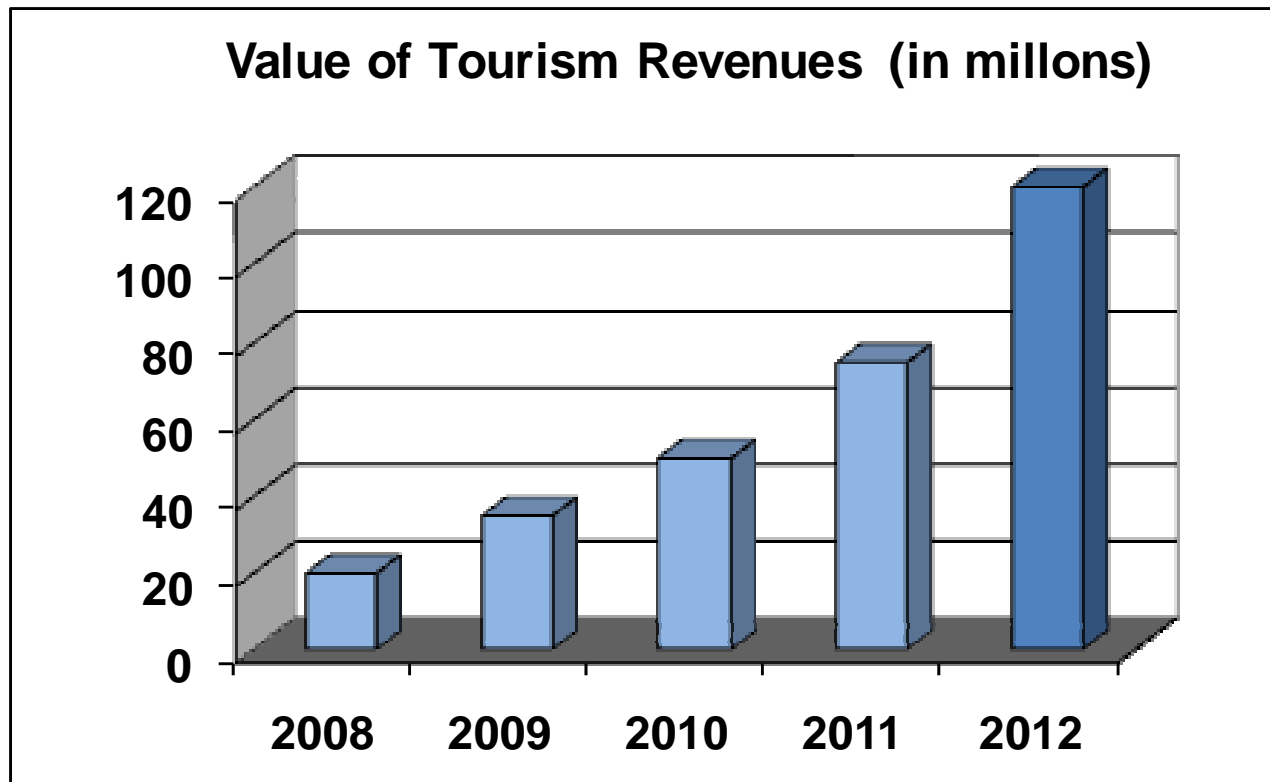
Transport/Logistics:

FastPath



# Performance Targets

## Specific Targets Clarify Program Intentions



**Targets are what puts indicators to work.**

# Performance Targets

**How much?**

## **Quantity**

- Volume of exports
- Number of days to clear customs

**How good?**

## **Quality**

- Percentage of items in shipment that pass quality inspection
- Percentage of trainees that achieve 80 or better on national exam

**When?**

## **Time**

- Target completion date
- Percentage of shipments that meet target delivery date

# Performance Targets

## How to Establish Realistic Targets

- ✓ Consider past trends
- ✓ How well do others do? Benchmarks
- ✓ Are there limits?
- ✓ Understand partner commitment
- ✓ Build a theory



# Group Exercise

- Southern Africa Trade Hub II
  - Review the Trade Hub's Results Framework
  - Review indicators and choose appropriate standard and custom indicators for your piece of the project
  - Explain how baselines and targets can be determined
  - Identify which indicators can be disaggregated by gender