



Managing aid for trade and development results

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Death by bullet points





Outline

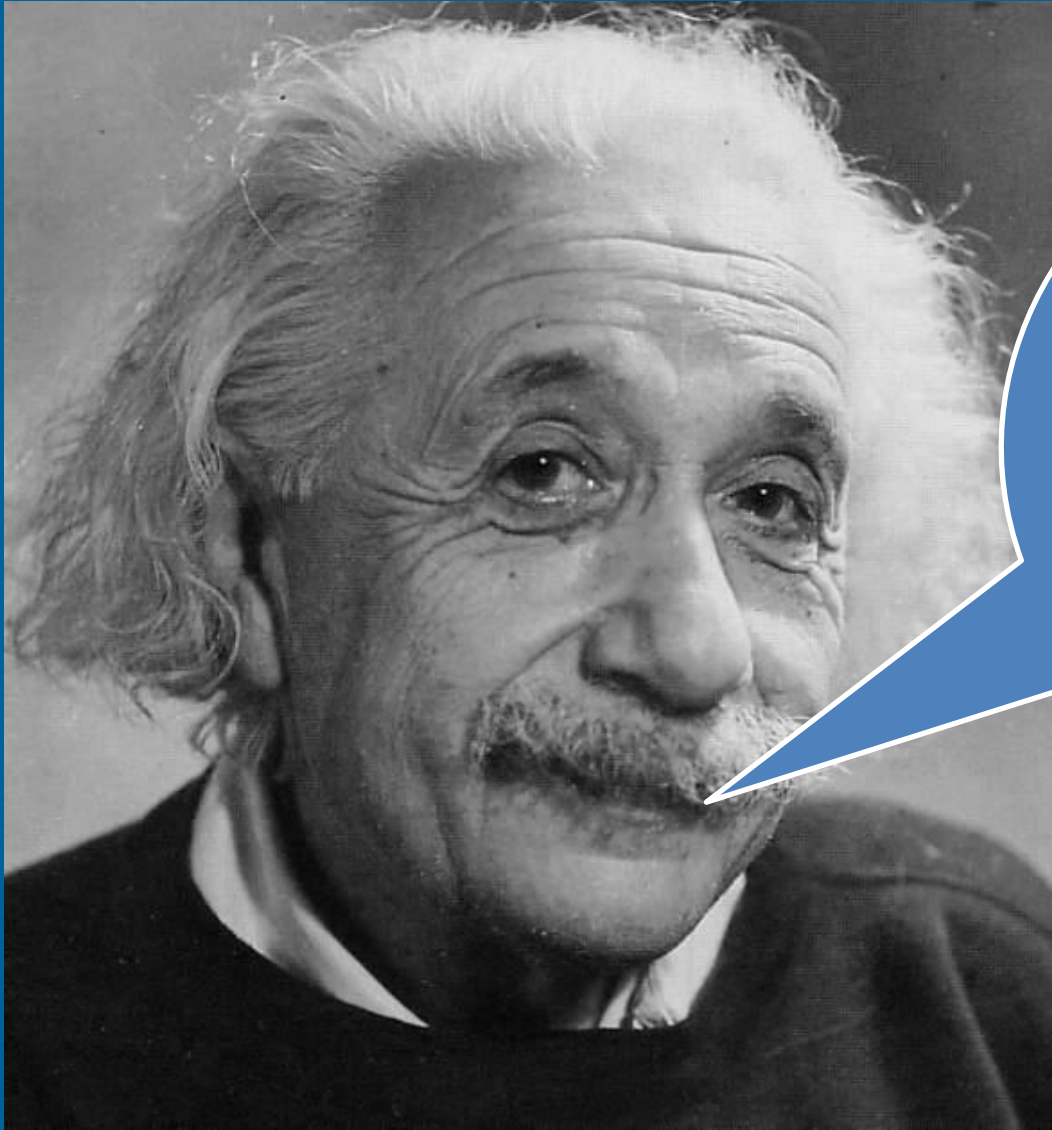
- Why the need for results?
- How to show results?
- How manage for results
- What are the objectives?
- Matching indicators to objectives
- An aid for trade management toolbox
- Looking ahead



“Dear Mr. Gandhi, We regret we cannot fund your proposal because the link between spinning cloth and the fall of the British Empire was not clear to us.”



A cautionary tale



**NOT EVERYTHING
THAT CAN BE
COUNTED COUNTS
AND NOT
EVERYTHING THAT
COUNTS CAN BE
COUNTED**



The need to show results (1)

- ODA is likely to decline further
- Results generate support for further reform
- Meta evaluation of 162 AfT projects in Vietnam:
“Trade impacts not considered, ... rather mention of poverty reduction, gender...” OECD (2010)
- Review of AfT case stories only 25% report outputs or outcomes OECD/WTO (2013)



Showing results for what purpose?

Accountability	Decision making	Learning
For whom?	Are changes needed?	What worked, what didn't and why?
For using resources	Scaling-up or down?	How to improve results?
Input or outcomes?	Changing the strategy?	Better understanding the process of development



What is Aid for Trade Trying to Achieve?

- Moving targets due to changing trade patterns and paradigms
- Trade expansion is an intermediate objective;
- Development is the ultimate objective



The Mechanics of Aid for Trade

Level 1: direct outcomes

Increasing openness and linkages



Development partners (donors + recipients) remove obstacles to trade and build trade capacity, i.e. facilitate the operations of those who trade (i.e. private sector)

Fixing the trade fundamentals



The Mechanics of Aid for Trade

Level 2: intermediate outcomes

Increasing trade and investment flows

Direct outcomes



Intermediate outcomes

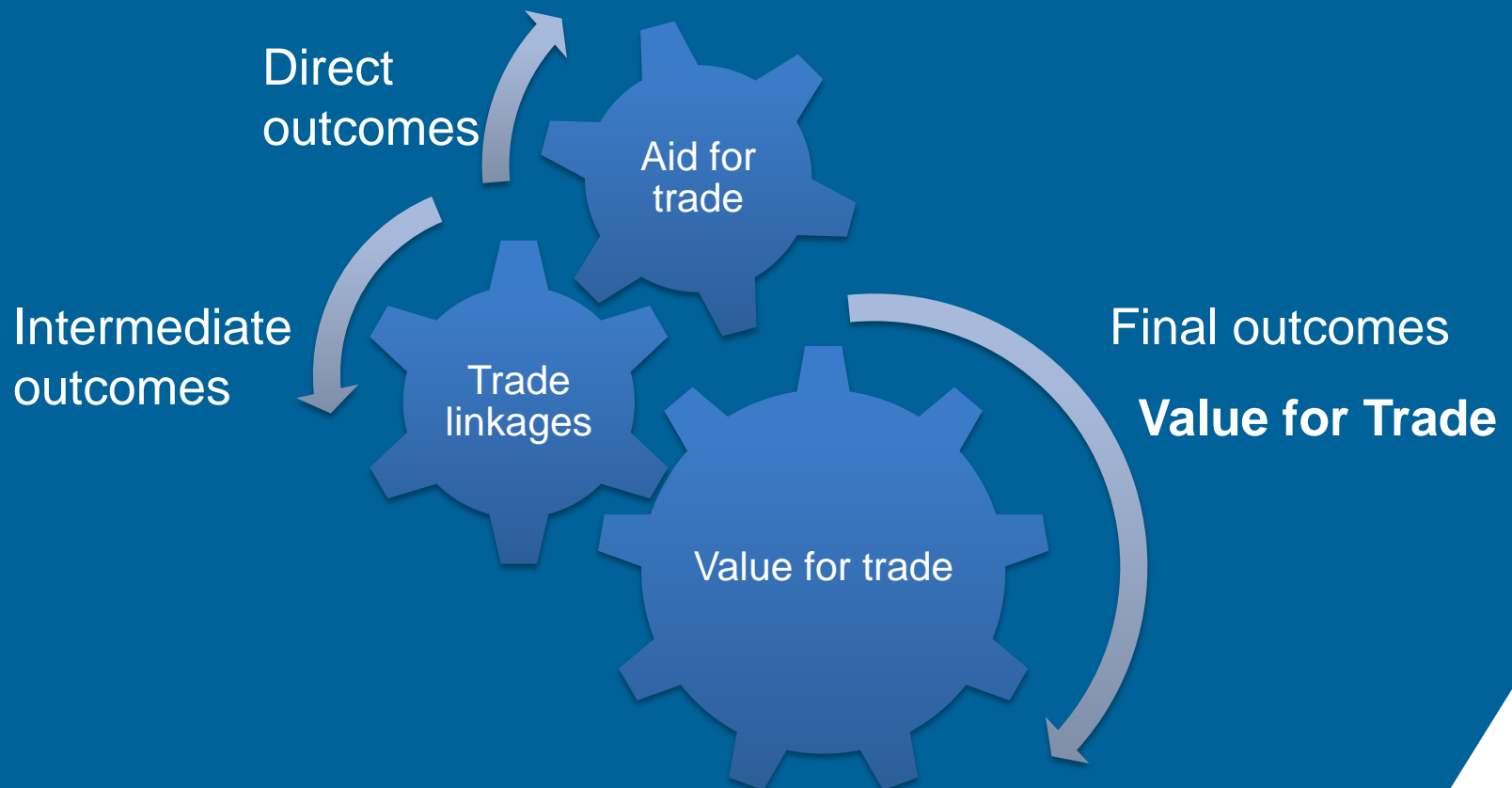
Improving transmission mechanisms
Connecting the poor to markets



The Mechanics of Aid for Trade

Level 3: final outcomes

Increasing the value for trade





Results-based management

1. Identifying clear and measurable objectives (results)
2. Selecting indicators to measure progress
3. Setting explicit targets for each indicator
4. Monitoring results
5. Reviewing and reporting results
6. Integrating evaluation to provide complementary performance information
7. Using performance information for accountability, learning and decision-making

Strategic
planning

Performance
measurement

Results-based
management



Setting objectives

- Start with the objectives, not the indicators
- Assess results in terms of trade and development performance
- Select a manageable number of indicators to track progress towards recipients' trade and development priorities and goals



Matching indicators with objectives

Caveats

- Not always macroeconomic effects
- The combination triggers trade and development
- Performance measured at all three levels
- Not only quantitative, but also qualitative

➔ Need for collaboration between the development partners (incl. CSOs and private sector) to show aid for trade results



An AfT logical framework toolbox

For recipient countries:

- For a given objective, identify aid for trade projects that support the reforms
- For a given project, identify objectives
- Design holistic trade strategies and mainstream trade in broader government growth and development strategies

For donors

- Helps assign objectives to given activities
- Provides at the inception stage a base-line and
- an indication of the data needs at the evaluation stage



An example: Improving SPS standards

Direct outcome:

- Improved regulatory framework

Intermediate outcome:

- Increased competitiveness

Final outcome:

- More and better paid jobs



An interactive tool

Online database

- Choice of activity (limited list of possible outcomes and performance indicators)
- Links to existing databases
- Country specific

To help

- Identify links between activities and outcomes
- Identify complementary activities
- Measure overall



Looking Ahead

Adapting AfT to the new trade realities:

- what matters in trade is the value-added,
- what should matter in AfT is the value of trade for development

Moving from **GVCs** to **Global Development Chains**

- 4th Global Review (2013): Connecting to VCs
what is the private sector doing to build trade capacities in developing countries



Agree on objectives, work together on implementation



A well intended suggestion

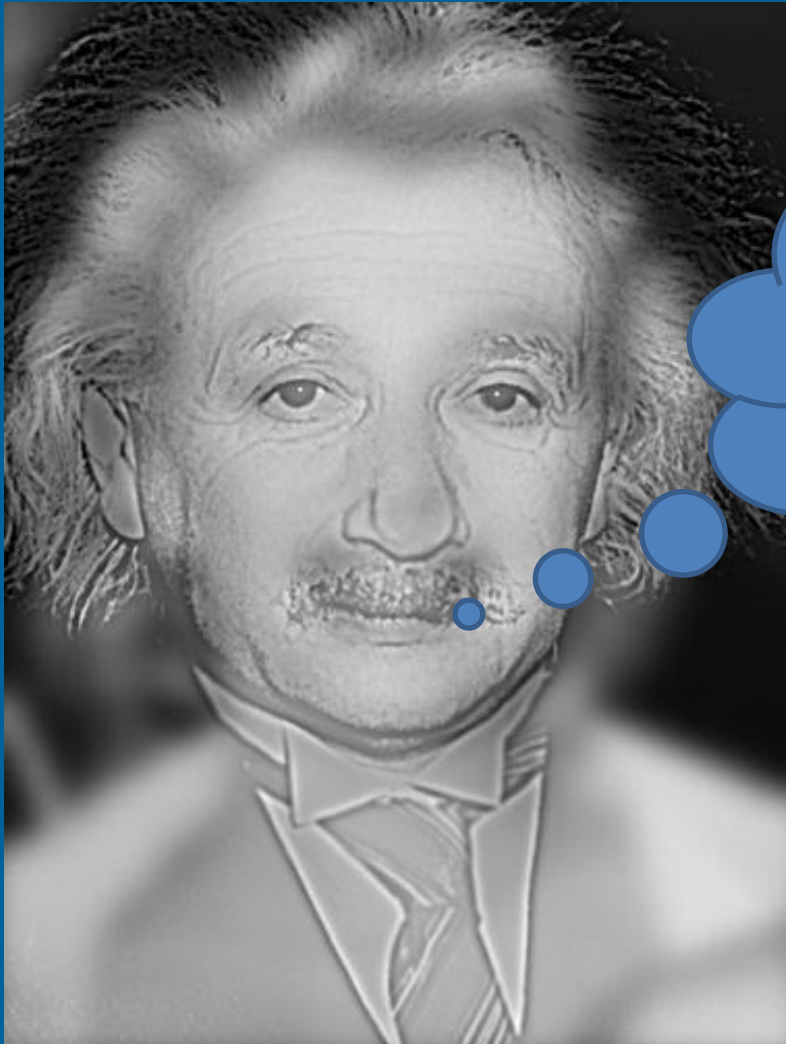
keep it simple!





For more information

<http://www.oecd.org/development/aft>



Thank you!