



**COMPETITIVENESS THROUGH PUBLIC-PRIVATE PARTNERSHIP
SUCCESES AND LESSONS LEARNED**

**TRADE CAPACITY BUILDING RESULTS
MONITORING/ASSESSMENT FRAMEWORK:
DAC'S APPROACH AND SUGGESTED
PROGRAMME OF WORK**

**"FOR CIRCULATION AT THE ITC/seco
EXECUTIVE FORUM 2004".**

SUMMARY REPORT¹

I. Introduction

This note sets out a suggested work programme for developing a Trade Capacity Building results monitoring/assessment framework and has been prepared as background for discussions at the meeting, *Common Trade Capacity Building Results Monitoring/Assessment Framework*, to be held at the OECD on 16 June 2004. Specific guidance on the note will be sought in Session III of the agenda – Conclusions and validation of DAC's work plan.

Following an introduction, it is organized as follows: (ii) background to the proposal (iii) objectives of a common framework (iv) modalities and timeframe and (v) budget implications. In addition, the Annex includes information on (1) good practices in conducting evaluations; (2) challenges with results-based management; (3) DAC assessment criteria for evaluating development assistance; (4) assessment criteria and specific indicators currently used for evaluating trade-related technical assistance and capacity building (TRTA/CB) programmes; (5) TRTA/CB categories of activities (as defined by the WTO-OECD TCB Database); (6) an overview of ongoing TRTA/CB evaluation activities; (7) a suggested Work Plan for the DAC; (8) a proposal for joint reviews of TRTA/CB programmes in one beneficiary country, that precedes this note (prepared May 2003 by the DAC secretariat) but that may provide ideas for next steps.

II. Background

1. What is Trade Capacity Building ?

Most donor and implementing agencies believe trade capacity building should ultimately contribute to poverty reduction. Strategies to achieve the latter however differ². Stakeholders have different definitions/interpretations of TCB: some emphasize the trade policy process and mainstreaming of trade into development plans, others focus on private sector / SME development or infrastructure. In addition, some tend to equate trade-related technical assistance with trade capacity building. Technical assistance is often short-term and is mostly concerned with the transfer of information (through workshops, conferences, etc.), while capacity building is (technical or financial) assistance that enables the recipients to perform and sustain target functions on their own³.

Trade capacity building, according to a broad definition provided by the DAC in its *Guidelines on Strengthening Trade Capacity for Development* (2001), aims at enhancing the ability of policymakers, enterprises and civil society in developing countries to:

- Collaborate in formulating and implementing a trade development strategy embedded in a broader national development strategy. This means establishing a trade policy process with broad stakeholder participation that can set agendas and identify clear objectives.
- Increase the volume and value-added of exports, diversify export products and markets and increase foreign investment to generate jobs and exports. This involves strengthening trade policy institutions as well as raising the potential of enterprises to seize trading opportunities as they emerge.

¹ Comments or questions can be addressed to caroline.lessner@oecd.org

² See Highlights from the Survey, in: OECD/WTO, *Second Joint WTO/OECD Report on TRTA/CB*, July 2003.

³ Numerous organizations have looked into the broader issue of "capacity development" and most agree that it is an ongoing process that aims to increase the abilities of an individual or an organization to perform core functions, solve problems and define and achieve objectives. Hence trade-related technical assistance should aim to build sustainable trade capacity in the beneficiary country.

- Participate in – and benefit from – the institutions, negotiations and processes that shape national trade policy and the rules and practices of international commerce. This requires active participation in the WTO and other trade negotiation forums to promote the country's own trade interests.

The *ultimate* (strategic) objective of donors' *collective and overall* support to trade capacity building is to promote and strengthen a **durable, efficient and participatory trade policy framework and process** in the partner country as a means to enhance trade performance. (However, at the individual donor project- or programme level, i.e. operational level, objectives are usually more specific, e.g. strengthening WTO negotiation and implementation capacity; facilitating trade through customs reform or providing support for compliance with SPS/TBT).

An agreed definition of trade capacity building and its principal components should be the basic yardstick against which to assess donors' TRTA/CB programmes. Hence, TRTA/CB should for instance be assessed against the following:

- Good practices mentioned in the DAC Guidelines: e.g. examine a programme's contribution to:
 - The design and implementation of a trade development strategy embedded in a national PRS/development strategy/ mainstreaming of trade priorities;
 - The establishment or reinforcement of domestic consultation mechanisms on trade-related issues between state and non-state actors;
 - Strengthened trade policy networks and research institutes; local trade-related research capacity;
 - Specialized and demand-driven trade support institutions;
 - Competitive enterprise networks and clusters;
 - Outward-oriented regional trade strategies;
 - Ownership and partnership with beneficiaries
 - Donor co-ordination.
- Country-specific PRSP objectives (defined by the partner country)
- MDGs (there are numerous indicators to measure progress in that area).

2. Assessing TRTA/CB effectiveness and impact

Comprehensive data is now available on the *supply* of TRTA/CB, thanks to the Joint WTO/OECD TCB Database (<http://tcbdb.wto.org>)⁴, but very little information exists on the *effectiveness* or *impact* of these activities. This exercise would attempt to fill this gap.

There are a number of challenges that arise when evaluating aid programmes in general and capacity development in particular. These are summarised in the box below (Box 1).

⁴ The Database collects data on trade-related technical assistance and capacity building programmes funded and/or implemented by 54 donor countries and implementing agencies.

Box 1: Common challenges in monitoring and assessment

Aid in general

- *Attribution*: Identifying and isolating factors /actors and correlating them with the outcome.⁵ Examining the impact of *aggregated* donor support for TCB in any one country, such as through joint donor reviews, might be one way to alleviate such constraints.
- *Time lags*: Assessing longer-term impact of donor support is often difficult due to lack of impact assessment indicators in the programme design⁶; the short-term nature of some projects/short programming and reporting cycles (vs. long-term nature of impact) and lack of incentives to assess impact (as staff rotates regularly).
- *Lack of adequate (baseline and new) data*: Limited statistical/collection/IT capacities in the partner country and low quality of international databases. There is often a lack of data on stakeholders benefiting, or not benefiting, from the programme, hence absence of a “control group” to estimate a programme’s impact.
- *Participation*: Limited partner country capacity or expertise in monitoring and evaluation, and inadequate participatory mechanisms to engage all actors. This might be overcome by strengthening the partner’s ability to monitor and evaluate, simplifying and harmonizing donors’ monitoring and evaluation practices or relying on partner country monitoring and evaluation systems where possible.
- *Sharing of results, internalization and organizational change*: Institutional history, resistance to change and lack of staff incentives can hinder the use of evaluations as a learning tool that contributes positively to the design and implementation of future programmes (or helps re-adjust ongoing programmes) and, more broadly to organizational development in partner country and donor/implementing agency.

Capacity development

- *Assessing institutional capabilities and processes in policy making*: difficulty in evaluating what is perceived as “intangible” operational and strategic capacities of the public sector, or of a complex network of actors and institutions as a whole. This might be overcome by measuring changed outputs at public sector level (“proxy indicators”- e.g. services, regulations) and taking into account qualitative assessments by users.
- *Assessing progress in endogenous knowledge/ skills* (lack of baseline data/sound initial diagnosis)
- *Assessing sustainability*
- *The “politics” of capacity development*: successful capacity development is dependent on a recipient’s political will/commitment, leadership, distribution of power and staff motivation.

Assessing TRTA/CB impact and effectiveness may pose particular challenges for the following reasons:

First, it is difficult to identify clear and verifiable indicators for measuring the effectiveness and impact of TRTA/CB programmes given the large scope/differing objectives of trade capacity building, lack of data and attribution problems. Annex tables 1 and 2 provide an overview of assessment criteria and indicators currently used or suggested. Quantitative, qualitative and approximation or proxy indicators are often used.

⁵ The evaluators of the Integrated Framework (IF) implied that achievement of concrete results in IF-participating countries had been highly variable and influenced by *internal* factors, such as the quality of domestic governance and commitment (and not necessarily by IF/ donor strategies). More generally, the internal and external setting, as other agencies’ interventions, can greatly influence programme performance.

⁶ Programme planning reports often do not specify clear objectives or measurable targets at *outcome* or *impact* level. Rather, often they focus on outputs.

Quantitative indicators have the potential to calibrate the results of activities in volume terms and on the basis of a cost-effectiveness approach, while qualitative indicators can be used to assess behaviour and attitudes with a view to measuring the impact and sustainability of the results. Approximation or proxy indicators can be used when data are hard to come by.

Second, donor and implementing agencies often have difficulty aligning individual project objectives with more strategic, longer-term capacity building objectives. Many also acknowledge the complexity of designing logic chains/logical frameworks that link clear and coherent programme objectives, inputs, outputs, outcomes and impact (particularly when the programme is delivered by different bodies). Yet an unbiased and systematic evaluation can only take place if clear objectives and verifiable targets at output, outcome and impact level have been defined at the outset of the programme. Also, assessment of multilateral effectiveness (e.g. in the case of joint donor programmes) often requires different indicators than those used in the evaluation of bilateral programmes.⁷

3. *Next step: a common results monitoring/ assessment framework*

Several bilateral donors and multilateral agencies have recently undertaken evaluations of their TRTA/CB strategy and activities (e.g. the EC, DFID, the Netherlands, ITC, the World Bank - for a full list see table 5 in Annex). Many stakeholders felt it would be valuable to share lessons learnt regarding the choice of methodology (assessment criteria, specific indicators, scope, etc.) and to exchange views on the conclusions reached concerning effectiveness of TRTA/CB (i.e. what conditions have led to success).

Hence, it was decided at the recent joint meeting of the DAC and the WTO on Trade Capacity Building held in Paris on 2-3 March 2004, that developing a common framework for results monitoring and assessment of trade capacity building efforts would be a fruitful way forward.

III. Objectives for a common framework

The aim of such a common framework is to better assess the effectiveness and impact of TRTA/CB activities, individually or collectively, based on a *common understanding* of:

1. What we are trying to measure, by agreeing on the scope of TRTA/CB and the definition of "success"/ effectiveness in that area (see pp. 1-2);
2. Appropriate assessment criteria and indicators (see Annex tables 1 and 2);
3. Principles of good practice in conducting TRTA/CB evaluations (see good practices in Annex).

A common framework can help to:

- Overcome common challenges in TRTA/CB assessment;
- Harmonize donor practices/methodologies in TRTA/CB evaluation (either by developing a common framework for the evaluation of individual donor programmes or for joint donor evaluations);
- Enable comparisons (across countries/programmes);
- Alleviate the burden on beneficiaries.

It could also provide more specific guidance for:

1. The planning phase: designing Logical Frameworks to help translate objectives, expected outcomes and impact into required outputs/activities;
2. Monitoring and assessing progress *during* the implementation phase ("real-time" monitoring and evaluation);
3. Assessing results/ effectiveness after completion.

The final product might take the form of a Guide/Guidelines for Monitoring and Evaluating Support to Trade Capacity Building, which would complement the *DAC Guidelines on Strengthening Trade Capacity for Development* (2001).

IV. Modalities and timeframe

⁷ OECD, DAC WP on Aid effectiveness and Donor Practices, *Combined Members' View on Managing for Development Results*, January 2004. See also OECD, WP on SMEs and Entrepreneurship, *Evaluation of SME Policies and Programmes*, OECD Istanbul Ministerial Conference, March 2004.

DAC's prospective work in that area should ideally be managed by a Steering Committee made up of DAC Secretariat staff and a small group of donors/ evaluation experts. It would be conducted in close collaboration with other DAC working parties and networks, mainly:

- DAC Evaluation Network;
- DAC Peer Reviews;
- Working Party on Aid Effectiveness and Donor Practices (that works on "Managing for Development Results" and harmonization of donor practices)
- DAC Network on Governance (GOVNET, that works on capacity development).

The work could be carried out as follows:

Product	Objective	Timeframe
1. Desk study	Summarize main findings on challenges; what works and what doesn't; conditions for success.	July-December 2004*
2. Methodology and indicators	Compare methodologies and indicators used, identify good practices and suggest a common methodology & set of indicators.	July-December 2004*
3. Participation in workshops/ events	Discuss findings in planned TCB events (e.g. ITC Executive Forum)	Ongoing
4. Country case study	Test methodology in one country	January-March 2005**
5. Share desk study and suggested methodology with the DAC/ wider group	Obtain feedback and incorporate comments.	May 2005
6. Joint TCB reviews- see Annex	Apply the DAC TCB assessment methodology to country case studies.	To be confirmed (May 2005- May 2006?)
7. Guidelines on Monitoring and Evaluating TCB	Finalize the methodology	To be confirmed

* Depending on the no. of evaluation reports received.

** Could be conducted in the frame of /back-to-back with a Peer Review, Joint Country Assessment or other field visit.

For a more detailed work programme, see Table 6 in Annex.

V. Budget implications

Carrying out phase 1 and 2 of the work programme will not require any additional funding. Voluntary contributions may be necessary in phase 3 of the work subject to further discussions by the Steering Committee.

Annex

I. Good practices in conducting evaluations

1. Assessing capacity development⁸

- Clarify why and for whom the evaluation is being done. The evaluation should be user-oriented.
- Clarify the scope of the evaluation (organization, topics, time horizon to be examined).
- Involve intended users throughout the whole process.
- Agree on basic principles to guide the evaluation.
- Cultivate necessary internal and external support for the evaluation.
- Mobilize adequate resources (i.e. allocate a budget for the evaluation at the outset of the programme).
- Discuss evaluation results (at highest possible level of programme design).
- Triangulation: use different information sources, methods, types of data or evaluators.
- Identify a short list of relevant and well-formulated evaluation questions.

⁸ IDRC, *Evaluating Capacity Development*, 2003; WP on SMEs and Entrepreneurship, *Evaluation of SME Policies and Programmes*, OECD Istanbul Ministerial Conference, March 2004 (DSTI/IND/PME(2003)4/REV2).

- The evaluation should be used as a “learning tool” and be an integral element of a process of improved aid delivery or policy.

2. Assessing TCB⁹

Donor activities should appropriately and consistently attain their established objectives. This requires:

- Examining the quality of the support material.
- Assessing the process for identifying and prioritizing donor activities (*relevance*).
- Assessing the capacity of the teams supplying the inputs needed for the activities and determining the extent to which those inputs can be transformed into products or results (*efficiency*).
- Examining the results and *longer-term impact* of donor interventions on trade performance, taking fully into account the views of direct beneficiaries.
- Assessing the degree of real and potential *sustainability* of results.
- Looking into the linkage and coherence between the various activities executed by one donor, on the one hand, and the links and consistency between these activities and those of other bilateral and multilateral donors on the other, with a view to better integrating these activities and identifying existing and potential synergies (*efficiency*).

It also requires making proper use of available resources:

- Analysing administrative and management aspects of each intervention with a full involvement of recipient institutions (*efficiency*).
- Appraising the *sustainability* of activities in relation to available resources.
- Noting all the lessons from experience, with special attention being paid to the potential impact of donor support on human and institutional capacity building at both national and regional levels.

3. Evaluating individual programmes and policies: use of a control group¹⁰

Some experts have suggested comparing programme users/ beneficiaries with non-users who are similar in observed characteristics (e.g. when support is delivered to firms, the characteristics can be the size, sector, ownership, geography of the firm). Once the “matching” between beneficiaries and non-beneficiaries is completed, differences in performance of the two groups could be attributed to participation to the programme. (However, there might be additional *unobserved* variables that might have influenced the performance...One could alleviate this problem by taking into account an “error margin”). In any case, such an evaluation approach is costly and lengthy and might not be appropriate for smaller programmes.

⁹ Based on : OECD, *DAC Guidelines on Strengthening Trade Capacity for Development*, 2001.

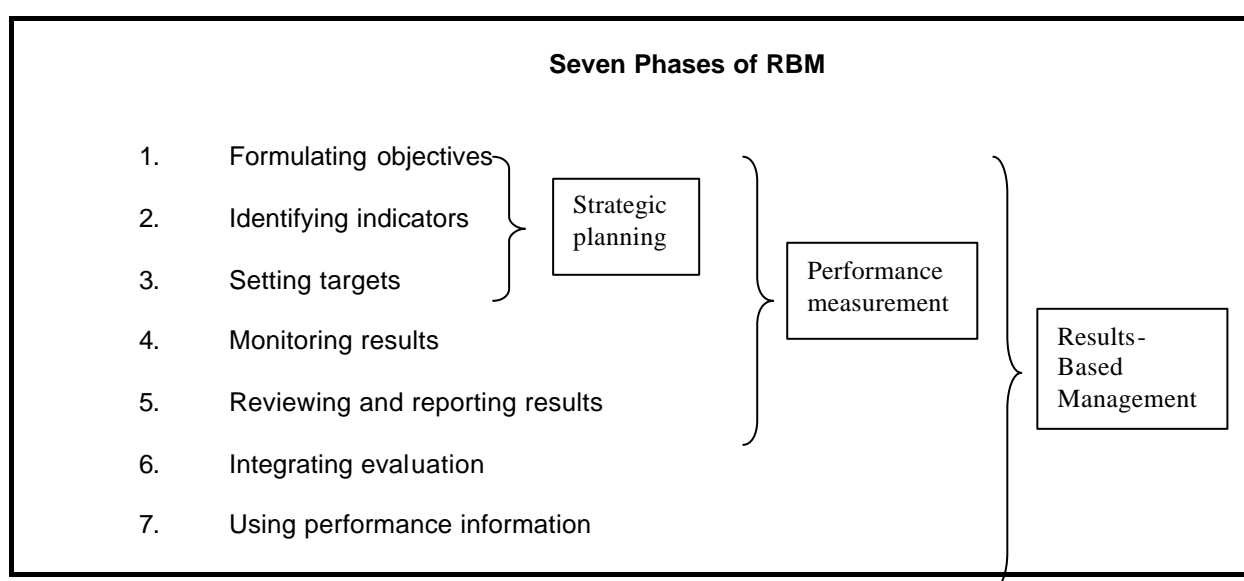
¹⁰ OECD, WP on SMEs and Entrepreneurship, *Evaluation of SME Policies and Programmes*, , March 2004.

II. Challenges in Results-Based Management (RBM)

Both bilateral and multilateral donors have been exploring the introduction of RBM systems. Despite the momentum reached by the results agenda, the implementation of performance-oriented management still faces a number of challenges (many of which have been summarized on pp. 3-4 of this paper).¹¹ In addition, the emerging results-oriented agenda means that existing donor measurement, monitoring and evaluation systems might be inadequate to face future tasks and might have to undergo a revision.

Yet, on the other hand, an increased focus on results can lead to an overemphasis of the measurement dimension and in a multiplication of indicators, which could ultimately prove detrimental to management. Faced with this scenario, donors have become aware of the need to reduce and simplify their measurement systems and to make them more coherent with those of other donors.

One approach to rigorous and lean measurement would consist in adopting *core lists of jointly agreed indicators* for cross-country comparability, and to link them to subsets of country-specific indicators. Another approach would see partner countries' involvement in the choice of indicators, in order to build capacity, ensure ownership and reduce the burden of measurement on local systems.¹²



¹¹ For more information, see DAC WP on Aid Effectiveness and Donor Practices, *Combined Members' View on Managing for Development Results*, January 2004 (DCD/DAC/EFF(2004)3).

¹² Report on the DAC Development Partnership Forum, *Part II- Managing for Development Results and Aid Effectiveness*, 11-12 December 2002.

III. Assessment criteria and indicators

1. DAC criteria for evaluating development assistance¹³

When evaluating programmes and projects, it is useful to consider the following DAC Criteria, as laid out in the *DAC Principles for Evaluation of Development Assistance*:

Relevance: The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor. In evaluating the relevance of a programme or a project, it is useful to consider the following questions:

- To what extent are the objectives of the programme still valid?
- Are the activities and outputs of the programme consistent with the overall goal?
- Are the activities and outputs of the programme consistent with the intended impacts and effects?

Efficiency: Efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs. It is an economic term which signifies that the aid uses the least costly resources possible in order to achieve the desired results. This generally requires comparing alternative approaches to achieving the same outputs, to see whether the most efficient process has been adopted. When evaluating the efficiency of a programme or a project, it is useful to consider the following questions:

- Were activities cost-efficient?
- Were objectives achieved on time?
- Was the programme or project implemented in the most efficient way compared to alternatives?

Effectiveness: A measure of the extent to which an aid activity attains its objectives. In evaluating the effectiveness of a programme or a project, it is useful to consider the following questions:

- To what extent were the objectives achieved / are likely to be achieved?
- What were the major factors influencing the achievement or non-achievement of the objectives?

Impact: The positive and negative changes produced by a development intervention, directly or indirectly, intended or unintended. This involves the main impacts and effects resulting from the activity on the local social, economic, environmental and other development indicators. The examination should be concerned with both intended and unintended results and must also include the positive and negative impact of external factors, such as changes in terms of trade and financial conditions. When evaluating the impact of a programme or a project, it is useful to consider the following questions:

- What has happened as a result of the programme or project?
- What real difference has the activity made to the beneficiaries?
- How many people have been affected?

Sustainability: Sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn. Projects need to be environmentally as well as financially sustainable. When evaluating the sustainability of a programme or a project, it is useful to consider the following questions:

- To what extent did the benefits of a programme or project continue after donor funding ceased?
- What were the major factors which influenced the achievement or non-achievement of sustainability of the programme or project?

¹³ OECD, *DAC Principles for the Evaluation of Development Assistance*, 1991; OECD, *Methods and Procedures in Aid Evaluation*, 1986; and OECD, *Glossary of Evaluation and Results Based Management (RBM) Terms*, 2000.

2. Assessment criteria used TRTA/CB evaluations- Table 1- ¹⁴

Most agencies evaluate their projects or programmes against the 5 agreed-upon criteria- relevance, efficiency, effectiveness, impact and sustainability and/or institutional development- yet interpretation of the latter differ, as shown in the table below.

World Bank ¹⁵ (TPR and TD; bi- and multilateral programmes) ¹⁶	EC (TPR and TD; bi- and regional programmes)	UK (TPR and TD; bi- and multilateral programmes)	The Netherlands (TPR only; multilateral programmes)	UNCTAD (multilateral programmes)	WTO (TPR only; bilateral programmes)	ITC (multilateral programmes)	IF (multilateral programme)	DAC Guidelines
R E L E V A N C E								
<ul style="list-style-type: none"> ▪ Country conditions, most pressing needs and development priorities ▪ WB mission 	<ul style="list-style-type: none"> ▪ National priorities (incl. 1. a review of existence & quality of diagnosis and needs prioritization; 2. trade elements in PRSP) ▪ C objectives & priorities 	<ul style="list-style-type: none"> ▪ National PRSPs, ▪ Trade policy & development strategies; ▪ National capacity gaps ▪ DFID/UK capacities 	<ul style="list-style-type: none"> ▪ National needs ▪ National policy-making ▪ Negotiation and implementation of WTO agreements 	<ul style="list-style-type: none"> ▪ National priorities ▪ National capacity gaps ¹⁷ 	<ul style="list-style-type: none"> ▪ National context 	<ul style="list-style-type: none"> ▪ Comparative advantage of the support agency ▪ MDGs ▪ National PRSP 	<ul style="list-style-type: none"> ▪ Poverty reduction 	<ul style="list-style-type: none"> ▪ Level of development of the country ▪ Regional economic relations ▪ Degree of integration into the global economy. ▪ Real needs ▪ Mission, competence and comparative advantage of the donor.

¹⁴ Sources: DFID, *Working Paper no.3, Methodology for TRCB Evaluation*, April 2004; Wijmenga and Plaisier, *Evaluation of TRTA: A Synthesis Report*, March 2004 (for the Dutch Ministry of Foreign Affairs); UNCTAD, *Evaluation of Capacity Building in UNCTAD's Technical Cooperation Activities*, July 2002; IDRC, *Evaluating Capacity Development*, 2003; DAC *Guidelines on Strengthening Trade Capacity for Development* (2001). ADE, *Evaluation of TRA by the EC in Third Countries: Summary Report*, May 2004.

¹⁵ Coverage: lending operations, analytical and advisory services, training and capacity building activities and partnerships with other agencies.

¹⁶ TPR: refers to activities supporting trade policy and regulations; TD refers to activities supporting trade development. See categories of TRTA/CB on p.15 for more information.

¹⁷ Use of such criteria implies that an assessment of capacity gaps and a diagnosis and prioritization of needs have been conducted.

World Bank (TPR and TD; bi- and multilateral programmes)	EC (TPR and TD; bi- and regional programmes)	UK (TPR and TD; bi- and multilateral programmes)	The Netherlands (TPR only; multilateral programmes)	UNCTAD (multilateral programmes)	WTO (TPR only; bilateral programmes)	ITC (multilateral programmes)	IF (multilateral programme)	DAC Guidelines
E F F I C I E N C Y								
<ul style="list-style-type: none"> Bank performance Inputs-results link Appropriateness of “tools” used: <p>Sequencing and coherence of WB interventions (research, lending, policy advice); consideration of external factors</p>	<p>Appropriateness of implementation modalities:</p> <ul style="list-style-type: none"> Selection, mix and quality of inputs; Suitability to beneficiary's absorptive capacity EC's capacity to deliver (human/ financial resources; punctuality and sequencing of implementation) Consideration of other factors (preconditions for success) 	<p>Management, costs (cost-effectiveness), timeliness.</p> <p>=> Incl. comparison and coherence between DFID's TPR and TD activities;</p> <p>=> Comparison and coordination between DFID and other agencies' activities (coherence, comparative advantage, clear division of roles).</p> <p>=> look also at how TCB needs and supply are prioritized.</p>	<ul style="list-style-type: none"> Outputs delivered according to plan, budget and schedule Relationship between the inputs and the outputs Donor co-ordination Is the programme focused? Selection of recipients Adequate needs assessment 	<p>The input/output ratio and more generally the cost of a programme in relation to the results attained.</p>	<ul style="list-style-type: none"> Costs Quality of organisation and delivery of courses 	<ul style="list-style-type: none"> ITC performance: suitability of ITC's internal systems and human and financial resources. Collaboration with other agencies at HDQ/field level; Cost-benefit ratio of multilateral vs. bilateral programmes; Timeframe; External factors influencing success (e.g. location; level of development) 	<ul style="list-style-type: none"> Benefits (current achievements) vs. costs of the IF (DTIS and partnership between agencies) 	<ul style="list-style-type: none"> Punctuality The capacity of the teams supplying the inputs needed for the activities. The extent to which those inputs can be transformed into products or results Linkage and coherence between the various activities executed by one donor, on the one hand, and the links between these activities and those of other bilateral and multilateral donors on the other.
World Bank (TPR and TD; bi- and multilateral)	EC (TPR and TD; bi- and regional programmes)	UK (TPR and TD; bi- and multilateral programmes)	The Netherlands (TPR only; multilateral)	UNCTAD (multilateral)	WTO (TPR only; bilateral)	ITC (multilateral)	IF (multilateral)	DAC Guidelines

E F F E C T I V E N E S S / I M P A C T

<ul style="list-style-type: none"> ▪ <i>Eff.:</i> Extent to which indiv project objectives are achieved. <p><i>Impact on:</i></p> <ul style="list-style-type: none"> ▪ economic growth ▪ job creation ▪ poverty reduction <p>=> Attempt to identify additional internal and external factors that have contributed to success (e.g. beneficiary government leadership; other donor interventions; uncontrollable external factors)</p>	<ul style="list-style-type: none"> ▪ <i>Eff.:</i> Capacity to contribute to the 4 intermediary objectives (mainstreaming; trade-related reforms/RTAs; negotiation capacity; productive sector capacity) ▪ Co-ordination with other donors ▪ Coherence with other EC activities (e.g. CSPs, regional TCB programs) <p><i>Impact on:</i></p> <ul style="list-style-type: none"> ▪ Expansion and diversification of external trade ▪ Position of the current balance of payments account ▪ FDI 	<ul style="list-style-type: none"> ▪ Contribution of DFID projects vs. other factors: ▪ => effectiveness of different components (e.g. training; equipment); ▪ => effectiveness of gender/poverty focus. ▪ Different indicators for TD and TPR projects. ▪ => TPR: human/institutional capacity; change in trade policy; link to poverty. ▪ => TD: project-specific 	<ul style="list-style-type: none"> ▪ Contribution to national policy process/T&D policy formulation- ▪ Ability to identify trade policy interest and align short and long term needs ▪ Contribution to dialogue/participatory governance ▪ => ▪ Contribution to knowledge and capacities of individual trade officials ▪ Contribution to negotiating capacity and implementation of trade agreements ▪ Contribution to overall economic governance ▪ Degree of ownership by beneficiaries. 	<p><i>Eff:</i> Objectives defined prior to the implementation of a programme have indeed been achieved.</p> <p><i>Impact:</i> The effect of a programme on national, social and economic development or in a specific domain such as trade expansion or debt management savings.</p> <p>=> Better coordination among donors + => Improved management within UNCTAD would result in greater effectiveness and impact.</p>	<p>Impact on the participant s' working environment</p>	<ul style="list-style-type: none"> ▪ Capacity to meet/set objectives (incl. a review of how clear and measurable ▪ Contribution to 1. national trade policies & strategies; 2. infrastructure for trade promotion/import management/ export development; 3. trade support services; 4. training institutions 5. enterprise level 	<ul style="list-style-type: none"> ▪ Contribution to: 1. mainstreaming 2. increased awareness of the importance of trade for development 3. internal, inter-ministerial dialogue ▪ Degree of ownership ▪ Degree of donor co-ordination/ partnership in the delivery of TCB 	<ul style="list-style-type: none"> ▪ <i>Eff.:</i> extent to which objectives have been attained and products delivered.
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World Bank (TPR and TD; bi- and multilateral)	EC (TPR and TD; bi- and regional programmes)	UK (TPR and TD; bi- and multilateral programmes)	The Netherlands (TPR only; multilateral)	UNCTAD (multilateral)	WTO (TPR only; bilateral)	ITC (multilateral)	IF (multilateral)	DAC Guidelines
I N S T I T U T I O N A L D E V E L O P M E N T								
Development of trade-related institutions; institutions dealing with regional/ multilateral agreements; export promotion institutions.			Link between human and institutional capacity building				Human and institutional capacity building (e.g. capacity of IF Focal Point)	Human and institutional capacity building at both national and regional levels.
S U S T A I N A B I L I T Y								
Resistance over time: the extent to which outputs and impact continue after external support has ended (incl. degree of ownership).		Financial, political, institutional		The survival potential of programmes once support has been terminated. (e.g. financial, networking, managerial, substantive or operational sustainability)				Sustainability of activities in relation to available resources

3. Specific indicators currently used in TRTA/CB evaluations- Table 2

Effectiveness or impact is often measured against specific indicators defined according to a project/programme's set objectives. The table below lists a number of them, differentiating between activities supporting trade policy and regulations and activities supporting trade development (see p.15 for further information on this distinction).

Trade Policy and Regulations	Trade Development
<p>1. Objective: <i>Strengthen institutional capacities for (trade) policy/strategy formulation and implementation:</i></p> <ul style="list-style-type: none"> No. of national consultative bodies incl. with other relevant Ministries, private sector associations and civil society; Degree of sustained participation in those bodies; No. of sustainable business associations interacting amongst themselves and with government. Existence of strategies for implementation; Degree of progress in implementation; Degree of clear division of labour between stakeholders. 	<p>1. Objective: <i>Support the development and implementation of export strategies:</i></p> <ul style="list-style-type: none"> Existence and degree of implementation of a comprehensive and coherent (national/sectoral) export strategy. Degree of consultation with the private sector (see left).
<p>2. Objective: <i>Enhance implementation/compliance with WTO agreements and standards or other trade agreements/commitments:</i></p> <ul style="list-style-type: none"> Timeframe of implementation/ adapting domestic legislation; Available local support; Degree of consultation with the private sector/civil society. 	<p>2. Objective: <i>Strengthen trade support services:</i></p> <ul style="list-style-type: none"> No. of support structures and range of services provided; Level of co-ordination between support structures; Use, relevance and efficiency of services provided.
<p>3. Objective: <i>Enhance capacity to participate in/ shape the multilateral trading system:</i></p> <ul style="list-style-type: none"> Degree of participation in negotiations/meetings; No. of bilateral/regional agreements negotiated; No. of national coordination mechanisms on WTO/specific Regional Trade Agreement (RTA) matters; No. of cases brought to WTO DSB; Timeframe/ progress in accession. 	<p>3. Objective: <i>Enhance export performance and diversification:</i></p> <ul style="list-style-type: none"> Export volume and export growth rate Share of exports of a sector, or of the economy as a whole, in world trade. Share of exports of targeted firms. Change in export structure
<p>4. Objective: <i>Support trade reforms: no. of reforms & regulatory adjustments undertaken.</i></p>	<p>4. Objective: <i>Increase the importance of trade for the economy (integration in world economy):</i></p> <ul style="list-style-type: none"> Trade as share of GDP
<p>5. Objective: <i>Support "mainstreaming": i.e. links between trade policies/ objectives/ action plans and national economic policy and development/poverty reduction strategies.</i></p> <ul style="list-style-type: none"> To what degree are trade objectives/IF Action Plans integrated into national economic plans/ development plans or PRSPs? Are there joint committees/ consultations between the IF/trade policy teams and PRSP teams? Are there joint donor round tables for the IF and PRSP? 	<p>5. Objective: <i>Improve firm-level (business) practices and capacities:</i></p> <ul style="list-style-type: none"> Change in productivity or gross profit margin; Degree of compliance with standards and ability to obtain certification; No. of joint ventures/ partnerships with other firms.
<p>6. Objective: <i>Strengthen capacity to produce and access coherent and sound local statistics, research and information:</i></p> <ul style="list-style-type: none"> No. of trade research centres; No. of trade policy networks/ degree of co-operation between the different national/regional research centres ; Quantity and quality of data collected; No. of trade policy papers produced; Degree of access to info for the private sector Degree of use of local statistics/research in policy-making 	<p>6. Objective: <i>Support regulatory (sector-specific) adjustments (improve business climate):</i></p> <ul style="list-style-type: none"> No. and quality of new regulations or laws.
<p>7. Objective: <i>Improve "trade facilitation":</i></p> <ul style="list-style-type: none"> Customs clearance time; 	<p>7. Objective: <i>Support employment and income increase.</i></p>

<ul style="list-style-type: none"> ▪ Efficiency of the customs institutions (...) 	<ul style="list-style-type: none"> ▪ No. of jobs created in a sector/ the economy. ▪ Change in income of those producing export goods.
	<p>8. Objective: : <i>Improve access to trade finance</i></p> <ul style="list-style-type: none"> ▪ No. and quality of specialized financial services (e.g. credits) for local exporters/ importers; ▪ No. of guarantees and revolving credit facilities for local banks. ▪ No. of trade finance specialists in local banks.
	<p>9. Objective: <i>Support infrastructure development:</i></p> <ul style="list-style-type: none"> ▪ No. of infrastructure impediments; ▪ Availability and cost of transportation; ▪ No. of storage facilities.

IV. Categories of activities in trade-related technical assistance and capacity building ¹⁸

The WTO/OECD Database distinguishes between two broad categories of TRTA/CB activities: Trade Policy and Regulations and Trade Development.

A. TRADE POLICY AND REGULATIONS- table 3

TCBD B CODE	DESCRIPTION	Clarifications / Additional notes on coverage
33111	Trade mainstreaming in PRSPs/ development plans	Awareness raising; strengthening trade policy process; integrating trade in development and poverty reduction strategies.
33112	Technical barriers to trade (TBT) and sanitary and phytosanitary measures (SPS)	Technical regulations and product standards, (for example protection of human health or safety, or plant life and health, or the environment).
33121	Trade facilitation procedures	Simplification and harmonisation of international trade procedures (e.g. customs or licensing procedures, transport formalities, payments, insurance); support to customs departments.
33122	Customs valuation	Determination of the customs value of imported goods; elimination of arbitrary or fictitious customs values.
33123	Tariff reforms	Development of simple, transparent and low uniform tariff regimes that minimize discrimination between production for domestic or export markets, and between purchases of domestic and foreign goods
33130	Regional trade agreements (RTAs)	Support to regional trade arrangements (e.g. SADC, ASEAN, FTAA, ACP/EU); elaboration of rules of origin and introduction of special and differential treatment in RTAs.
33141	Accession	Identification of changes to laws, regulations and procedures necessary to complete negotiations on the terms of WTO membership; WTO awareness.
33142	Dispute settlement	Improved understanding of WTO rights and obligations; access to legal advisory services.
33143	Trade-related intellectual property rights (TRIPS)	Negotiations, and preparation of laws and regulations, on the protection and enforcement of copyright, trademarks, patents, industrial design, trade secrets; prevention of their abuse; strengthening of intellectual property offices.
33144	Agriculture	Implementation of the Agreement on Agriculture. Negotiations on liberalisation in agricultural markets; impact analysis.
33145	Services	Implementation of the Agreements on GATS. Negotiations on international trade in services; identification of markets; inventory of issues affecting trade in services.
33146	Tariff negotiations – non-agricultural market access	Implementation of the Agreement on contingent trade remedies. Negotiations on the reduction or elimination of tariffs, tariff peaks and tariff escalation on non-agricultural products.
33147	Rules	Negotiations and preparation of laws and regulations on anti-dumping, subsidies, countervailing measures and safeguards; clarification and improvement of disciplines on unfair trade practices; support to investigating authorities.

¹⁸ Source: <http://tcdb.wto.org>

TCBD B CODE	DESCRIPTION	Clarifications / Additional notes on coverage
33148	Training in trade negotiation techniques	Specialised and customised programmes to train trade negotiators.
33151	Trade and environment	Capacity building on trade and environment, for example by increasing national policy coherence between trade and environment agencies.
33152	Trade and competition	Support for progressive reinforcement of competition institutions, strengthening antitrust laws and eliminating local monopolies.
33153	Trade and investment	Implications of closer multilateral co-operation in the area of trade and investment for development.
33154	Transparency and government procurement	Identification of negotiating options for transparency in government procurement; preparation of draft legislation; strengthening of government procurement agencies.
33181	Trade education/training	Human resources development in trade not included under any of the above codes. Includes university programmes in trade.

B. TRADE DEVELOPMENT- table 4

TCBD B CODE	DESCRIPTION		Clarifications / Additional notes on coverage
25011	Business support services and institutions		Support to trade and business associations, chambers of commerce; legal and regulatory reform aimed at improving business and investment climate; private sector institution capacity building and advice; trade information (sector unspecified).
25012	Public-private sector networking		Tools and mechanisms for improved dialogue and resource sharing between public and private sector (and within the private sector) at the national, regional and global levels, including trade fairs (sector unspecified).
25013	E-commerce		Promotion of information communication technologies for enhancing trade; training and provision of software and hardware to improve e-commerce capability.
240xx	Banking and finance	Trade finance	Access to trade finance; reform of financial systems, banking and securities markets to facilitate trade; laws and regulations that protect and promote trade-related investment.
311xx 312xx 313xx 321xx 322xx 33210 33300	Agriculture Forestry Fishing Industry Mining Tourism Services	Trade promotion strategy and implementation	Development of a national sector-level trade strategy; workforce development in export industries; implementation of sector-specific strategies in agriculture, forestry, fishing, industry, mining, tourism, and services including "fair trade programmes".
311xx 312xx 313xx	Agriculture Forestry	Market analysis and development	Access to market information; advice on standards, packaging, quality control, marketing and distribution channels in

TCBD B CODE	DESCRIPTION		Clarifications / Additional notes on coverage
321xx	Fishing		agriculture, forestry, fishing, industry, mining, tourism and services.
322xx	Industry		
33210	Mining		
33300	Tourism Services		

The Creditor Reporting System (CRS) uses 5-digit codes for most TRTA/CB categories. For trade finance, trade promotion strategy and implementation, and market analysis and development the first three digits refer to the main sectors (240 banking and financial services; 311 agriculture, 312 forestry, 313 fishing, 321 industry, 322 mineral resources and mining, 332 tourism and 333 services). The 'xx' refer to a range of more detailed codes for each activity (e.g. 31162 industrial/export crops, 31195 livestock/veterinary services). The detailed codes used for each activity are available via the database.

V. Overview of donor and multilateral agencies' TRTA/CB evaluation activities- Table 5

Country/ agency	Overall Evaluation of TRTA/CB	Evaluation Guidance/ Framework
APEC		"Evaluation Framework" package (initially prepared by Australia) is currently being examined by APEC sub-fora.
Australia		
Austria		
Belgium		
Canada	✓ (pending)	
Denmark	✓ (pending)	Methodology for evaluation of Danish support to capacity development in general (pending)
EBRD	✓ (not made public yet)	
EC	✓ (summary received; May 2004)	
FAO	✓ (not received)	
Finland		
France		
Germany	✓ (pending)	Evaluation mechanism specifically adapted to TRTA (E-VAL)
Greece		
Iceland		
IMF		
Ireland		
Italy		
ITC	✓ (pending; done by Denmark)	Indicators of achievement at corporate level
Japan		
Luxembourg		
Mexico		
The Netherlands	✓ (summary received; May 2004)	
New Zealand		
Norway		
OECD		
Portugal		
Spain		
Sweden		
Switzerland		
Thailand		
Turkey		
UNCTAD	✓ (September 2002; received)	
UNESCO	✓ (September 2003; received- capacity development)	
UNDP		
UNESCAP	✓ (WTO-ESCAP TA programme; November 2003; received)	
UNECE		
UNIDO		
UK	✓ (pending- first stage: 04/2004)	
USA	✓ (pending)	
WCO		WCO Capacity Building Diagnostic Framework (not just for ev.)
World Bank	✓ (pending)	
WTO	✓ (annually; 2003 received)	

VI. Work Plan 2004-2005- Table 6

TRTA/CB ASSESSMENT WORKPLAN	04/ 2004	05/ 2004	06/ 2004	07/ 2004	08/ 2004	09/ 2004	10/ 2004	11/ 2004	12/ 2004	01/ 2005	02/ 2005	03/ 2005	04/ 2005	05/ 2005
PHASE #1: ESTABLISHMENT OF AN EXPERTS GROUP AND AGREEMENT ON A POW AND TIMETABLE														
Identify relevant contacts														
Organize first experts' group meeting:			16											
Phase #2: Desk Study														
Set up a Steering Committee and decide on ToR														
Gathering 5-10 evaluations														
Conducting the Study														
Presentation of the 1st draft to the Steering Committee														
Incorporation of comments and final draft														
Phase #3: Monitoring and Assessment Methodology and Set of Indicators														
Decide on ToR														
Comparing evaluation methodologies and indicators														
Presentation of 1st draft to the Steering Committee														
Incorporation of comments into 2 nd draft														
Country case - testing the methodology														
Presentation of 3rd draft to the Steering Committee														
Presentation of the 2 products to the DAC														

VII. Joint reviews of trade capacity building: project proposal and concept paper

In May 2003, the DAC Secretariat issued a proposal for joint reviews of donor efforts in trade capacity building, yet no final decision regarding the latter was taken. The proposal is reproduced below.

The purpose of this note is to set out the terms of reference for assessing the contribution of donors' trade capacity building (TCB) activities towards helping to integrate developing countries in the global economy.

The proposal is to carry out a series of country level reviews/case studies managed jointly by donor field staff and local public and private sector stakeholders (*joint reviews*) with a view to drawing lessons for donors and their partners, and providing tools and indicators to assess the quality and focus of donor TCB activities.

The proposal emerges from discussions during the DAC/IFWG meeting in November 2002 in which participants called for concrete country case studies and tools for assessing aid effectiveness in this area. It proposes to build on work carried out in the DAC already, notably:

- *DAC Guidelines on Strengthening Trade Capacity for Development*¹⁹, a reference document on trade capacity building endorsed at the DAC High Level Meeting in 2001, and
- *Effective Practices in Conducting a Joint Multi-Donor Evaluation*²⁰, practical guidance document on how to plan and conduct a joint evaluation of development programmes when more than one donor agency is involved, approved at the meeting in February 2000 of the DAC Working Party on Aid Evaluation.

The paper is structured as follows:

- Objectives
- Modalities
- Scope
- Timeframe
- Resource implications
- Country criteria
- Process at country level
- Roles and responsibilities
- Outcomes

Objectives

Several countries, bilateral donors and multilateral agencies have accelerated their efforts since Doha to strengthen the provision of trade capacity building. The WTO/OECD Trade Capacity Building Database²¹ has been created to allow for better monitoring and co-ordination of trade capacity building activities. However, much remains to be done to be able to assess the effectiveness and impact of these activities. There is a particular need for concrete case studies and success stories from which to make this assessment.

¹⁹ See www.oecd.org/dac/trade

²⁰ See www.oecd.org/dac/evaluation.

²¹ See <http://tcbdb.wto.org>.

The objective of this proposal is therefore to address this information gap by conducting a series of *joint reviews* at the country level. This will guide donors and their partner countries in assessing the quality and effectiveness of trade capacity building as well as the extent to which TCB activities respond to demand. It will also serve as a basis for developing impact indicators for TCB.

Modalities

The modality for this exercise would be a *joint review* managed by donor field offices and stakeholders in a specific country. The rationale for carrying out a *joint review* as opposed to *single-donor effort* is that the focus is on a sector – trade capacity building - rather than on any specific activity. Thus it is a collaborative effort between donors, partner governments and other stakeholders. The *joint review* can be seen as an opportunity for *dialogue* and *capacity building exercise* in its own right.

The exercise is a *review* and not an *evaluation* since there is an element of *self-assessment* in it –the purpose is to draw lessons to improve trade capacity building activities rather than an assessment of *accountability* or *performance*. The country focus is needed to get closer to the actual impact of activities. Annex 1 provides some food for thought by giving some examples of different assessment/evaluation modalities.

Scope

The focus of the *joint review* is on building trade capacity in a specific partner country. The broad areas to be covered follow the DAC definition of trade capacity building, i.e. activities that enhance the ability of partner country policy-makers, enterprises and civil society actors to:

- Collaborate in formulating and implementing a trade strategy that is embedded in a broader national development strategy.
- Strengthen trade policy and institutions - as the basis for reforming import regimes, increasing the volume and value-added of exports, diversifying export products and markets and increasing inflow of foreign investment to generate jobs and exports.
- Participate in - and benefit from - the institutions, negotiations and processes that shape national trade policy and the rules and practices of international commerce.

There are several areas that are closely related to trade capacity building, such as improving the enabling environment, economic infrastructure development, investment promotion, and private sector and SMME development. The extent to which these areas should be included in the review will depend on local circumstances. In any case, it may be worth considering, as part of the review, the coherence of the linkages between trade and trade-related areas. More specific issues which may be considered in the terms of reference at the individual country level are found in Annex 2.

Timeframe

The work would be carried out in phases over a period of sixteen months (June 2003 –October 2004) as follows:

Phase I: (6/03-11/03)

- Identify two countries where there is interest at the country level for carrying out pilot *joint reviews* (e.g. Cambodia and Uganda),
- Identify interested donor (*lead donor*) to take the lead in the pilot review and identify any particular needs from headquarters (extra resources, etc) to facilitate the process being carried out at country level (see below),
- Identify an appropriate resource person/consultant (*reviewer*) with knowledge of the country context and ability to get stakeholders together to facilitate the process,
- Invite *reviewers* (consultants) and country representatives to a meeting of donors at the OECD (e.g. DAC/IFWG meeting) to present results.
- Draw lessons from the process and identify additional six countries for the second phase.

Phase II: (12/03 – 5/04)

- Carry out additional *joint reviews* based on refined terms of reference and lessons learned.
- Convene a donors' meeting with *facilitators* to discuss common themes and challenges.
- Draw lessons and identify preliminary impact indicators.

Phase III: (6/04-9/04)

- Prepare a report pulling together common themes from all case studies and identifying good practices and impact indicators.
- Present final report at a DAC meeting with a view to publication and dissemination of results.

Resource implications

An estimated 10-14 days consultancy may be required per country, depending on the scope of the work. If eight case studies were to be carried out, it would translate into a maximum of 112 days work plus travel costs, per diem and expenses.

€44,800 – consultancy costs for *reviewers* (at €400/day)

€14,200 – per diem costs for in-country facilitation by *reviewers* (based on average OECD rates in developing countries for 112 days)

€28,000 – travel costs for *reviewers* (€3,500 per person from country to Paris return incl. per diem)

€10,000 – costs associated with publication by OECD

€5,000 – contingency costs

€102,000 – TOTAL estimated costs

Country criteria

Countries should fulfil one or more of the following criteria to be suitable for a *joint review*:

- Political commitment to trade.
- Recent participation in a major trade capacity building programme, such as the Integrated Framework, JITAP or an IDA loan for trade reform.
- Several donors active in trade capacity building or closely related sectors.
- A donor committed to leading or facilitating a *joint review* (a fundamental condition for the *joint review* to be a country level process).

Suggestions for countries to date include: Cambodia, Kenya, Tanzania, Uganda, Mongolia, and Bolivia. Additional countries from Asia and Central America should be considered to ensure geographical balance.

Process at country level

The *joint review* is to be a country level exercise with headquarters playing a supporting role. The process for conducting the *joint review* can be envisaged in the following way, but should be adapted to country circumstances:

- A committed field office (*lead donor*), either directly or through head-quarters, takes the lead in involving other local donors.
- A group of interested local donors, building on existing local committee structures or ad-hoc, form a *working group* chaired by a *lead donor*.
- Key local stakeholders from national government, private sector and civil society are invited to participate in the working group and take a leading role in the *joint review*.
- Day-to-day management and secretarial tasks are delegated to one donor (or a smaller group of donors if many donors are involved).
- Draft terms of reference are prepared by the *working group*. The *working group* meets to discuss and agree on the terms of reference and the division of labour for the work. It is important that there is broad agreement on the purpose and process of the *joint review*, so adequate time and attention need to be given to the planning of the work.
- A *reviewer* is engaged with the terms of reference as a basis. It is recommended that local consultants are used to the extent possible. A good way to prepare the *reviewers* is to organise a team planning workshop. The purpose is to make sure that the *reviewers* understand the purpose and process of the work.
- A report is prepared and discussed in the *working group* and follow-up activities are defined (to improve effectiveness and monitoring of trade capacity building activities).
- The outcomes are documented as a case study, together with key lessons that could be fed into good practice discussions. It could also be useful to disseminate and discuss the outcomes at a wider stakeholder workshop, through discussions with donor headquarters and at international gatherings.

Roles and responsibilities

The OECD (Development Co-operation Directorate) will share this proposal with a wide group of bilateral donors with a view to refining the proposal, ensuring an appropriate balance in the selection of countries, seeking financial contributions to carry out the work, and identifying volunteers to pilot the country studies as *lead donors*.

Once a *lead donor* has been identified for the first two pilot countries, the OECD will be in contact with the donor agency at the field level to discuss the proposal. OECD will participate in the identification of appropriate resource persons/consultants to facilitate the review in country and will handle contractual arrangements with them. The *lead donor* will then oversee the work by the *reviewer* at the country level in co-operation with the *reviewer* and the *working group*.

The responsibilities of the *reviewer* will be to set up a working group, carry out interviews and draft a report of no more than 20 pages with an executive summary. He/she will share the review with the working group and revise accordingly.

The OECD will organise a special DAC (or DAC/IFWG) meeting in Paris to discuss lessons learned from the process and to identify further countries for review. The OECD will invite the *reviewers* to attend these meetings. The *lead donors* for the two pilots will have responsibility for organising the agenda and discussions of the breakout sessions on the country cases. If they wish to include country stakeholders from government or private sector, they will cover this participation including return tickets and per diem from their own resources.

Building on the experiences of the two pilot cases the OECD will oversee that the next six *joint reviews* are carried out.

The OECD will write the final report drawing on the eight individual country reviews and be responsible for publishing and disseminating the report as a DAC reference document.

Outputs

The following outputs are planned from the work:

- Eight background reports from the country reviews
- Case studies presented at breakout sessions at a DAC (IFWG/DAC) meeting
- A final report to be published by the OECD
- A set of indicators to assess the quality and focus of donor TCB activities

Annex 1: Examples of assessments/evaluations

Modality	Description
Donor self-assessment	Bolivia bilateral co-operation network on the PRSP: a self-evaluation of the efforts
Project review	Review of the DFID funded trade policy capacity building project in Malawi
Institutional assessment	Trade related institutional assessment for Lesotho prepared as an input to the Integrated Framework by the World Bank
Evaluation	Evaluation of Jitap
Relationship between donors and the partner country	Independent monitoring group in Tanzania
DAC Peer Review	Joint Country Assessment in Tanzania

Annex 2: Issues (to be considered for country level terms of reference)

DAC criteria for evaluating development assistance

- Relevance
- Efficiency
- Effectiveness
- Impact
- Sustainability

Issues

- Stakeholder involvement
- Analytical work
- Political commitment
- Degree of donor co-ordination
- Relationship between donors and the partner government
- Role of the Ministry of Commerce
- Focus, gender and poverty aspects

- Mainstreaming (in donor programmes and in country strategies)
- Medium term expenditure framework and budget
- OECD/WTO trade capacity database
- Development linkages e.g. PRSPs

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