

LATIN AMERICAN AND CARIBBEAN Case Stories

A snapshot of **Aid for Trade** on the ground



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WORLD TRADE
ORGANIZATION



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EXECUTIVE SUMMARY

“It is essential to have a national Aid-for-Trade strategy. In the absence of a Strategy, identifying the national Aid-for-Trade priorities as well as monitoring and evaluating the flows and impact of Aid for Trade in Trinidad and Tobago has proved to be extremely challenging. Having a clear strategy that identifies the national aid priorities and objectives significantly increases the likelihood of greater aid effectiveness.” **Trinidad and Tobago – Services Trade mission to Guadeloupe and Martinique.**

Mainstreaming trade into development strategies is a growing priority for governments in Latin American and Caribbean (LAC) countries. An increasing number of trade-related development projects focus on enhancing national competitiveness in key export sectors such as agriculture, textiles and services, and on how such strategies can be used to better align national priorities with regional economic development strategies. It is clear that while governments in the Caribbean, Central and South America understand the value of trade as a tool for development, their different geographies and varying levels of development show that specific national and/or regional responses are essential if their respective development needs are to be addressed.

Aid-for-Trade flows to the Latin American and Caribbean region totalled US\$3.1 billion in 2009, up from the US\$1.7 billion which the region received on average annually from 2002-2005. These funds were used in part to implement the 67 projects, processes or programmes which were submitted as Aid-for-Trade case stories. This wide sampling comes from a cross-section of development partners – ranging from governments and universities to private sector coalitions and civil society organizations. It helps to shed more light on what is working on the ground and what is not. Although the case stories received represent only a limited sample of Aid for Trade in the region overall, they do help to underscore that Aid-for-Trade flows are achieving results.

There is a considerable diversity in the case stories received from the Latin American and the Caribbean region. They address challenges such as how officials have been trained to tackle non-tariff barriers such as sanitary and phyto-sanitary measures and how some governments managed to overcome significant transportation bottlenecks. Other subjects profiled in the case stories include productive capacity building, mainstreaming trade into national development strategies, securing access to trade finance and devising trade policy reforms. Some clear messages have emerged from the case stories:

- National strategies need to be in place so that a country can fully benefit either from a specific project or from a regional trade agreement;
- Programmes or projects need to be well-managed by both donors and partners;
- Successful projects can have important multiplier effects and finally,
- Adequate funding needs to be available throughout the duration of the project.

I: INTRODUCTION

In October 2010 the Director-General of the World Trade Organization (WTO) and the Secretary-General of the Organization for Economic Cooperation and Development (OECD) launched a call for case stories on Aid for Trade. These case stories were seen as potentially important inputs into the WTO/OECD monitoring framework, providing a platform for the providers and users of Aid for Trade to showcase the impact Aid for Trade was having on trade, development and poverty reduction. As of March 2011, 269 case stories had been received from partner countries, development partners, international organizations, academia, the private sector and civil society.

The Latin American and Caribbean region is well represented in the case stories submitted to the OECD and the WTO. In total, 67 case stories were submitted about Aid for Trade in the region. The case stories provide a snapshot of how specific projects helped to address certain needs. But they also point to gaps, especially in regard to hard and soft trade-related infrastructure. At times both kinds of projects are interlinked. An example is the installation of the ASYCUDA World automated system for customs data in Montserrat. While the system (the hardware) was introduced relatively easily, managing the technicalities of such a system was more problematic. Much more professional training was required than had initially been planned for, thereby increasing the need for new funding and reducing the overall effectiveness and timeliness of the project.

The case stories do provide some clear lessons about how Aid-for-Trade interventions can be improved. Despite the heterogeneous nature of the countries and the subjects addressed, the case stories draw attention to some recurring problems related to project ownership and management, alignment, funding and project sequencing. Other topics addressed include improved monitoring and evaluation techniques, the value of South-South and triangular cooperation, the role of value chains, the need to ensure adequate trade finance and the importance of project and programme sustainability.

In an effort to draw out the main lessons from the case stories, a methodology was developed based on a series of common elements which could be coded and analysed. This approach allowed the case stories to be assessed against a common series of indices which categorized the submissions according to who submitted it (partner country, donor, South-South, other), who it was submitted about (partner country, Least developed Country (LDC), Small, vulnerable economy (SVE), Landlocked Country (LLDC), etc.) and what issues were raised (trade policy, trade facilitation, standards, value chains etc.) Indices were then developed to capture the kinds of problems which were encountered, the factors for success, the nature of the Aid for Trade intervention (project, programme, or methodology), the outputs, outcomes and impacts, the role of monitoring and evaluation and results-based management, lessons learned and the overall effectiveness of the interventions.

This methodology helps draw out some of the main lessons and identifies certain project effectiveness gaps. It creates a platform for further analysis on specific themes and on lessons learned. For the purposes of the analysis conducted for this report, it is important to note that some individual projects have been coded through multiple elements. Hence, one project could address multiple themes, have multiple outcomes and impacts, and have a series of problems or factors of success. The analysis included in the narrative and the corresponding graphical illustrations focuses on the number of

times 'network infrastructure' or 'standards' were coded as a theme addressed in the specific case story. There are some elements which naturally are coded only once per case story, such as whether monitoring and evaluation methods were applied or whether the project was effective.

In coding 'factors for success,' for example, six options were provided: none reported; ownership by partner country; private sector engagement and commitment; effective national coordination or implementation mechanisms; commitment of the donor; and commitment of the partner country to implement lessons learnt. In terms of 'project or programme impacts', there were eleven coding options. These were: none reported; domestic investment in sector mobilized; foreign investment mobilized; employment creation; export growth; sector or economy wide economic growth; gender empowerment; poverty reduction; positive impact on Millennium Development Goals (MDGs); positive impact on regional trade integration and/or increased regional trade; and negative impact (specify).

The methodology is constrained in two areas:

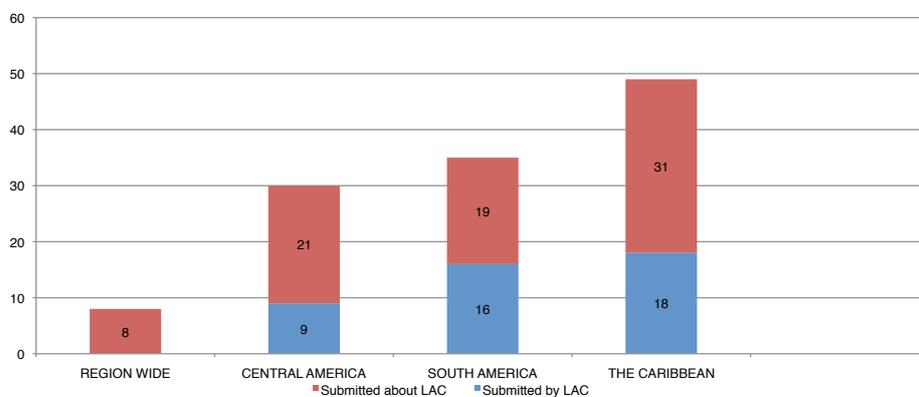
- **Partial analysis** - Although the coding of results of all case stories across regions was based on a consistent set of indices, there is an inherent bias given that it was not the authors who coded the information.
- **Case stories** - Although there was an understanding that some form of analysis of the case stories would be undertaken, the case story authors were not informed of the evaluation methodology in advance. The methodology was developed post-submission of case stories as a way to deal with the analysis of the sample.

The codes used in the methodology are attached as Annex 2.

II: REGIONAL FOCUS OF THE CASE STORIES

A total of 67 Aid-for-Trade case stories were submitted about the Latin American and Caribbean region. Of the total, 33 case stories concerned projects, 23 focused on programmes, and 11 on processes. The case stories were organized into three sub-regions: Caribbean, Central America and South America, with Belize, Guyana and Suriname being counted as part of the Caribbean for the purposes of this analysis. Chart 1 provides a regional breakdown of the case stories, including 8 which cover the LAC region. It is important to keep in mind in the charts contained in this report that individual case stories may refer to multiple sub-regions. Hence, the numbers cited in these charts will be greater than the total of 67 case stories submitted. The chart indicates that while there are 9 case stories submitted by Central American countries, more than twice that many were submitted about projects and programmes in Central America. In South America, the picture is more balanced with 16 submitted by South American actors and 19 submitted about projects there. In the Caribbean, 18 case stories were submitted by governments or institutions active in the region, and 31 were received about the region.

CHART 1: A TOTAL OF 67 CASE STORIES SUBMITTED ABOUT LAC



Note: As individual case stories may refer to multiple sub-regions, the figures in this chart will be greater in number than the total of 67 case stories submitted.

REGION-WIDE CASE STORIES

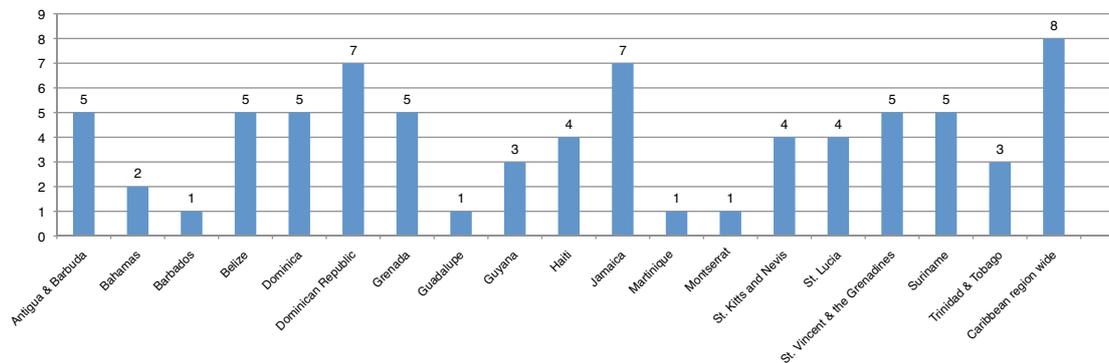
Eight case stories were region-wide in application, i.e. they covered the Caribbean, Central and South American regions. They focused on providing technical assistance or improving the accessibility to trade finance in the wake of the 2008 economic crisis. Other subjects included regional training programmes, trade policy reforms and implementation, accessing regional or global value chains, and addressing export barriers such as sanitary and phyto-sanitary measures (SPS).

Regional integration is a priority for the sub-regions and many of the LAC-wide programmes and projects were designed to strengthen the economic resilience of the region or to further build the region's

human capacity through specialized training. Case stories such as one submitted by the Inter-American Development Bank (IaDB) on its training activities for customs officials and trade negotiators on Rules of Origin serves as a good example. Many of the case stories involved a focus on increasing the export capacity of countries in the region, especially as concerns the export of agricultural products. The Inter-American Institute for Cooperation in Agriculture (IICA), for example, submitted three case stories, all of which feature an SPS component: one case story focused on strengthening national agricultural health and food safety services; another on assisting institutional SPS frameworks by training 230 officials from 32 participating countries; and a third recounts a project on assisting officials with the preparation of their respective national SPS agendas.

The IaDB also submitted two region-wide case stories. The first described efforts to ensure that credit lines remained open in the wake of the economic crisis. Starting with a small network, the IaDB expanded it to include 240 banks belonging to 88 different banking groups in 53 countries. By the end of 2010, the IaDB's Trade Finance Reactivation Programme had approved more than US\$1.2 billion in credit lines and issued guarantees worth more than US\$800 million. Other region-wide case stories for the LAC countries included submissions by the Organization of American States (OAS) on a trade policy project for 500 government officials, and a case story submitted by Spain on its funding of an UNCTAD-led workshop on international investment agreements.

CHART 2: CASE STORIES SUBMITTED ABOUT THE CARIBBEAN SUB-REGION



Note: As individual case stories may refer to multiple countries the figures in this chart will be greater in number than the total number of case stories submitted about the Caribbean sub-region.

CHART 3: CASE STORIES SUBMITTED ABOUT THE LATIN AMERICAN SUB-REGION

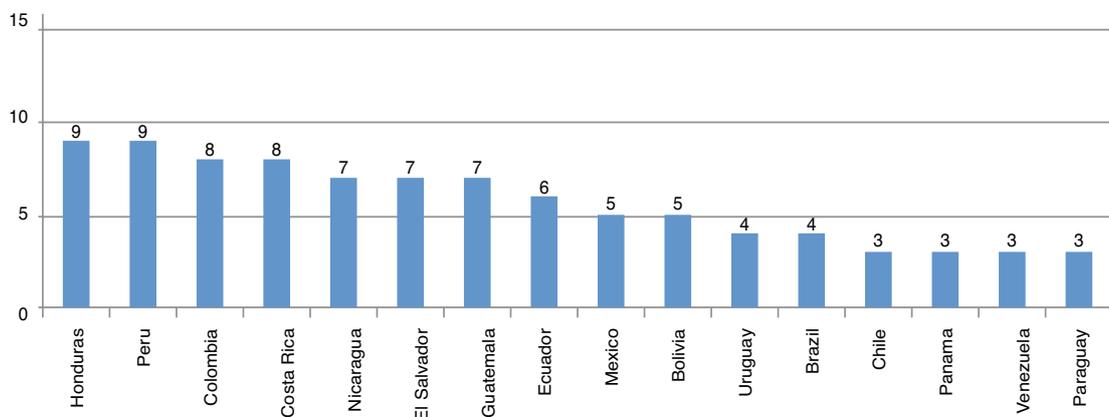
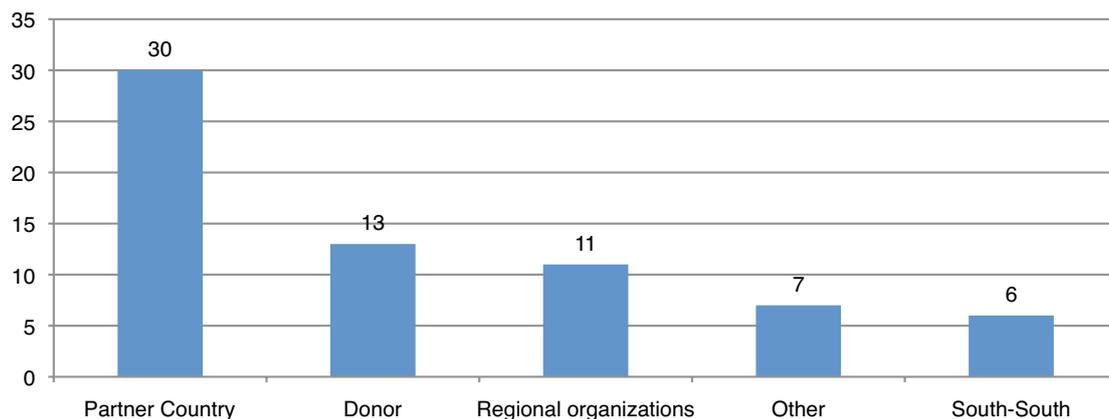


CHART 4: CASE STORIES SUBMITTED ABOUT LAC / DISTRIBUTION BY CATEGORY



Most of the 67 case stories received were submitted by partner countries. The latter submitted more than twice as many case stories as did traditional donors. In almost all of the cases, the partner countries made reference to the original source of funding for any given project, even if such a project or programme involved third parties responsible for implementing or coordinating the given activity. Regional Economic Commissions (RECs) such as Caribbean Community (CARICOM), the Organization of Eastern Caribbean States (OECS) or the Centro de Derecho Económico Internacional (CDRI) submitted a total of 11 case stories. These were followed by an “Other” category which comprises case stories submitted by academic institutions or civil society organizations such as the International Centre for Sustainable Development (ICTSD).

Six case stories were submitted by South-South partners, i.e. developing countries funding technical assistance and capacity building programmes in other developing countries. Argentina submitted three such case stories concerning a project in Bolivia to help meat producers safely store and transport meat products, one in Peru on the dairy sector to help milk producers add value to their products by producing cheese and one in Nicaragua to help fisherman learn more about sustainable fishing techniques. Chile submitted one on its efforts to assist El Salvador with export promotion. Other case stories involving South-South cooperation were two Chinese Taipei projects on increasing papaya exports in Guatemala and increasing oriental vegetable production in Honduras and one by Trinidad and Tobago on the provision of technical assistance to encourage the exchange of services between Trinidad and Tobago and the islands of Guadeloupe and Martinique.

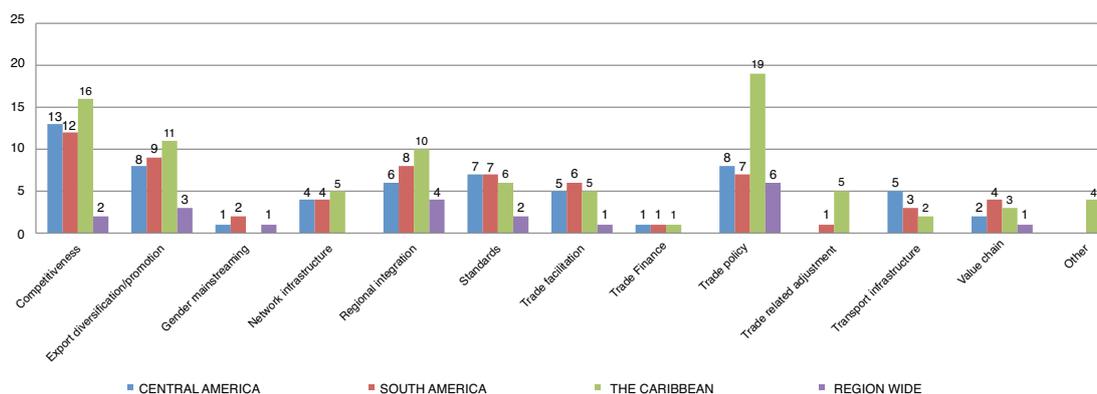
THEMATIC FOCUS OF LAC CASE STORIES

The case study submissions for Latin America and the Caribbean cover a wide range of Aid-for-Trade topics and reflect the diversity of the Latin American region as a whole. They also help to shed light on the region’s many levels of development and its varying priorities. Countries in the LAC region have very different geographies and population sizes. They range from small island states with only tens of thousands of inhabitants to large developing countries with rapidly growing populations. The divergent economic profiles, levels of gross domestic product (GDP) and per capita incomes represent a wide cross-section of development issues. Some, like the small vulnerable economies, may have strengths in services but they lack production capacity in the manufacturing sector. They therefore have difficulties accessing key export markets. Others are well placed geographically to take advantage of markets worldwide, but have to continually focus on maintaining their hard won competitive advantages.

The inter-connected nature of many of the topics shows the multiplier effect that Aid for Trade can have when addressing a number of divergent, but related, trade issues in-country. For example, a focus on enhancing competitiveness in one given sector can also include an emphasis on standards or accessing value chains. Costa Rica experienced this when it began to focus on increasing direct foreign investment in its economy in order to secure more participation for its small- and medium-sized businesses (SMEs) in global value chains. Investments in transport facilities, telecommunications infrastructure and energy services ultimately helped the country’s SMEs tap into some important global supply chains. These same SMEs eventually became domestic suppliers to high technology firms active in electronics, automotive parts and medical devices.

The chart below presents a thematic focus of the LAC case stories and shows how many times the various themes were the subject of case stories in each of the three sub-regions or LAC-wide. For example, as can be seen from the chart, export diversification and promotion was a theme mentioned in 11 out of 49 Caribbean case stories.

CHART 5: THEMATIC FOCUS OF CASE STORIES ABOUT LAC / DISTRIBUTION BY SUB-REGION



The theme which received the greatest number of mentions across the three sub-regions was competitiveness. It figured prominently in the Caribbean (16) and was closely followed by Central America (13) and South America (12).

In the Caribbean, many of the case stories on competitiveness concerned adding value or branding products so that they could be exported more easily, or enhancing competitiveness in the services sector. Two case stories concerned rum production. A case story by CARICOM, for example, discussed how new brands of rum had been established in the region and how they were being successfully exported to the European Union. The second, from the European Centre for Development Policy Management, focused on improving production techniques and using international marketing campaigns to help sell rum abroad. Meanwhile, the Caribbean Development Agency submitted a case story about enhancing competitiveness and promoting trade and export development by way of a programme designed to assist SMEs improve their tourism services.

A close second to competitiveness, was trade policy. While trade policy regulations and reforms was a major focus for the Caribbean (19 mentions), it was less so in Central America (8), South America (7), and LAC wide (6). In the Caribbean region, trade policy reform was most often mentioned in connection with regional trade agreements, especially the region's Economic Partnership Agreement with the European Union. CARICOM'S case story on a joint-European Development Fund and Commonwealth Secretariat project provides a good example. The Hub and Spokes project encompassed all the main themes of trade policy formulation, negotiation and implementation and resulted in extensive training for more than 2,800 officials from CARICOM and states from the Organization of Eastern Caribbean States. In Central America, Mexico submitted a case story on its National Development Plan (2007-2012) which seeks to spur competitiveness through an overhaul of the country's trade policy, including through tariff reductions, customs reforms and other regulatory simplifications to reduce the costs of opening a business. In South America, an example is provided by Peru, which submitted a case story on its experiences with mainstreaming trade into its development strategy. In conjunction with a host of development partners, Peru was able to introduce a number of trade policy reforms to strengthen competitiveness, access supply chains and attract more foreign investment.

Export diversification and promotion came third followed by regional integration, standards, trade facilitation, network infrastructure, value chains and transport infrastructure. These themes were followed by trade-related adjustment, gender mainstreaming and trade finance.

Standards and transport infrastructure were two areas which featured more prominently in Central American countries than in other sub-regions. Several case stories related to the Mesoamerica project, especially the road transport and trade facilitation systems being put in place to inter-connect Central American countries (see box). A second was the targeted assistance from donors to stimulate agricultural production in several countries in the region. Trade policy regulations and reforms was the third most cited category.

In South America, a majority of case stories focused on competitiveness (12) followed by export diversification and promotion (9), and regional integration (8). It is clear that in order to take advantage of the access to new markets secured through regional trade agreements, exporters faced increased competition throughout Central and South America. In turn, they needed to enhance their products, lower production prices, reduce transport costs and launch better marketing campaigns to promote their exports and realize sales abroad. This was the case in Chile with its "Program Pymexporta" project which singled out more than 100 companies from a total of 7,000 as having export potential. The managers and owners were trained on regulatory compliance procedures for exports and given advice on product suitability and marketing. This was deemed crucial by Chilean authorities so that SMEs could take advantage of the increased market access opportunities resulting from Chile's recent regional trade agreements.

In regard to export diversification and promotion, the Exporta Fácil project submitted by the Universal Postal Union helps explain how SMEs in South America took advantage of courier services to deliver their products to customers more economically, especially in Peru and Brazil. Another example about product diversification and export promotion comes from the agriculture sector. Peru submitted a case story on how it helped to develop the organic production of the vegetable Maca, known for its therapeutic effects, through an ambitious project which not only transferred technology and know-how, but also assisted with the development of an organic product certification system.

As concerns regional integration, several case stories focused on the Caribbean. One by CARICOM, for example, sought to help the private sector benefit from the Economic Partnership Agreement (EPA) with the European Union. It resulted in 18 concrete projects to improve trade opportunities and regional cooperation and integration. Another related project was submitted by the ICTSD. It concerned the Caribbean Aid for Trade and Regional Integration Trust Fund (CARTFund) which assisted in creating national EPA implementation units with a regional unit housed in the CARICOM Secretariat. It also led to the establishment of services coalitions and tourism-related projects by national and regional authorities.

Central America — The Mesoamerica Highway Project

Soft and hard trade-related infrastructure investments in the Mesoamerica Project (MP) aim at connecting markets and tackling challenges within the region which are crucial for reducing transport and trade costs. Related issues concern enhancing trade competitiveness, attracting foreign investment and efficiently delivering goods and services to the global marketplace. At the same time, the MP will also help to promote the convergence of the Free Trade Agreements signed by countries of the region. To maximize the potential of infrastructure projects, it is essential to create the institutional framework needed to reduce trade costs generated by deficient procedures and poor coordination among national markets.

Currently, the average speed of trucks that haul freight from one country to another in Central America is 10 km/h. Trucks often take 24 hours to travel along the 130 km stretch of highway from El Salvador through Honduras to Nicaragua. One of the main problems is repetitive and redundant paperwork at the national border crossings, which reduces trade and increases freight charges significantly. By 2015, the Pacific Corridor is expected to become a world-class highway with enhanced infrastructure, equipment and transport systems in all borders, thus having a significant beneficial impact on trade and regional integration. Other projects to develop regional maritime transport and railroad networks are underway. Currently, the laDB is providing approximately US\$25 million in grant financing for feasibility studies and technical assistance. Source: The Inter-American Development Bank.

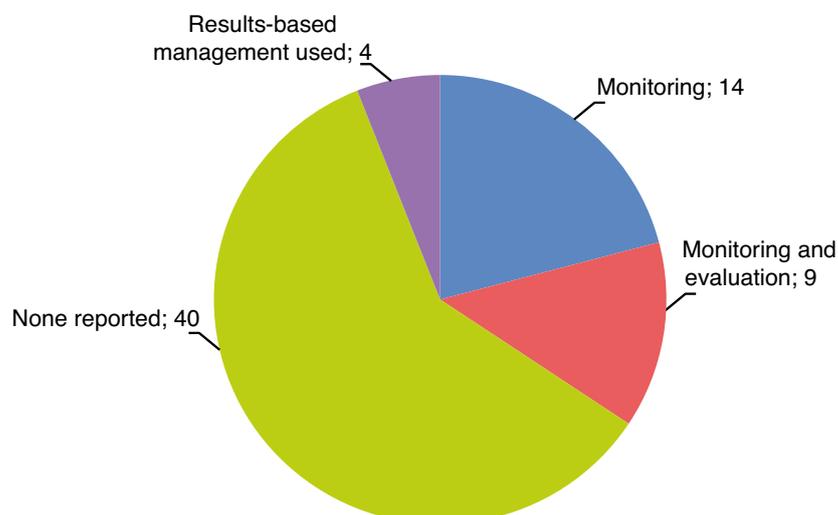
MONITORING AND EVALUATION: OUTPUTS, OUTCOMES AND IMPACTS

Assessing the impact of Aid for Trade is the core focus for the Third Global Review on Aid for Trade. The case stories provide some indication of how Aid for Trade is working or is not working. A majority of the ones submitted by and about the LAC region did report or made mention of outputs and outcomes resulting from Aid-for-Trade projects or programmes. Reporting on impacts, however, was not as frequent. This may be due to the fact that “impact” as such is harder to measure and may require baselines or specific indicators to determine whether an intervention did indeed have an impact or achieved either its objective and/or additional or unintended objectives. The case story on CARICOM’s Hub and Spokes project on Trade Policy Formulation specifically alluded to this problem. A suggestion was made to explore the “possibility of utilizing more robust indicators of project impact” in future projects.

As concerns monitoring and evaluation techniques, the analysis shows that just over 40 per cent of the case stories did make use of some monitoring in connection with the actual Aid-for-Trade activity carried out. Others mentioned monitoring in connection with evaluation and five case stories referred to the use of some kind of results-based management. An example of the latter is the Hubs and Spokes Project in the Caribbean referred to above. It is characterized by rigorous project management and a continuous evaluation of Project Performance. It also makes use of semi-annual progress reports and work programmes. Furthermore, it is accompanied by “stakeholder consultations” which help to provide valuable feedback and identify possible points where further capacity building is required. It should also be recalled that the absence of any mention of monitoring and evaluation in the case story may not mean that such techniques were not used - they simply were not reported.

Another Caribbean example of where results-based management was applied is the Caribbean Aid for Trade Regional Integration Trust Fund (CARTFund), also mentioned briefly above. In its conclusion, the case story states that it is by no means easy to assess results or impacts. Information baselines are needed as well as good statistics.

CHART 6: CASE STORIES ABOUT LAC / MONITORING & EVALUATION



REPORTING ON OUTPUTS

Based on the case stories submitted, the most reported output of Aid for Trade in the LAC region concerned training activities. As many as 57 case stories mentioned training as a specific output of a given project or programme. Such activities included workshops, academic courses, seminars, study tours and conferences. Training activities was followed by new processes as the second most often recorded output. As many as 51 case stories reported on new processes which related to such issues as new border procedures for speeding up border transactions, to new administrative rules or methodologies introduced by either the public or the private sector. The third most reported output category concerned new policies which related most often to trade policy reforms or changes put in place because of new regional trade agreements.

laDB launches new Regional Integration Strategy and new Aid for Trade Strategic Fund

On March 22, 2011, the IDB approved the Sector Strategy to Support Competitive Global and Regional Integration. The Strategy proposes to invest simultaneously in the software and hardware of integration to increase competitiveness and create jobs in Latin America and the Caribbean. The purpose of the Strategy is to increase and sharpen the Bank's contribution to a competitive Latin America and Caribbean (LAC) global and regional integration. It provides the framework for the Bank to reach the 15 per cent target of annual lending in integration projects by the end of 2015, and to contribute to all dimensions of the regional development goals related to integration.

The central tenet of the Strategy is that the Bank needs to act simultaneously on the software (policy and regulatory frameworks) and the hardware (physical integration) of integration, ensuring coherence between national and regional interventions. Though software investments require fewer resources, they can make integration infrastructure more efficient and unlock investments in hardware. Focusing on the software-hardware continuum and strengthening the production of regional public goods will be crucial to retaining the historical comparative advantage of the IDB as LAC's integration Bank.

The Inter-American Development Bank (laDB) has also announced the creation of a new Aid-for-Trade Strategic Thematic Fund to help the public and private sectors in Latin American and the Caribbean to integrate into the global economy. The Fund seeks to help countries benefit from liberalized trade and increased market access by channeling grant resources to overcome these supply-side constraints. laDB President Luis Alberto Moreno announced the creation of the Fund, and the United Kingdom's commitment to provide a substantial contribution, during the Executive Board of Directors meeting on 19 November 2010. Currently, the United Kingdom, Canada and Switzerland have provided financial contributions to the Fund

Significant supply-side challenges exist across most LAC countries and regions, which need to be addressed if countries are to play an active role in the global trading system and to use trade as an instrument for growth and poverty alleviation. However, the LAC region is currently not receiving a significant proportion of trade-related Official Development Assistance (ODA) when compared with other regions such as Asia or Africa. The Fund aims to provide an operational framework to implement global priorities in the region, providing donors an opportunity to meet standing commitments with increased development effectiveness.

Specifically, the Fund will support activities falling within the following four main areas: trade policy, negotiation and implementation of trade agreements; trade facilitation and private sector development and Initiatives that help connect markets that are complimentary to physical infrastructure, such as the harmonization of regulatory frameworks; the reduction of transit costs and trade-related adjustment activities to help countries adapt to trade liberalization and technical standards, including sanitary and phyto-sanitary measures. Also, the Fund has two horizontal priorities: trade and gender and trade and environment.

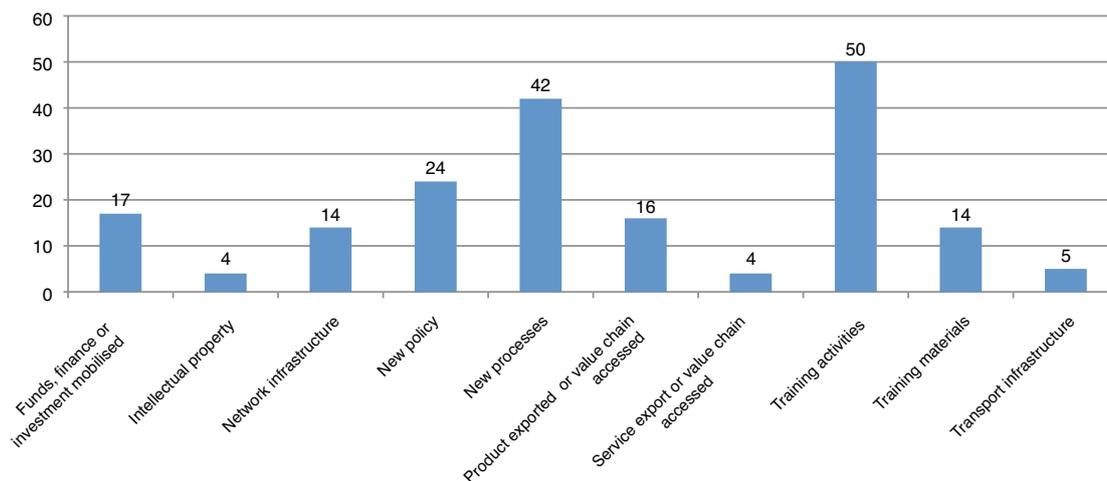
At the global level, it is expected that the Fund will contribute to foster the harmonization and coordination of multilateral donor's interventions at both national and regional levels, in line with the Paris Declaration on Aid Effectiveness, by promoting ownership, alignment, harmonization, management for results and mutual responsibility, with a clear focus on monitoring and evaluation.

The Fund will also allow the laDB to channel resources into the region through other regional institutions, thereby facilitating coordination, and specialization. The Fund is a multidonor trust fund, created as a Strategic Thematic Fund (STF) under the laDB's "New Framework for Technical Cooperation".

Other outputs which received frequent mentions were funds financed or investment mobilized (23), and products exported (17). The mobilization of funds and products exported could be said to be one of the more tangible results of Aid for Trade in that funds spent had a direct result on exports, or in being able to position a particular product or its components to render them regional or internationally competitive.

On a sub-regional level, training activities were most often mentioned in connection with the Caribbean region, followed by Central America and South America. New processes and new policies were, respectively, the second and third categories most often mentioned. These results suggest that in many cases, government officials and members of the private sector received training on new work methods, improved testing requirements or on other administrative changes which a government had introduced or was planning on implementing. An example is given by Costa Rica which provided extensive training to officials on all aspects of trade after its trade policy reforms were introduced. This was to help the country take more advantage of new market opportunities. Other examples are provided by those countries introducing new automated customs clearance systems such as Colombia, Dominica, El Salvador and Haiti. Government decisions to streamline clearance procedures resulted in considerable increases in training not only for officials but also for the staff expected to maintain such systems.

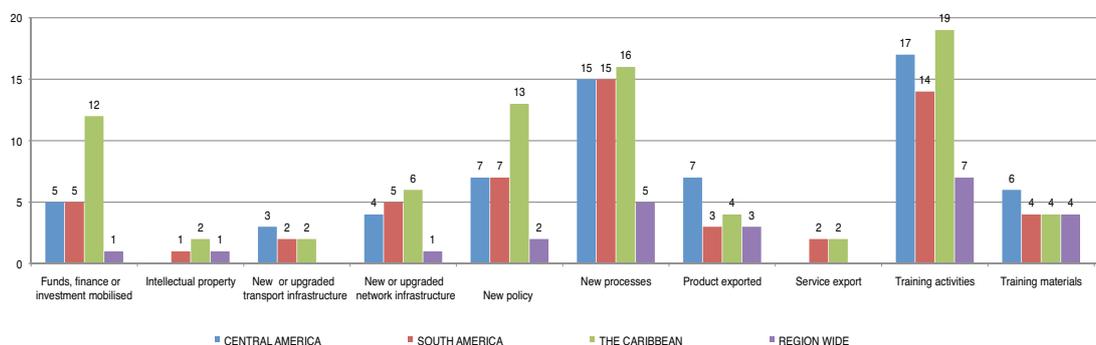
CHART 7: OUTPUTS OF CASE STORIES ABOUT LAC



REPORTING ON OUTCOMES

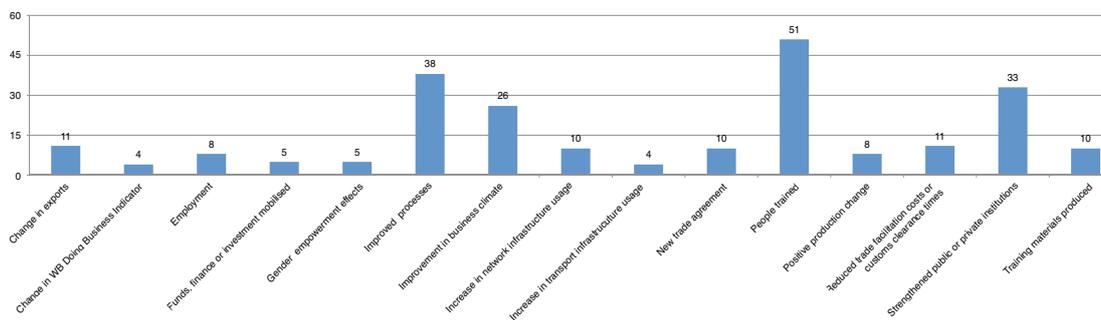
As concerns the analysis on outcomes cited in the LAC case stories, the coding allowed for a broad assessment of 15 different categories, ranging from new trade agreement and improved processes, to more measurable outputs such as a change in exports or in employment. Overall, the people trained category was the most frequently reported outcome (58 times). This was followed by improved processes and strengthened public or private institutions (reported 47 and 36 times, respectively). Other categories mentioned relatively frequently concerned improvements in the business climate (28) and reduced trade facilitation costs (13). A change in exports and increases in network infrastructure usage both received 12 mentions, followed by employment (11). Training materials produced and new trade agreement were each reported 10 times, followed by funds, finance or investment mobilized (9), and positive production changes (8). The least reported outcomes concerned an increase in transport infrastructure usage (6), gender empowerment effects (5) and a change in ranking in the World Bank's 'Doing Business' Indicators (4).

CHART 8: OUTPUTS OF CASE STORIES ABOUT LAC / DISTRIBUTION BY SUB-REGIONS



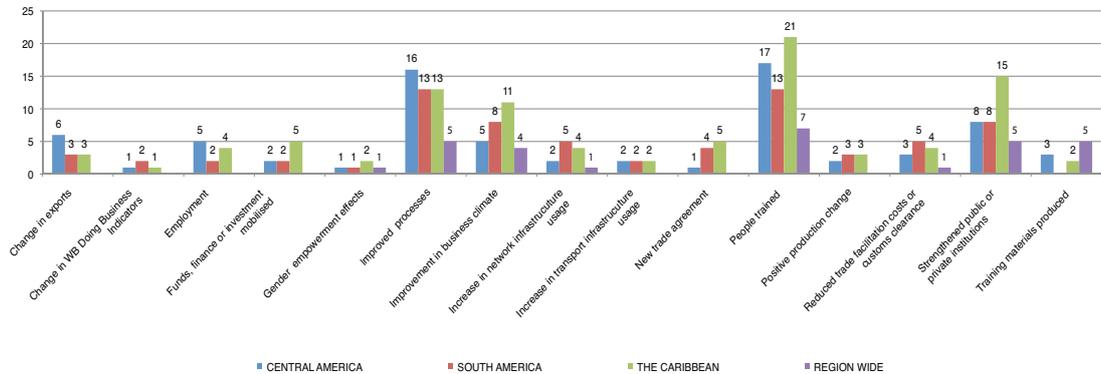
“Craftsmanship plays an important part in the Peruvian economy, providing a source of employment and foreign exchange for the country. But global competition requires the artisans to be informed, trained and updated regularly so that they can come up with new products and designs which can compete both nationally and internationally in what is a global market place in perpetual motion”. **Peruvian case story on the artisanal textile industry in Cusco, Peru.**

CHART 9: OUTCOMES OF CASE STORIES ABOUT LAC



In the sub-regions, the results show that training activities were most prevalent in the Caribbean region and that improved processes were more frequent in Central America. This may be one of the reasons why more case stories on Central America reported a higher change of exports than either the Caribbean or South American regions. Case stories also reported more of an effect on employment in Central America as compared to other regions. An example is the case story provided by Guatemala on its Canadian-funded project to increase exports of cardamom. From having no cardamom exports in 2002, Guatemala exported 400 tons in 2009. Family incomes for the prices were said to have increased between 24 and 35 per cent, with significant benefits going to the many women involved in every aspect of the production cycle.

CHART 10: OUTCOMES OF CASE STORIES ABOUT LAC / DISTRIBUTION BY SUB-REGIONS



REPORTING ON IMPACT

The analysis of the impact of the case stories reaffirms the challenge in attributing impacts to Aid-for-Trade interventions. As already referred to in some of the case stories concerning the Caribbean, the lack of baseline data or indicators at the outset precludes a thorough evaluation of impact as such. While many of the case stories show that Aid for Trade has had a significant effect on trade in certain sectors, specific countries or regions, some underline the need for a better impact evaluation at the outset of a given project. Equally important is the need to develop indicators based on measurable baseline data.

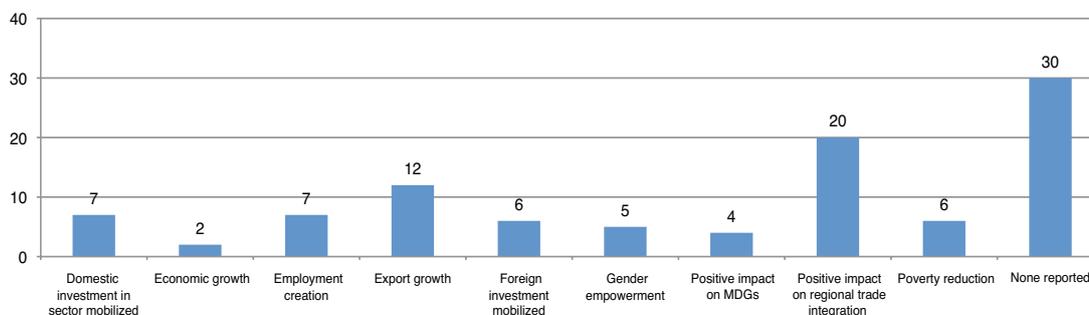
When assessing the “impact” that Aid for Trade has played in the LAC region overall, it is interesting to note that the impact “none reported” was noted as many as 30 times. This may be due to the difficulty of reporting demonstrable, visible impact and also to the fact that many programmes take several years before yielding the first tangible results. Nevertheless, the level of “impact” can be examined from other angles and many of the case stories received do provide some assessments. These relate to whether or not a project resulted in the creation of jobs, led to an increase in exports or mobilized funds, finances or investment.

In second place after “none reported” was a positive impact on regional trade integration (20 mentions). This follows from the numerous case stories which describe efforts at meeting SPS requirements abroad (see box below) or which address issues related to facilitating cross-border trade to take advantage of recent trade agreements. Regional integration was followed by export growth with 12 mentions. Domestic investment in sector mobilized and employment creation both received seven mentions, whereas foreign investment mobilized and poverty reduction both received six. Gender empowerment, positive impact on the Millennium Development Goals and economic growth recorded five, four and two mentions respectively.

Addressing Standards, including SPS Measures - A primary focus of Aid for Trade

More than 15 case stories for the Latin American and Caribbean region focused on Sanitary and Phyto-Sanitary measures in connection with agriculture or fisheries. Many donors as well as partners understand that meeting SPS requirements is the first major step towards increasing exports in areas where the region has obvious comparative advantages, i.e. agriculture. The Inter-American Institute for Cooperation in Agriculture (IICA) submitted three case stories on its projects throughout the region, whereas CARICOM, the OECS and Belize each profiled cases highlighting the necessity of sound cooperation between ministries in this area in the Caribbean. A US Government case story outlined its assistance for the CAFTA-DR region which focused on integrating the SPS regulatory framework for Central America, mainly Guatemala, Honduras, El Salvador, Costa Rica, and the Dominican Republic. The programme helped to train 4,300 people in the public and private sector, involved 1,000 companies and resulted in export revenues of US\$100 million since 2006. Several case stories also involved tackling SPS measures in the fisheries export sector with projects highlighted in Grenada, Honduras and Nicaragua.

CHART 11: IMPACTS OF CASE STORIES ABOUT LAC

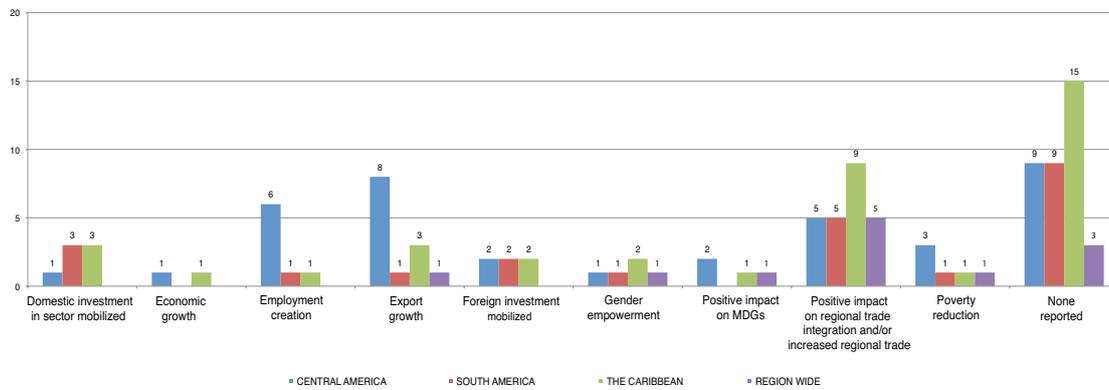


In the sub-regions, the strongest impact was recorded by the Caribbean with as many as nine mentions that Aid-for-Trade projects were having a positive impact on regional trade integration or had led to an increase in regional trade. Central America, South America and the LAC region overall each had five mentions indicating that, to a large extent, the projects have made positive contributions to regional integration overall. But concretely, tangible results such as an increase in exports and employment creation was recorded most frequently in Central America.

“The process of signing regional trade agreements began in 2004 with treaties signed with the United States and China. Today, Peru also has agreements with Canada, Chile, and Singapore and two agreements with other regional trading blocs. In 2010, Peru accounted for US\$20 billion worth of exports.” **Peru: The impact of incorporating trade into development strategies.**

All regions had at least one mention of projects in place which had helped gender empowerment. Peru for example reported on a highly successful textile export project involving women working in Cuzco, Peru. In the area of poverty reduction, Central America also had the most frequent mentions. Poverty reduction was cited as a key result in Costa Rica’s case story on “Trade Opening as a Key Element of the Development Agenda”. Costa Rica said the combination of preferential trade agreements and gradual trade liberalization had created a robust export platform that has been able to reduce the country’s poverty level by more than a third. El Salvador, meanwhile, reported on its Zona Norte project, a transport network which links cities with rural communities and which was referred to as one of the drivers behind a five-year programme to reduce poverty and improve social welfare in the region.

CHART 12: IMPACTS OF CASE STORIES ABOUT LAC / DISTRIBUTION BY SUB-REGION



“In Brazil, *Exporta Fácil* enhanced the competitiveness of micro and small medium-sized businesses (MSMEs) and facilitated their access to international trade. Their participation in export activities increased and the project resulted in a greater variety of Brazilian products being exported to more destinations. According to a 2008 impact study by the Universal Postal Union, about 10,000 businesses that had never before exported (in the period 2002 to 2008) were able to access external markets using this service. The UPU study also shows that in 2005, one in 10 Brazilian exporters would not have been able to send their products abroad without this service. Clearly, the significant increase in the volume of postal exports has meant greater participation of Brazilian companies in regional and international trade”. **Brazil – Case story on *Exporta fácil* in South America.**

THE FACTORS FOR SUCCESS AND PROBLEMS ENCOUNTERED

The majority of the case stories submitted by and about the LAC region included detailed sections on the factors for success and the problems encountered. These factors relate primarily to the objectives and design of the individual projects, as well as to its funding and implementation.

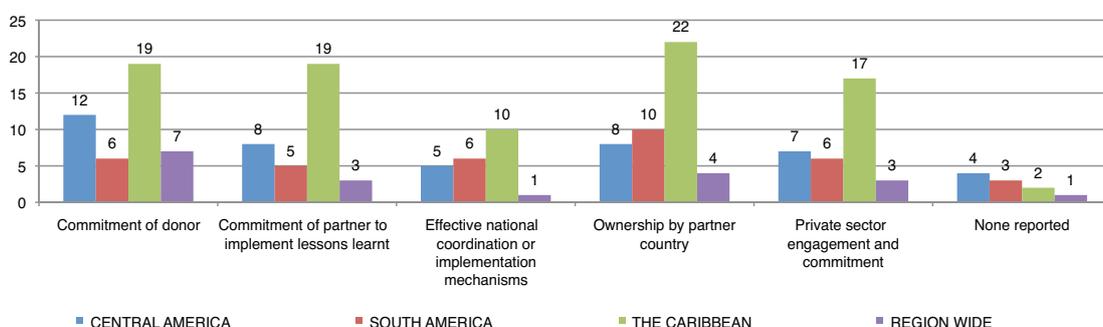
The case stories clearly confirm that country ownership and the commitment of the donor are critical elements for a successful and sustainable Aid-for-Trade intervention. Moreover, private sector engagement – both in the prioritization of needs as well as in regard to implementation – is deemed important. Effective national coordination mechanisms are also needed, especially if the project involves more than one ministry or has a regional aspect. The commitment of the partner country to also implement the lessons learned from the project is important, especially if the project has been successful and is to be replicated elsewhere.

“Programme successes appear largely attributable to public and private interest in and commitment to the programme, as demonstrated by the adoption of critical legal and regulatory reforms, notable improvements in national laboratory capacities, and increased public and private sector investment in participating countries’ agriculture sector.” **US Government (USTR) CAFTA-DR Sanitary and Phyto-sanitary Trade Capacity Building Programme for Central America.**

A key factor for ensuring that a given project was successful relates to the degree of ownership shown by the partner country. Clearly, the chance of success for a project in which the beneficiary has been closely involved since its inception is higher than for one which is not. Frequent interaction between the donor and the beneficiary is equally important. Also, as can be seen in the chart, other factors considered to be important by partner countries is private sector engagement and commitment and a willingness to implement any lessons learned from past projects. Not mentioned quite as often as a factor of success by the partner countries were commitments of the donor and effective national coordination or implementation.

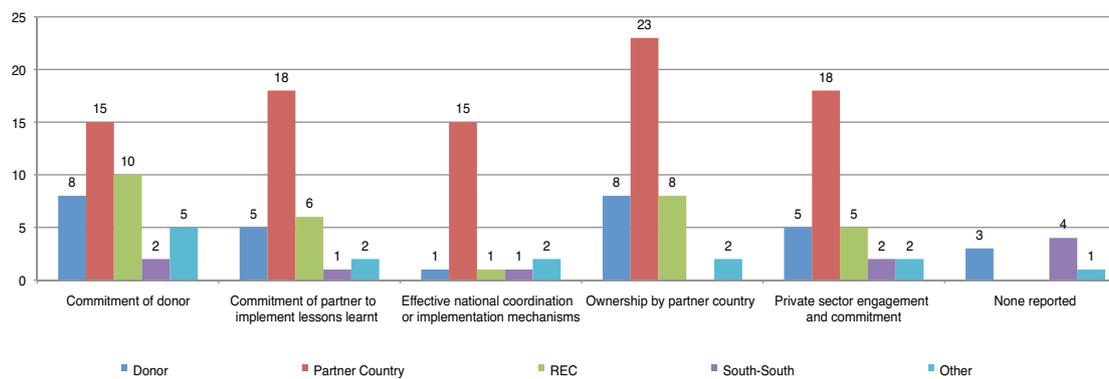
For donors, it is interesting to note that ownership by the partner country is mentioned as often as the commitment of the donor when it comes to successful implementation of a project. Another factor, but not receiving as much mention, concerned private sector engagement and a commitment by the partner to implement lessons learnt.

CHART 13: FACTORS FOR SUCCESS OF CASE STORIES ABOUT LAC / DISTRIBUTION BY SUB-REGION



In the sub-regions, it was the Caribbean region which placed more of an emphasis on ownership and commitment by the partner country as being factors for success than either Central or South America. Private sector engagement and effective national coordination were also deemed to be important factors. The role of cooperatives and their level of commitment to a given project were also highlighted in some of the case stories. For example, in Nicaragua, the International Solidarity Fund of Finland submitted a case story on the Nicaraguan Tierra Nueva Cooperative and its project to assist small farmers with the export of organic coffee and honey. The project was successful mainly because of the involvement of the cooperative and resulted in its becoming the largest exporter of honey in the country.

CHART 14: FACTORS FOR SUCCESS OF CASE STORIES ABOUT LAC / DISTRIBUTION BY CATEGORY



PROBLEMS ENCOUNTERED IN CASE STORIES ABOUT THE LAC REGION

The case stories themselves provide ample detail about which programmes and projects were successful and which ones were not. In many cases, for those successfully implemented projects, the figures and statistics speak for themselves, i.e. border crossing times reduced by 40 per cent or 500 officials in Central America trained on SPS measures. Nevertheless, some of the case stories are not so easy to categorize. Some projects may have had problems with securing funding initially or with securing funds at various stages.

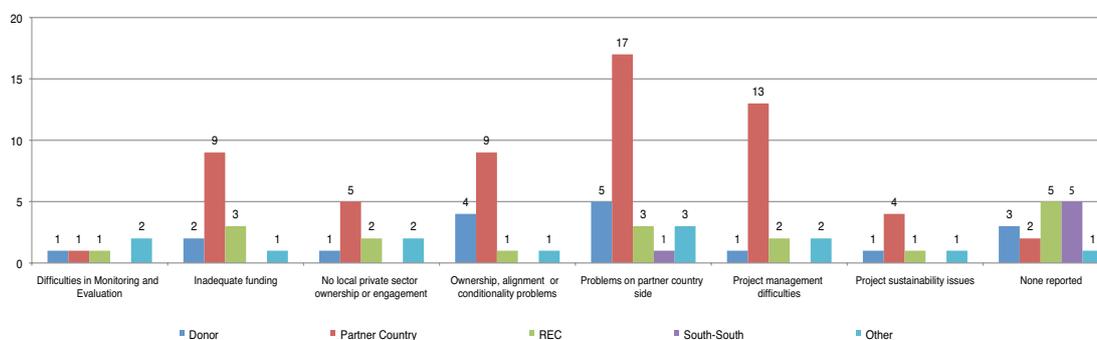
From the partner country perspective, most of the case stories which encountered difficulties were said to have encountered problems of their own making and with project management overall. Other problems cited concerned ownership and alignment problems and inadequate funding, followed by project sustainability issues.

From the donor perspective, there were far fewer problems reported on the side of the partner country and somewhat fewer problems reported on the issue of the degree of “ownership” by a partner country. One case story, however, showed that ownership problems in partner countries could quickly lead to coordination and alignment problems with the end result being much lost time and a need for more project funding. An example is provided by the European Centre for Developing Policy Management and its case story on Sugar Protocol Adjustment Measures Programme which was implemented in the Caribbean. The main aim of the project was to enhance the competitiveness of sugar producers and to have the private sector take the lead. But this proved to be a problem and it was deemed necessary to continue supporting market-led private-sector trade with more public funding. The latter was deemed as crucial if answers were to be found to such problems as insufficient human capacity, poor physical infrastructure and shortcomings in the area of sales and marketing techniques.

“Attention should be paid to those national and sub-national institutions that implement Aid-for-Trade initiatives. Organizations such as the Bureau of Standards and Customs and Excise also play a crucial role in this process as they facilitate the conduct of trade. It is important that their needs be addressed as well so as to fully realise the benefits of increased trade.” **Trinidad and Tobago – Services Trade mission to Guadalupe and Martinique.**

Human capacity constraints were also a problem in realizing gains in Grenada from a project designed to improve the quality of fish products for export. Initial assistance focused on establishing quality assurance agencies, testing laboratories, technical institutes and processing companies as well as helping small-scale exporters. However, the project encountered difficulties because of a lack of trained officials. Technical experts with knowledge of microbiology were then added to the project to prepare the necessary documentation for exports destined for the European Union. This project highlighted the need for close monitoring at each stage of implementation.

CHART 15: PROBLEMS ENCOUNTERED IN CASE STORIES ABOUT LAC / DISTRIBUTION BY CATEGORY



Opportunities for intra-regional and inter-regional learning

The case stories submitted by and about the Latin American and Caribbean region provide opportunities for intra-regional and cross-regional learning. The stories provide a qualitative insight into various interventions that could be replicated in other regions and lessons learned from the experiences gained. The LAC-wide programmes designed to assist exporters to meet SPS requirements in key export sectors are a case in point. By having to adapt to more stringent measures for exports abroad, more of these products will be exported to neighbouring countries in the sub-region or LAC overall. As more customs officials are trained on SPS measures and are made more aware, more attention will be paid to ensuring food quality and safety in the region overall.

Clear messages which emerge from the case stories are the importance of ownership, alignment and coordination, adequate resources being made available on a timely basis, and both donor and partner country flexibility. The importance of project and programme sustainability, either through considerations built into the project, such as timely and adequate training for officials to learn new operating systems, provide key lessons. A wide cross section of the submissions, from both donors and partners, noted the importance of building human capacity through training especially in connection with large, costly and complicated operations such as the digital electronic certificate of origin system introduced in Columbia, or the need for micro-biologists in Grenada.

Some of the case stories also highlighted the need for the public and private sector to work together closely if larger regional or inter-regional projects are to be successful. Both need to be fully committed to make the project work. An example is provided by Mexico's case story on the Convergence of Trade Agreements and its efforts to forge agreement with five Central American countries, mainly Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua. In spite of initial difficulties, efforts proved successful and headway was made on finding common ground on regulatory frameworks. The high level of commitment of the partner countries and the full and early engagement of the private sector are said to have ensured the establishment of a clear road map allowing negotiations to conclude by the end of 2011.

CONCLUSION

The 67 case stories on the LAC region provide a unique look at how Aid for Trade has been working on the ground. They shed light on projects implemented in the LAC region as a whole and in the Caribbean and Central and South American sub-regions. While each story tells its own tale, the collection of all them tells another. The case stories give an indication of the LAC region's priorities and each sub-region's main needs and areas of interest. They also show where donors have been most active and what kinds of projects or programmes they have tended to support.

The voices of the partner countries, donors and South-South partners are central in these case stories, as are those of the regional economic commissions and civil society organizations. Their calls go out for more donor commitment, more assistance with national coordination, and more technical expertise. They underline the need for better coordination and for greater knowledge sharing, especially through South-South cooperation. Furthermore, they highlight the need for ensuring the sustainability of results achieved and undertaking more effective monitoring and evaluation techniques.

There are some common themes which emerge from the case stories. They concern mainstreaming and regional trade agreements, overcoming non-tariff barriers such as SPS measures and challenges with achieving competitiveness.

- **Mainstreaming and Regionalism** - Perhaps the best examples of how countries in the LAC region have used trade as a tool for development, poverty reduction and employment come from Costa Rica and Peru. These two countries have accumulated ample experience since introducing important trade reforms and negotiating numerous regional trade agreements. For example, Peru's trade policy reforms lowered tariffs from an average of 67 per cent to less than 3.5 per cent. This was accompanied by simplified customs procedures and an elimination of restrictions on the imports of goods. In addition, trade agreements were negotiated with European Free Trade Association (EFTA), the European Union, Canada, Chile, China, Singapore, South Korea and the United States. While such reforms helped gain additional market access for Peru, it did not guarantee an increase in exports. Additional programmes had to be put in place such as the one designed to help women in Cuzco make their traditional textile products more internationally competitive. The registered company "KAMAQ" - run almost exclusively by women - has helped to not only reduce poverty in the remote region but also to enhance gender equality in business.
- **Sanitary and Phyto-Sanitary Measures (SPS)** - Tackling non-tariff barriers such as SPS measures was a recurring theme of many of the case stories across the LAC region. Given the rich potential for agricultural exports in the region, it is of little surprise that so many Aid-for-Trade projects targeted funds at training farmers and government officials on how to achieve higher levels of food safety and how to meet international SPS standards. In Belize, for example, several donors were involved in helping the country - from the UK's Department for International Development (DFID) and laDB to the Organization of American States (OAS) and the CARICOM Aid for Trade Fund. Meeting international SPS standards was so important for Belize's economy that the public sector was joined by the private sector, the media and civil society to ensure a successful outcome. Similar experiences were recorded in CARICOM member states when Chile and the OAS helped train officials from across the Caribbean on SPS systems and management methods.

A clear message emanating from many of the case stories is that SPS measures have important regional dimensions not only for ensuring food safety across many countries (and reducing the spread of risk) but also because once national standards are brought up to international norms, export opportunities increase substantially.

- **Competitiveness** - Whether it concerned marketing new brands of rum in the Caribbean or accessing the supply chains of multinational companies in Costa Rica, enhancing competitiveness clearly remains one of the most important challenges for the LAC region. Many of the case stories submitted mentioned a need for governments to focus more on enhancing the competitiveness of products destined for export. Many also cited links between recent trade reforms and regional trade agreements as increasing the competition many partner countries faced in the world's markets. This was true for the Caribbean sugar and rum industries competing for market share in the European Union, as well as for the women in Peru trying to gain a foothold in the highly competitive international textile and clothing market. A focus on trade facilitation was also present throughout Central and South America where more and more countries began introducing automated customs clearance systems to reduce highly expensive down time at border crossings. With its introduction of a digitalized certificate of origin system, Colombia helped reduce clearance times from two to three days to 10 minutes, generating significant financial savings both in staff and administrative costs. And at the 'El Amatillo' border crossing between El Salvador and Honduras, a border with one of the highest volumes of trade-related transactions in Central America, a project was implemented to improve border clearance times and procedures by consolidating information and certificates into a single electronic document. Clearance times were reduced from 62 minutes to an average of eight minutes.

The case stories submitted as part of the Third Global Review of Aid for Trade provide a detailed picture of Aid for Trade at work. They provide lessons and even more opportunities about what not to do again the next time or where donors should focus their next efforts. They show that hard and soft infrastructure, especially customs automation systems and training, for example, is critical. Often, they go hand-in-hand. But also important is the use of regional networks to share knowledge and lessons learned in the implementation of trade policies. This was seen in some of the LAC-wide case studies which focused on SPS measures, for example. The need to ensure linkages between building productive capacity and accessing export markets are other clear messages. Also, the importance of trade finance for SMEs cannot be overlooked. These issues must continue to be examined and the lessons learned fed back to both the beneficiaries as well as to the providers to ensure the success of future Aid-for-Trade projects in the region.

ANNEX 1: GLOSSARY OF CASE STORIES SUBMITTED ON LATIN AMERICA AND THE CARIBBEAN

SUBMITTED BY	TITLE
Antigua and Barbuda	EU-funded Caribbean Rum Programme
Argentina	Providing technical assistance to dairy companies operating in Peru's Arequipa/Puno region
Argentina	Sanitary Controls, Warehousing, Transportation and Commercialization of Meat
Argentina	Training fishermen in Nicaragua to improve their sustainable fishing techniques
Belize	«Completing Belize's Aid for Trade Strategy»
CARICOM	The Caribbean Aid for Trade and Regional Integration Trust Fund (CARTFund): A Mechanism for Delivering Aid for Trade Support to CARICOM and CARIFORUM
CARICOM	Caribbean Rum Sector Programme
CARICOM	Joint European Development Fund and Commonwealth Secretariat project on Trade Policy Formulation, Negotiation and Implementation (Hub and Spokes)
CARICOM	Establishment of the Caribbean Agricultural Health and Food Safety Agency (CAHFSA)
Caribbean Export Development Agency	Aid for Trade
Centro de Derecho Económico Internacional (CDRI)	Managing the Unintended Consequences in Regional Aid for Trade Infrastructure Projects: The case of the International Network of Mesoamerican Highways (RICAM)
Chile (University of)	Program Pymexporta
Chile	Strengthening the Commercial and Institutional Management of EXPORTA in El Salvador
Chile	Coaching Exportador
Colombia	Digitalized Certificates of Origin

SUBMITTED BY	TITLE
Colombia	Technical Assistance Project for Foreign Trade
Costa Rica	Trade Opening as a Key Element of the Development Agenda
Costa Rica	Combining gradual trade liberalization and reform with a sustained policy of attracting ever larger amounts of foreign direct investment
Dominica	ASYCUDA World Implementation: «A Success Story»
Dominican Republic	Installation of a Digital Telecommunications System
Ecuador	Establishment of the National Policy for Logistics as an instrument for Trade Facilitation
Ecuador	«Facilitating Technical Assistance and Trade»
El Salvador	MCC-funded programme FOMILENIO (Fondos del Milenio para le Zona Norte)
European Centre for Developing Policy Management	Lessons from the Sugar Protocol Adjustment Measures Programme
European Union	Implementation of phase II of the Caribbean Trade and Private Sector Development Programme (CTPSD) implemented by the Caribbean Export Development Agency
Grenada	Improving the Quality of Fishery Products for Exports
Guatemala	Entrepreneurial Development of Cooperative Federations in Guatemala
Guyana	Launch of National Competitiveness Strategy
Haiti	Introduction of the ASYCUDA customs clearance system
Honduras	Launch and implementation of National Competitiveness Programme (Honduras Compite)
Inter-American Development Bank	Trade Finance Reactivation Programme
Inter-American Development Bank	Challenges and the importance of rules of origin in LAC countries' trade policies
Inter-American Development Bank	International Transit of Goods through the 'El Amatillo' border crossing between El Salvador and Honduras

SUBMITTED BY	TITLE
Inter-American Development Bank	The Mesoamerica Project (MP)
Inter-American Institute for Cooperation in Agriculture	Initiative for the Americas on Sanitary and Phyto-Sanitary Measures
Inter-American Institute for Cooperation on Agriculture	Strengthening the national agricultural health and food safety (AHFS) services through the application of the IICA's Performance, Vision and Strategy (PVS) tool
Inter-American Institute for Cooperation on Agriculture	Sustainable Institutional Capacity Building in the Countries of the Americas to Consolidate Active Participation in the SPS Committee
Inter-American Investment Corporation, (a partner of the Inter-American Development Bank)	FINPYME ExportPlus
International Centre for Trade and Sustainable Development	Caribbean Aid for Trade and Regional Integration Trust Fund (CARTFund)
International Solidarity Foundation of Finland	Nicaraguan Tierra Nueva cooperative of small farmers for the export of organic coffee and honey
Jamaica	Commonwealth Hubs and Spokes Project: Building the Capacity of ACP countries in trade policy formulation, negotiations and implementation
Jamaica	National Export Strategy
Jamaica	Productive Integration of Micro-Enterprises in Jamaica: Increasing the Competitiveness of Micro-Enterprises in the Craft and Agro-Processing Sub-Sectors
Montserrat	ASYCUDA World
Mexico	National Development Plan for 2007-2012
Mexico	On-going negotiating process to converge the trade agreements in force between Mexico and five other Central American countries (Costa Rica, El Salvador, Guatemala, Honduras and Nicaragua) into a single free trade agreement (FTA)
Organization of American States	Trade Capacity Building Programme for the Implementation and Administration of Trade Agreements
Organization of American States	Strengthening the Official Sanitary System of Agricultural Goods for Export Markets in CARICOM Member States
Organization of American States	Caribbean Intellectual Property (IP) Value Capture Export Strategy

SUBMITTED BY	TITLE
Organization of American States	Professional Masters Programme in International Trade Policy at the University of the West Indies in Barbados
Organization of Eastern Caribbean States	CIDA-funded programme for institutional capacity building for trade policy
Organization of Eastern Caribbean States	EU-funded Hub & Spokes Project
Peru	Public-Private Partnership and Biodiversity: The range of Maca in Peru
Peru	Training artisans (mainly women) in the Cuzco region of Peru
Peru	Impact of Mainstreaming Trade into Development Strategies in Peru
Swiss State Secretariat for Economic Affairs	Establishment of a national Cleaner Production (CP) Centre in Colombia
Spain	Development of sustainable fishing capacities in southern Honduras
Spain	Negotiations concerning international investment agreements for Latin America and Caribbean countries
St. Vincent and the Grenadines	Tourism Development Project
Suriname	Improving the Trade Facilitation Environment
Chinese Taipei	Work with the Guatemalan Ministry of Agriculture, Livestock and Food (MAGA) to establish and operate a demonstration farm for the production of papaya
Chinese Taipei	An Oriental Vegetable Project in Honduras
Technical Centre for Agriculture and Rural Cooperation and the European Centre for Development Policy Management	Trade and Production Adjustments in the ACP Countries - Lessons from the EC Supported Caribbean Rum Programme.
Trinidad and Tobago	Services Trade Mission to Guadalupe and Martinique
UNCTAD	Assistance provided for capacity building and improved participation in WTO negotiations in developing and least-developed countries
United States	CAFTA-DR Sanitary and Phytosanitary Trade Capacity Building programme
Universal Postal Union	Exporta Fácil

ANNEX 2: METHODOLOGY FOR CODING CASE STORIES

Theme addressed	Problems encountered	Factors for success	Project or programme outputs	Project or programme outcomes	Project or programme impacts	Monitoring & evaluation	Lessons learnt	Project effectiveness
1. Trade policy	0. None reported	0. None reported	0. None reported	0. None reported	0. None reported	0. None reported	None	Not reported
2. WTO accession	1. Project management difficulties (including implementation delays, burdensome procedures, etc)	1. Ownership by partner country (e.g. political commitment)	1. Training activities (workshop, academic course, seminar, conference, study tour, etc.)	1. People trained (public or private sector and academia)	1. Domestic investment in sector mobilized	Not used	None reported	Not at all
3. Trade facilitation	2. Inadequate funding (project funding, funding from partner government, or follow-on funding)	2. Private sector engagement and commitment	2. Training materials (manual, report, study, brochure, website)	2. Training materials produced	2. Foreign investment mobilized	Results-based management used	1. Good project or programme (need to replicate or scale-up)	Some objectives met
4. Standards	3. Ownership, alignment or conditionality problems (project not aligned with national priorities, conditions too rigid etc)	3. Effective national coordination or implementation mechanisms	3. New processes (customs, standards, business, public administration)	3. Improved processes (customs, standards, business, public administration)	3. Employment creation (beyond immediate project or programme)	Monitoring	2. Project not aligned with partner's needs or sufficiently owned	All objectives met
5. Competitiveness	4. Problems on partner country side (mal-functioning implementation mechanisms, co-ordination, delays, etc.)	4. Commitment of donor (political, financial, flexibility in implementation, etc.)	4. New policy (trade policy change, government law or regulation, etc.)	4. Strengthened public or private institutions	4. Export growth	Monitoring and evaluation	3. Good example of national coordination (public sector)	Objectives exceeded
6. Value chain	5. No local private sector ownership or engagement	5. Commitment of partner to implement lessons learnt	5. New or upgraded network infrastructure (power, water, telecommunications)	5. Reduced trade facilitation costs or customs clearance times	5. Economic growth (sector or economy-wide)		4. Poor example of national coordination (public sector)	
7. Export diversification/ promotion	6. Project sustainability issues		6. New or upgraded transport infrastructure (port, road, rail, air)	6. New trade agreement	6. Gender empowerment		5. Good example of public-private partnership	
8. Network infrastructure (power, water telecommunications)	7. Difficulties in Monitoring and Evaluation (e.g. establishing benchmarks or indicators for trade impacts)		7. Product exported (new or existing) or value chain accessed	7. Increase in network infrastructure usage (e.g. mobile phone or internet users, etc.)	7. Poverty reduction		6. Need for more private sector involvement	
9. Transport infrastructure (port, road, rail, air)			8. Service export (new or existing) or value chain accessed	8. Increase in transport infrastructure usage (e.g. more freight carried, ships docking, etc.)	8. Positive impact on MDGs		7. Project outcomes and/or impacts continue after conclusion of project (i.e. sustainable project)	
10. Trade related adjustment			9. Intellectual property (new or existing) created or exported	9. Positive production change (e.g. reduced cost, increased volume)	9. Positive impact on regional trade integration and/or increased regional trade		8. Project outcomes and/or impacts unsustainable	
11. Regional integration			10. Funds, finance or investment mobilised	10. Employment (new or existing)	10. Negative (specify)		9. Need for further support to ensure project sustainability	
12. Trade Finance				11. Gender empowerment effects			10. Need to address additional unforeseen problems	
13. Gender mainstreaming				12. Change in exports (volume, or value)			11. Lack of sequencing between national and regional programmes	
14. Other (specify)				13. Change in imports (volume or value)			12. Need for further institutional capacity strengthening	
				14. Improvement in business climate (regulatory or performance)			13. Need for media/civil society engagement	
				15. Change in WB Doing Business Indicators				
				16. Funds, finance or investment mobilised				

