

# ASIA-PACIFIC Case Stories:

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



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# TABLE OF CONTENTS

		<b>TABLES</b>	
EXECUTIVE SUMMARY	4	TABLE 1: TOTAL CASE STORIES SUBMITTED ON ASIA-PACIFIC	8
INTRODUCTION	6	TABLE 2: TOTAL CASE STORIES BY AND ABOUT ASIA-PACIFIC LDGS	9
REGIONAL FOCUS OF THE CASE STORIES	8	TABLE 3: TOTAL CASE STORIES SUBMITTED ABOUT ASIA-PACIFIC BY SENDER	10
THEMATIC FOCUS OF THE CASE STORIES	13	TABLE 4: THE THEMATIC FOCUS ON THE CASE STORIES	16
MONITORING AND EVALUATION: OUTPUTS, OUTCOMES AND IMPACTS	18	TABLE 5: MONITORING AND EVALUATION	18
FACTORS FOR SUCCESS AND PROBLEMS ENCOUNTERED	25	TABLE 6: REGION WIDE OUTPUTS OF AID-FOR-TRADE PROJECTS	19
OPPORTUNITIES FOR INTRA-REGIONAL AND INTER-REGIONAL LEARNING	28	TABLE 7: REGION WIDE OUTCOMES OF AID-FOR-TRADE PROJECTS	20
CONCLUSIONS	35	TABLE 8: REGION WIDE IMPACTS	23
ANNEX 1: GLOSSARY OF CASE STORIES SUBMITTED ON ASIA-PACIFIC	36	TABLE 9: FACTORS FOR SUCCESS	25
ANNEX 2: METHODOLOGY FOR CODING CASE STORIES	40	TABLE 10: PROBLEMS ENCOUNTERED	26
		<b>BOXES</b>	
		BOX A: CASE STORIES ABOUT CAMBODIA	9
		BOX B: REGION-WIDE CASE STORIES	11
		BOX C: TRADE-RELATED INFRASTRUCTURE	18
		BOX D: IMPACT OF AID FOR TRADE ON EXPORTS OF ASIA AND THE PACIFIC RECIPIENTS	22
		BOX E: CASE STORIES ON THE PACIFIC SUB-REGION: LESSONS LEARNED	23
		BOX F :REGIONAL EXPERIENCE SHARING AND COMMUNITIES OF KNOWLEDGE: UNESCAP'S SOUTH-SOUTH TRADE NETWORKS	29

## EXECUTIVE SUMMARY

*'Market access is not enough! The simplified notion that enhanced market access will increase trade ignores the economics of supply and demand. Products still need to be competitive, that is of a high quality to meet international health and safety standards, well priced, well packaged and well marketed'*  
**Tonga case story on 'Agricultural Sector Technical Assistance Programmes'**

Trade-supported growth and development is an unquestionable element of the Asia-Pacific reality. Trade-related assistance, both from within and outside the region, has created a platform for positive growth cycles and rising living standards. However, there remain stark differences in development and poverty levels amongst the countries of the region. Asia still has the largest number of people living on less than US\$1.25 a day and the Pacific islands continue to suffer from the realities of their geographical dispersion and distance from markets. This dichotomy demands attention and requires Aid for Trade interventions which are demand-driven, focused on addressing hard and soft infrastructure gaps and which support greater regional integration and intra-regional trade.

In total, 57 case stories were submitted about Aid-for-Trade in the region. Annually, the Asia-Pacific region receives US\$ 11.3 billion in Aid-for-Trade (2006-2008) and in 2009 received US\$ 15.7 billion. These 57 case stories provide a window into the Aid for Trade assistance provided and serve as a snapshot of the diversity of the Aid-for-Trade projects and programmes. Even within this small sample, there is considerable diversity. Case stories ranging from regional projects and programmes involving trade and economic corridors to country-focused training programmes are profiled. Standards, productive capacity building, trade finance, mainstreaming, trade facilitation, training, and trade policy are just some of the themes addressed.

### **From these case stories some clear messages have emerged:**

- The potential of trade and transport economic corridors to transform the economies in the region, especially in Central Asia and South-East Asia.
- The importance of complementing 'hard' infrastructure with 'soft' infrastructure such as regulations and processes in the area of standards.
- The importance of mainstreaming and ownership of Aid-for-Trade projects and programmes and of ensuring alignment between the donor interventions and the national systems and processes.

The importance of ownership, alignment, donor coordination, use of in-country processes and mainstreaming of trade all feature in the case stories. This supports not only the tenets of the Paris Declaration on Aid Effectiveness and the Accra Agenda for Action but also the WTO's Aid-for-Trade Work Programme for 2010-2011. This work programme positioned the development of Aid-for-Trade priorities through effective mainstreaming of trade as a critical pillar.

The case stories profiled the extent of the aid-related and investment-related interventions in the region and the need for these two forms of support to be mutually supportive. The role of the private sector, both international and domestic, features in the submissions. The role of business is reflected in terms of private-sector led investment at the completion phase of Aid-for-Trade projects and programmes, and also in helping to build linkages with small- and medium-sized enterprises (SMEs) in the region through insertion in supply value chains. The need to ensure the sustainability of projects and programmes is an issue which is referenced in a number of the case stories. The importance of ensuring that project results are sustainable is a key message emanating. Private sector-led investment, longer project cycles, and partner country budgetary programming of funds for maintenance, are some of the key suggestions for addressing this challenge.

A further key message is the role of regionalism. Greater integration and the use of trade agreements as platforms for greater reform are seen as key elements of trade-related development in the Asia-Pacific region. Increasingly, the notion of cross-regional learning and using triangular cooperation as an effective mechanism to share lessons is taking shape in the region

The submissions also reaffirmed the importance of the focus on monitoring and evaluation and the difficulties faced in undertaking this task. Almost all of the case stories recognised the importance of monitoring and evaluation but only a subset actually stated that the projects and programmes were evaluated. Attribution is clearly a problem in many of the case stories. There is difficulty in linking Aid-for-Trade interventions with trade, economic and poverty related impacts. The lack of built-in monitoring and evaluation architecture in the projects, specifically at the start where baseline data can be established and measurement tools agreed, is recognised as a failing in many of the case story submissions.

Much of the referenced monitoring and evaluation frameworks are at a rudimentary stage, but there is a shared recognition coming out of many of the case stories that systems have to be improved. A number of the case stories do not specifically refer to carrying out evaluations but this does not necessarily preclude the existence of such evaluation frameworks. The case stories have not profiled the full gamut of the important initiatives taken by the Asian Development Bank, CAREC and UNESCAP on aid effectiveness and monitoring and evaluation. The Asian Development Bank's April 2010 report on its 'Progress on Aid Effectiveness: 2010 Update' suggests that the Bank was poised to meet six of the nine targets of the Paris Declaration indicators in 2010. The work of the Asian Development Bank Institute and the Central Asia Regional Economic Cooperation Institute on impact evaluations at the regional, project and programme level is improving the tools available in the region to address the outcomes and impacts of Aid-for-Trade interventions while UNESCAP's monitoring and evaluation system places results based management at the centre of its evaluation work.

Asia-Pacific has much to share with other regions and the case stories submitted about the region are a rich source of information on what works and what could work better. As a snapshot of the assistance provided annually, the case stories provide an opening for future research and analysis. They have the potential to assist donors in their efforts to improve the delivery of their assistance and provide an indication to partner countries of the complementary policies which can help make the assistance they receive even more effective.

# INTRODUCTION

In October 2010 the Director-General of the WTO and the Secretary-General of the 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 have been received from partner countries, development partners, international organisations, academia, the private sector and civil society.

The Asia-Pacific region was well represented in the slate of case stories submitted to the WTO and the OECD. In total 57 case stories were submitted about Aid for Trade in the region and provide a snapshot of where the needs are most acute and the gaps, in both hard and soft trade-related infrastructure, which need to be addressed. The wealth of information gathered in these case stories also provide some clear lessons for how Aid-for-Trade interventions can be improved. Despite the heterogeneous nature of the countries and the subjects addressed, ownership, alignment, improved monitoring and evaluation, the value of South-South and triangular co-operation, the role of value chains, the need for access to trade finance and the importance of project and programme sustainability are clearly enumerated in a number of the case stories.

In an effort to draw out the main lessons from the case stories, the WTO developed a methodology based on a series of common elements which would be coded and analysed based on the submitted case stories. This approach allowed the case stories to be assessed against a common series of indices which itemised the submission based on who submitted (partner country, donor, South-South, other), who it was submitted about (partner country, LDC, SVE, LLDC etc.) and about what issue (trade policy, trade facilitation, standards, value chain etc). Indices were developed to capture problems encountered, 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, lessons learned and the effectiveness of the interventions.

This methodology facilitates the provision of a more accessible determination of the main messages and the project effectiveness gaps which remain and 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 individual projects could be 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 graphical illustrations will for example, focus on the number of times 'network infrastructure' or 'standards' were coded as a theme addressed rather than reflect the number of case stories submitted. There are some elements which will naturally be coded only once per case story such as whether monitoring and evaluation existed or whether the project was effective.

In coding 'factors for success' for example, five 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 partner 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 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 have been 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.

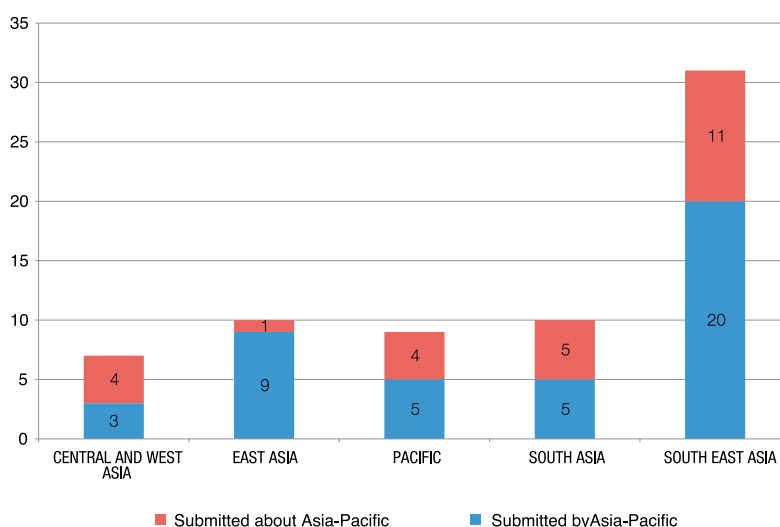
The codes used in the methodology are enclosed as Annex 2.



## REGIONAL FOCUS OF THE CASE STORIES

A total of 57 Aid-for-Trade case stories were submitted about the Asia-Pacific region<sup>1</sup> - 32 case stories surveyed projects; 20 focused on programmes, 4 on processes and 1 on a methodology. Five case stories focused on South-South co-operation and were submitted by China (1), Korea (1), and Singapore (3). Using the regional geographical parameters of the Asian Development Bank, the case stories were organised under the five sub-regions. Table 1 provides a regional breakdown of the case stories.

**TABLE 1: TOTAL CASE STORIES SUBMITTED ON ASIA-PACIFIC**

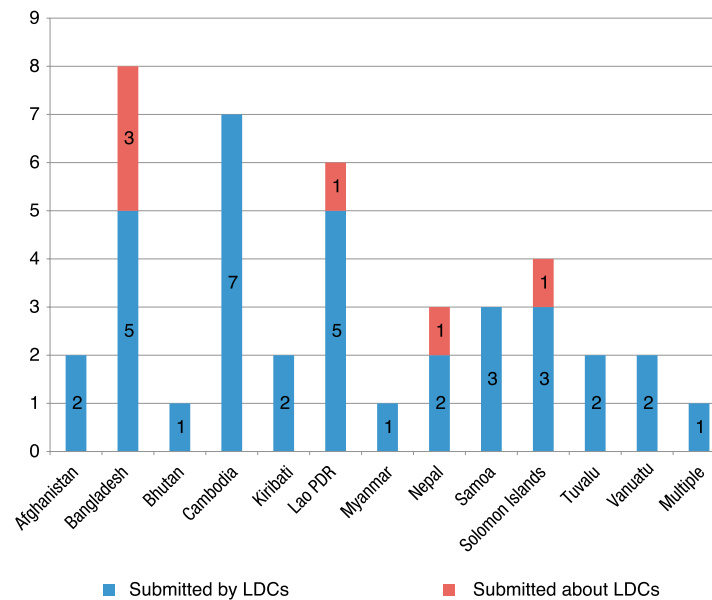


Note: as individual case stories may refer to multiple sub-regions, the figures in this chart will be greater in number than the total of 57 case stories submitted.

Twenty-two case stories focused on Aid-for-Trade interventions in Least-Developed Countries (LDCs), four of which were submitted by LDCs themselves. Fourteen case stories discussed Aid-for-Trade experiences in Landlocked Developing Countries (LLDCs) and five LLDCs submitted case stories. In addition four small, vulnerable economies (SVEs) presented case stories, while 14 of the submissions focused on these economies. Amongst the LDCs, Cambodia was the subject of the highest number of case stories (7) addressing Aid-for-Trade interventions, followed by Bangladesh (which submitted three case stories on its experience) and Lao PDR (which submitted one case story on its experience). The World Bank, for example, submitted two case stories on Cambodia, the ‘Cambodia Better Work’ and ‘Cambodia Government-Private Sector Forum’.

A number of the references to LDCs, LLDCs and SVEs were included in submissions profiling regional projects and programmes such as the Australia submission on the ‘Australia Pacific Technical College’ and the New Zealand contribution on the ‘Recognised Seasonal Employer (RSE) Worker Pilot Training Programme’. In these case stories the particular characteristics of these countries were not the specific focus but rather the emphasis was on the horizontal application of the project or programme. Even in the case stories submitted by LDCs, LLDCs and SVEs, their specific characteristics were not necessarily the focal theme in the elaboration of the Aid-for-Trade assistance provided to them.

<sup>1</sup> Chinese Taipei’s two case story submissions focused solely on Aid for Trade projects outside the region

**TABLE 2: TOTAL CASE STORIES BY AND ABOUT ASIA-PACIFIC LDCs****Box A: Case Stories about Cambodia**

Five case stories were submitted with a specific focus on Aid-for-Trade interventions in Cambodia (two additional case stories addressed Cambodia from a regional perspective). These ranged from Japan's 'Development Study on the Institutional Strengthening of Investment Promotion in Cambodia' which supported the formulation of a strategy for strengthening of investment promotion, to Korea's support for 'Capacity Building in Trade in Goods and Services'.

**... Importance of country ownership**

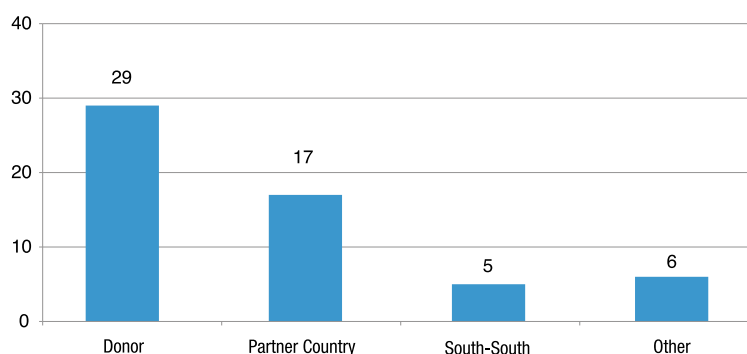
The International Centre for Trade and Sustainable Development (ICTSD) submitted a case story on 'Trade Diversification after the Global Financial Crisis: Cambodia Rice Export Policy'. This showcased an overview of Cambodia's rice policy and multi-donor assistance to that sector. Overall, positive results were achieved in terms of market access opportunities, the export process, greater efforts to align national and regional development strategies and the further integration of Cambodian products into the regional value chain. The importance of country ownership and leadership in identifying binding constraints was critical as was the creation of trilateral partnerships (donor, public and private sector) which ensured that the projects and programmes were aligned with national priorities and could be self-sustaining post-intervention. The case story emphasised the importance of harnessing regional integration through developing economies of scale in the supply value chain. Other key lessons from the case story include the importance of ensuring that producers have access to market knowledge and market information and how Official Development Assistance (ODA) can be harnessed to play a complementary role in the development of a well regulated investment climate.

**... private sector collaboration is key**

The World Bank’s two case stories on Cambodia focused on its ‘Better Factories’ programme and on the ‘Government-Private Sector Forum’. The former showcased the partnership between the International Finance Corporation, the International Labour Office and the international private sector in successfully illustrating the compatibility of adherence to international labour standards with increasing competitive advantage of the garment industry. The latter case also focused on the role of the private sector, this time profiling the framework which provided a communication channel between Cambodia business and government. The programme focused on sectors in which Cambodia had market potential and as 70% of the owners in these sectors were women, the programme provided specific benefits to women entrepreneurs by helping them to expand their businesses and increase exports.

Of the 57 case stories, 29 were submitted by donors (multilateral and bilateral), 17 by partner countries, 5 on South-South co-operation and 6 by other organisations which include, for example, the Shanghai Institute of Foreign Trade’s submission on ‘China and Canada-Small Farmers in Global Markets’ and the ICTSD contribution on ‘Trade Diversification after the Global Financial Crisis: Cambodia Rice Export Policy’.

**TABLE 3: TOTAL CASE STORIES SUBMITTED ABOUT ASIA-PACIFIC BY SENDER**



### **Box B: Region-wide Case Stories**

Twelve case stories reflected projects and programmes that were region-wide in application. Regional integration is a priority for the sub-regions in the Asia-Pacific. According to the Asian Development Outlook 2011, the region has concluded 60 Free Trade Agreements (FTAs) and although the potential to use regional integration as a tool for greater insertion in regional value chains and to promote common standards and regulations is clear, structural weaknesses such as poor trade-related infrastructure and non-tariff Barriers (NTBs), hamper the potential for increased South-South trade and for deeper integration.

Aid for Trade support which facilitates this deeper integration and intra-regional trade is growing in importance in Asia-Pacific. The profiled case stories cover areas such as trade finance, regional training, standards and trade policy and have all been successful in enhancing regional productive capacity either through human resource development, increased liquidity for businesses or through support to better align regional standards.

#### **... access to finance continues to be a critical challenge**

The Asian Development Bank (AsDB) and the European Bank for Reconstruction and Development (EBRD) both submitted case stories focused on trade finance. The AsDB's region wide Trade Finance Programme (TFP) operates in 14 countries with 200 participating banks. It addresses the lack of access to trade finance through providing loans and guarantees to commercial bank partners to support trade. This has provided reliable access to trade finance, inserted greater liquidity in the credit markets and reduced risks to importers and exporters. From January 2008 to October 2010 the TFP supported US\$4.3 billion in trade and 1 517 separate transactions. In 2010 the TFP supported US\$2.8 billion in trade and 783 transactions, of which 270 were SMEs. Of these transactions, 440 supported intra-regional trade and 386 supported trade between developing country members. Approximately 50% of the TFP's portfolio supports intra-regional trade.

The EBRD's Trade Facilitation Programme (TFP) provides credit facilities to banks in partner countries to facilitate access to finance for import/export, especially for SMEs. The case story focused on the results of a survey which confirmed that the programme had been an effective facilitator of trade in the region with its main impact being technical assistance and training of staff of partner banks in the region which enabled partner banks to develop specialised trade finance programmes. By 2008, the TFP was active in 18 countries, an increase from 6 countries in 1999; the number of participating banks increased from 10 to 56; confirming banks increased from 18 to 119 and business volume increased from € 51 million to € 900 million.

#### **... training and capacity building on a regional level can support regional integration and inter and intra-knowledge sharing**

Singapore submitted three case stories showcasing its support in the Asia-Pacific region in the areas of training and human resource capacity building. Its 'Regional Trade Policy Course', held in collaboration with the WTO provided training to more than 100 participants from over 25 countries on WTO related trade issues. The case story on the 'International Monetary Fund-Singapore Regional Training Institute' showcased the training provided to officials in the region on macroeconomic and financial issues. Since its establishment in 1998 over 200 courses have been conducted for more than 8,000 officials. The 'Singapore Co-operation Programme', is an example of a multi-regional programme which focuses on using Singapore's experiences in trade and investment programmes to support human resource capacity building in other developing countries. This programme has trained more than 70,000 government officials from 169 developing countries in the Asia-Pacific, Africa, the Middle East, Eastern Europe, Western Europe, and Latin America and the Caribbean.

The Asian Development Bank case story on 'Technical Assistance to Build Trade Policy Capacity' focused on the strengthening of technical and analytical skills of officials from Asia-Pacific developing countries to design, negotiate and implement effective trade agreements. Over 600 officials have been trained. Australia's case story on the 'Australia Pacific Technical College (ATPC)', showcased the role which the programme plays in increasing the supply of skilled Pacific workers to meet industry needs and provide employment opportunities in five key industry sectors. In addition to contributing to regional integration, trade in services and labour mobility, the programme has fulfilled a niche role by providing a standard and level of training not previously available in the region. As of February 2011, 1,386 students were enrolled and 2,424 had graduated. New Zealand's case story on the 'Recognised Seasonal Employer (RSE) Worker Pilot Training Programme' elaborated on the training provided to Pacific workers to increase the benefits from New Zealand's RSE policy. It focuses on developing English literacy, numeracy and financial literacy skills and aims to increase opportunities and choices for Pacific RSE workers.

**... regional support for standards supports complementarity of regimes and can bolster intra-regional trade**

Australia's case story on the 'Australia Fumigation Accreditation Scheme' focused on the assistance provided to India, Indonesia, Malaysia, Papua New Guinea, the Philippines and Thailand in addressing quarantine risks at source. Vietnam and China are in the final stages of implementation and project implementation is pending in Sri Lanka, Peru and New Zealand. The project has led to a significant reduction in failed fumigations and facilitated cost reduction through increased surety of border clearance. The trade facilitation effect of these improvements is substantial and it is estimated that US\$4.6 million was saved through avoiding re-treatment costs. An estimated 8,000 consignments have avoided re-treatment due to improved offshore fumigation practices.

## THEMATIC FOCUS OF THE CASE STORIES

*'The development of transport corridors is a holistic strategy that strengthens sub-regional and individual economies both in improving the quality and reach of intraregional infrastructure and by taking full advantage of the ancillary economic benefits from these investments'* **Asian Development Bank case story on its 'Greater Mekong Sub region (GMS) East West Corridor Project in Vietnam, Lao PDR and Thailand'**.

The submissions cover a wide range of Aid-for-Trade interventions reflecting the heterogeneous nature of the region and the differing levels of development of the various economies. Most of the case stories reflected a number of different themes. This confirmed both the multi-pronged nature of the projects and programmes but also the multiplier effect which Aid for Trade can have in addressing a number of different, but related, trade issues in-country. As can be gauged from the table below the most profiled themes were trade policy, standards, competitiveness, export diversification, regional integration, and value chains.

*The result of developing mutually beneficial regional cooperation in Central Asia would be the creation of competitive economies, a guarantee of stability in the region, the improvement of peoples' welfare and integration into the global community'* **Republic of Kazakhstan case story on the 'Implementation of the Aid for Trade Initiative: Road Map for the SPECA countries'**

In Central and West Asia, trade policy, regional integration, export diversification and standards were the top themes addressed. UNIDO's case story on standards addressed its project in Pakistan (and Sri Lanka) on 'How Laboratory Business and Exports can grow Hand in Hand-easing trade through trusted local Conformity Assessment' focused on supporting testing laboratories towards international accreditation. The accreditation of the laboratories led to an increase in testing services, increased revenue for the laboratories and an increase in the number of potential exporters. The Asian Development Bank's case story on regional integration through the 'Almaty-Bishkek Regional Road Rehabilitation Project' in Kyrgyz Republic and Kazakhstan showed how improving the efficiency of the road through structural rehabilitation, improvement of customs facilities and technical assistance contributed to improving physical connectivity. The project resulted in increased exports of 38% annually from 2002-2007, an increase in traffic volume by 25% and increase in exports from Kyrgyz Republic to Kazakhstan by 165%.

*ICT projects should have a broad and longer term perspective to allow for future capacity expansion, flexibility and compatibility with other national data systems. Post project, national government must allocate budgetary support for operation and maintenance of ICT systems to ensure success and continued sustainability'* **Asian Development Bank case story on 'Mongolia Customs Modernization Project'**

In East Asia, trade policy, regional integration, standards and trade facilitation were the main themes addressed. On trade facilitation the Asian Development Bank submitted a case story on a 'Mongolia Customs Modernization Project' which focused on increasing the volume of trade flows, enhancing duty and tax revenue collection, lowering the incidence of corruption, reducing trade barriers, improving the investment environment and providing an ICT platform.

The project resulted in an increase and upgrading of supply-side capacity in hard and soft infrastructure, modernisation of customs procedures and implementation of an ICT platform allowing 100% online submissions for export and import clearance. There was a dramatic decrease in import clearance time from 3 hours 6 minutes to 23 minutes, in export clearance from 2 hours 20 minutes to 13 minutes and a reduction in administrative offices by 3%.

*The project illustrates the importance of strong ownership, continuity of donor support, technical expertise, active project management and donor capacity...* **Sweden case story on 'Quality Infrastructure Development in Sri Lanka'**

For South Asia, trade policy, standards, export diversification and gender mainstreaming were the main themes addressed. In the area of trade policy, India, DFID and UNCTAD submitted a case story on 'Strategies and Preparedness for Trade and Globalization in India'. This project sought to enhance the understanding and participation of negotiators in bilateral and multilateral trade negotiations, including supporting submissions to the WTO DDA negotiations. It also sought to strengthen stakeholders' understanding of trade and globalization through supporting institutional dialogue and stakeholder inputs to trade policy. The project helped to build productive capacity and increase competitiveness in the areas of GIs, agriculture, services, fisheries and manufacturing and outcomes included increased GI registration, market knowledge and training.

Sweden's case story on 'Quality Infrastructure Development in Sri Lanka' aimed to align the regulatory and quality infrastructure in Sri Lanka to WTO and EU requirements. The project resulted in the Sri Lanka Accreditation Board for Conformity Assessment (SLAB) gaining international recognition for its accreditation schemes and promoting the accreditation process of a number of local laboratories. The case story on 'Special Export Zones and its Impact on Women Workers in the Garment Manufacturing Industry in Andhra Pradesh, India' focused on the need to mainstream gender, specifically in the policies establishing special export zones. The development of gender indicators to measure gaps and achievements was seen as important in ensuring that trade policies were more gender sensitive.

Nepal's case story on 'EIF and Trade Mainstreaming in Nepal' focused on how trade mainstreaming had led to increased national coordination, including with the private sector and with external donors. The role of the EIF in supporting this mainstreaming was emphasised as was the importance of inter and intra agency co-operation. Better mainstreaming led to greater ownership, the prioritisation of areas for export focus and identification of potential export markets.

*The big 'upstream' stumbling block of the success of Aid for Trade remains the intractable SPS issues and other NTBTs...access to finance to the private sector actors is the 'downstream stumbling block of any Aid for Trade initiative: no finance , no expansion, no critical mass, no impact',* **International Centre for Trade and Sustainable Development (ICTSD) case story on 'Trade Diversification after the Global Financial Crisis: Cambodia Rice Export Policy'**

South East Asia was the most profiled sub-region. The major themes addressed included trade policy, standards, WTO accession, value chain and regional integration. Germany's case story on 'Value Chain Promotion in the Rattan Furniture Sub-Sector in Indonesia' focused on activities to overcome existing bottlenecks and increase competitiveness of SMEs in an industry which was negatively impacted by the global economic crisis. It resulted in development of new and improved products, the signing of public-private partnerships (PPPs) and new services being established in the sector. Indonesia's case story on the 'Indonesia Enterprise and Agricultural Development Activity (SENADA)' was a USAID project geared towards greater competitiveness of the light manufacturing industries. The overall objective was to reinvigorate Indonesia's business climate, attract investment and generate economic and employment

opportunities. A number of positive results were achieved, such as a 9.8% increase in exports of home accessories and increase in number of formalised businesses created. A further Indonesia case story on the EU supported 'Trade Support Programme-1' showcased the upgrading of the technical aspects of the bilateral EU-Indonesia import/export process which resulted in training in WTO information, technical assistance in the area of standards and certification and assistance to improve access to the EU market for Indonesia companies by improving the food safety controls. It led to reduced trade barriers, improved trade flows to the EU and improved market access for fisheries exports to the EU.

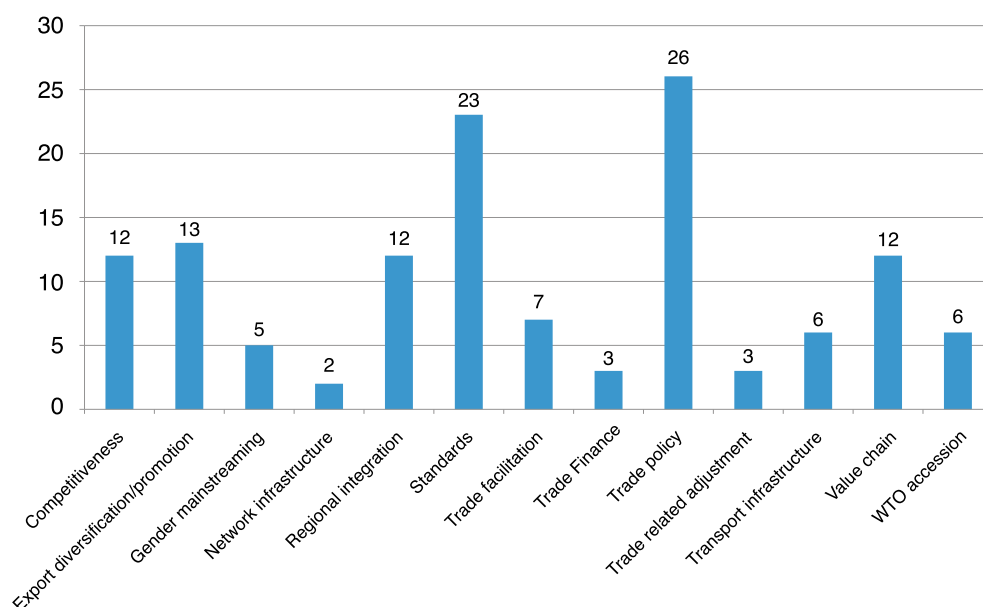
Lao PDR submitted a case story on the assistance provided by the 'Trade Development Facility' in supporting the National Integrated Framework Governance Structure. Its objective was to assist the country in its WTO accession and regional and global economic integration, through activities to facilitate trade and increase cross-border movement of goods. It addressed Trade Facilitation, SPS/TBT, export competitiveness and business environment, capacity building and trade policy. It was designed based on the main constraints identified in the EIF DTIS and Action Matrix and resulted in the establishment of an Aid for Trade Executive Committee to provide advice, coordination and approval for implementation of trade-related projects. The International Centre for Trade and Sustainable Development (ICTSD) submitted a case story on 'Trade Diversification after the Global Financial Crisis: Cambodia Rice Export Policy'. It provided an overview of multi-donor assistance to the rice sector which all had the aim of supporting trade diversification. Overall, positive results were achieved in terms of market access opportunities, the export process, greater efforts to align national and regional development strategies and the further integration of Cambodian products into the regional value chain.

*'Like many externally funded projects in the country, the activities and associated achievements tend to cease once the project period lapses and funding stops. This is because government does not take ownership of these kinds of projects to drive them forward and continue to build on the work initiated'*  
**Solomon Islands case story on its 'Cocoa Livelihood Rehabilitation Project (CLIP)'**

For the Pacific, the major themes addressed were standards, trade policy, regional integration and competitiveness. Fiji submitted a case story on establishment of 'Fiji's Competent Authority'. The EU funded project aimed to address the quality and standards of Fiji's fish and fishery products as they had been banned from exportation to the EU market. The project included management of all conditions relating to the inspection and control of seafood exports to the EU and resulted in a positive evaluation of Fiji's readiness to be placed on the EU approved list of fish exporters. Australia's case story on the 'Australia Pacific Technical College (ATPC)' showcased the project's aim to increase the supply of skilled Pacific workers to meet industry needs and provide employment opportunities in five key industry sectors. It has contributed to regional integration, trade in services and labour mobility and has fulfilled a niche role by providing a standard and level of training not previously available in the region. As of February 2011, 1 386 students were enrolled and 2 424 had graduated and this is seen as a successful regional approach to education and training services.

Solomon Islands submitted a case story on its 'Cocoa Livelihood Rehabilitation Project (CLIP)' which sought to increase productive capacity of cocoa through training, distributing cocoa equipment and tools, and provision of logistical assistance to remote farms. The project resulted in record figures of cocoa export volumes of 5481 metric tonnes in 2010 which is an increase over the 400 metric tonnes annual export volume average of 2003-2009. Tonga's case story on the comparison of two 'Agricultural Sector Technical Assistance Programmes' in the area of standards, focused on the Regional Management of Fruit Fly Programme (RMFFP) and the EU-funded STABEX programme. These projects supported Tonga's stronger agricultural earnings, but with varying levels of success, and affirmed the importance of aligning projects with national priorities.



**TABLE 4: THE THEMATIC FOCUS OF THE CASE STORIES****Box C: Trade-related Infrastructure**

Five case stories were submitted with a primary focus on Aid for Trade-related infrastructure. Trade and transport corridors and the building up of infrastructure such as ports are critical to a region where significant subsets of the countries are landlocked or sea-locked. In addition to providing opportunities for greater intra-regional trade, corridors help to broaden the production and distribution supply chain and can have positive externalities on poverty, growth of new industries and employment.

**... projects which focus on hard and soft infrastructure can be more effective**

The importance of ensuring a mix of 'hard' and 'soft' infrastructure in the implementation of the programmes and project was a clear shared outcome. Another important lesson was the importance of regional legal instruments, such as the Cross-Border Transport Agreement (CBTA) in Central and West Asia, in supporting regional trade facilitation and transport projects.

The Asian Development Bank's case story on the 'Almaty-Bishkek Regional Road Rehabilitation Project' in Kyrgyz Republic and Kazakhstan sought to improve the efficiency of the Almaty-Bishkek Road through structural rehabilitation, improvement of customs facilities and technical assistance to implement the CBTA. The project contributed to improving physical connectivity, through forging a key transport link between the two commercial centres and resulted in increased exports of 38% annually from 2002-2007, increase in traffic volume by 25% and increase in exports from Kyrgyz Republic to Kazakhstan by 165%.

**... 'the development of transport corridors improves quality and reach of intraregional infrastructure**

The AsDB's case story on trade-related infrastructure showcased the 'Greater Mekong Sub region (GMS) East West Corridor Project in Vietnam, Lao PDR and Thailand'. The project aimed to increase economic cooperation and facilitation of trade among the three countries by improving transport infrastructure in the East West Corridor and lowering non-physical barriers to movements of goods and people. It resulted in an increase in the average number of vehicles crossing, shorter travel time and increases in the average value of traded goods passing through the corridor. Another AsDB case story focused on its 'Fiji Ports Development Project' where the wharf improvements resulted in improved load-bearing capacity, a more rapid turnaround of ships in port, reduced congestion, lowered freight rates and shipping surcharges. Productivity improved from 5.23 containers per vessel per hour in 2008 to 8 containers per hour in 2010.

The Islamic Development Bank's case story on the 'Silk Road Project Azerbaijan' sought to provide a direct land transport service by rehabilitating and reconstructing the Silk Road section of the Transport Corridor Europe-Caucasus-Asia Programme (TRACECA). The project's focus on improving regional transportation aimed to enhance trade policies and trade facilitation through establishing competitive transport corridors and facilitating movement of people and goods. Japan's case story on the 'Truck Movement without Transshipment along the East West Corridor' focused on promoting cross border transport to increase regional trade and improve the investment environment. It supported greater intra-regional transportation and has proven to be a platform for cross-regional learning with Mozambique fully adapting the initiative for the Nacala Corridor link to Malawi and Zambia.

# MONITORING AND EVALUATION: OUTPUTS, OUTCOMES AND IMPACTS

*‘The inability to adequately establish performance indicators, targets and baseline data has made systematic evaluation of the project more difficult than it may have been. High priority should be given in project implementation to ensure that data is systematically collated as a project progresses’*  
**Asian Development Bank case story on its ‘Fiji Ports Development Project’**

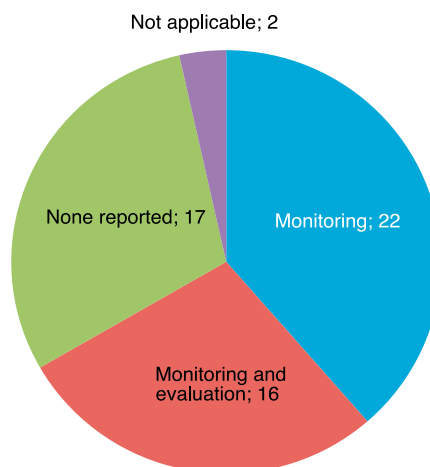
Assessing the impact of Aid for Trade is the core focus of the Third Global Review of Aid for Trade. The case stories provide some indication of how Aid for Trade is working or is not working and an overwhelming majority of the case stories submitted by and about the Asia-Pacific region were able to report on some outputs and outcomes. However, reporting on impacts proved challenging in some situations given the attribution problem. The lack of comparable baselines and indicators to determine whether an intervention did indeed achieve either its objective and/or additional or unintended objectives was also a constraint to effectively determining the impact of projects and programmes. It should also be noted that the case story authors were not specifically requested to report on monitoring and evaluation (M&E) hence an absence of any reference to M&E frameworks may not necessarily indicate that systems do not exist.

*‘A baseline has to be set at the beginning of the implementation process and indicators have to be quantified with concrete numbers in order to measure valid and reliable results’*

*‘Impact indicators...should be monitored and followed as these allow for anticipating the overall success of an intervention. Although it is difficult to attribute single activities with change on the impact level, such information is relevant to draw conclusions of the intervention’s effects on trade and economic performance as well as poverty reduction’*

**Germany case story on ‘Three-party South-South Co-operation: using Senegalese Knowledge and Experience to Improve Trade Administration Systems in Central Asia’**

**TABLE 5:** MONITORING AND EVALUATION

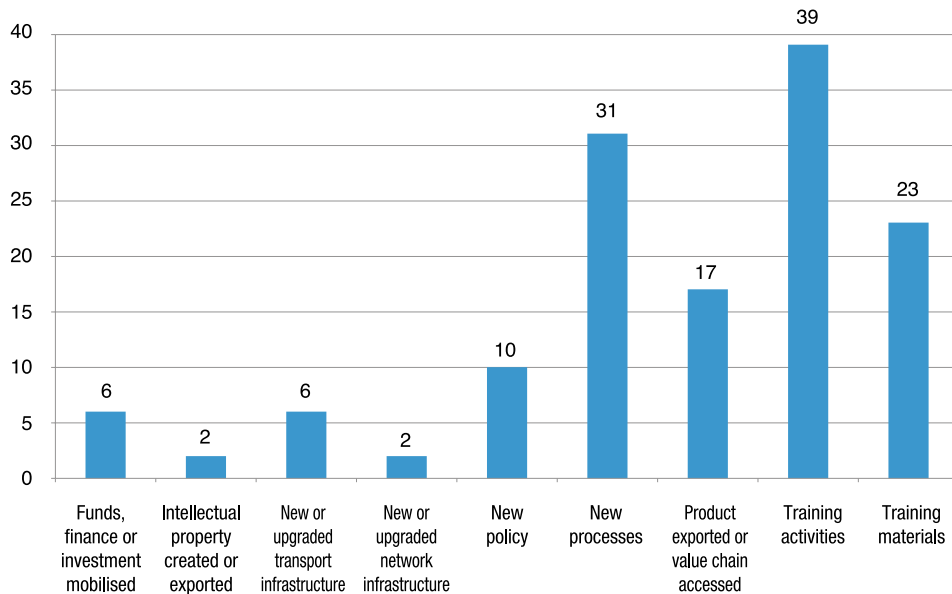


## REPORTING ON OUTPUTS

Based on the submitted case stories, the most reported output of Aid-for-Trade projects and processes was ‘training activities’ (workshops, academic courses, seminars, study tours, conferences) followed by ‘new processes’ in the areas of customs, standards, business regulations and public administration. ‘Training materials’ (manuals, reports, studies, websites), ‘product exported or value chain accessed’ and ‘new policies’ (trade policy, law, regulation) followed. The least reported outputs were in the areas of ‘new or upgraded network infrastructure’, ‘new or upgraded transport infrastructure’, ‘funds/ finance and investment mobilisation’, and ‘intellectual property’. It should be recalled that these findings are on the basis of the 57 case stories and reflect the nature of the topics submitted as case stories.

On a sub-regional level, ‘training activities’ were the highest reported output across all sub-regions. For Central and West Asia ‘product exported’, ‘new processes’ and ‘mobilisation of funds/finance and investment’ were also key outputs. For East Asia, ‘new processes’, ‘training materials’ and the ‘mobilisation of funds/finance and investment’ were reported and for South Asia ‘training materials’, ‘new processes’ and ‘product exported’ were the top three ranked after ‘training activities’. South-East Asia identified ‘new processes’, ‘training materials’, ‘product exported’, ‘new policies’ and ‘mobilisation of funds/finance and investment’. The Pacific’s outputs included ‘new processes’, ‘training materials’ and ‘new and upgraded transportation infrastructure’.

**TABLE 6:** REGION WIDE OUTPUTS OF AID FOR TRADE PROJECTS

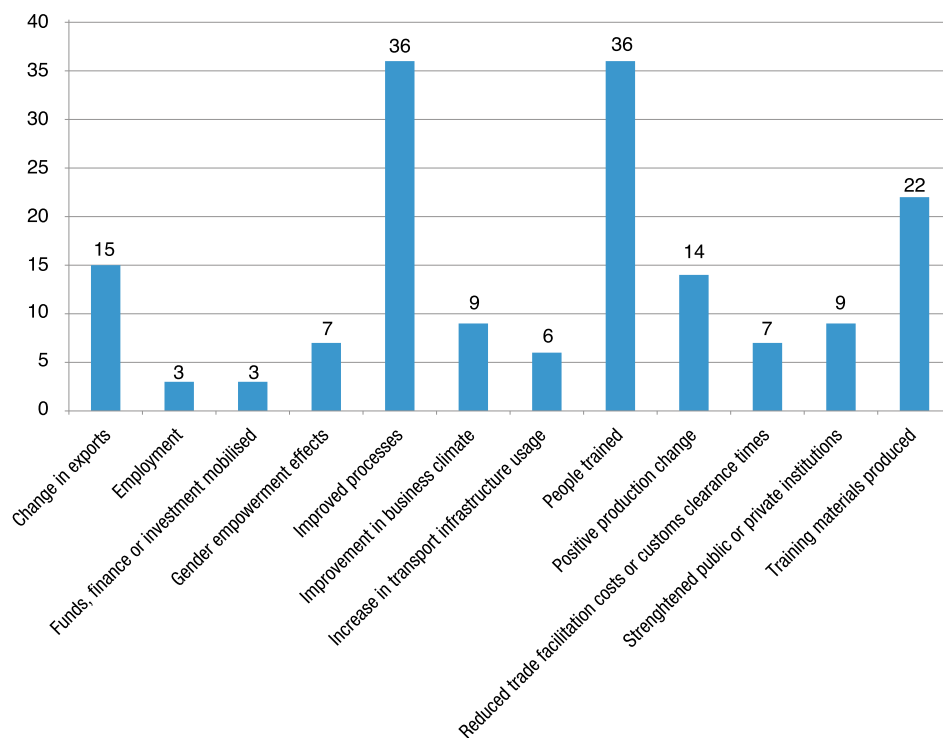


## REPORTING ON OUTCOMES

*‘Outcome indicators should not solely concentrate on export success, but also measure ‘structural changes’ and other framework conditions that enable relevant stakeholders to improve their competitiveness without further programme assistance. Short-term indicators to measure progress in (trade) capacity are as important as medium- and long-term outcome indicators (or impact indicators) related to trade or economic performance’* **Germany (GIZ) case story on ‘Value Chain Promotion in the Rattan Furniture Sub-Sector in Indonesia’**

For the analysis of outcomes, the coding of multiple elements allowed for a broad assessment of the most frequently reported results. The categories of ‘people trained’ and ‘improved processes’ are the most frequently reported outcomes followed by ‘training materials produced’ and ‘change in exports’. The category of ‘people trained’ was the highest coded outcome from the case stories for all sub-regions. For Central and West Asia ‘improved processes’, ‘training materials produced’, ‘change in exports’ and ‘positive production change’ were the main outcomes. East Asia benefited from ‘improved processes’ and ‘training materials’ while South Asia’s main outcomes were ‘training materials’, ‘improved processes’ and ‘strengthened public or private institutions’. South-East Asia’s strongest outcomes were in ‘improved processes’, ‘training materials’, ‘change in exports’ and ‘positive production change’. The Pacific’s case stories suggested that the main outcomes were ‘improved processes’, ‘training materials’, ‘change in exports’, ‘positive production change’ and ‘gender empowerment effects’.

**TABLE 7: REGION WIDE OUTCOMES OF AID FOR TRADE PROJECTS**



## REPORTING ON IMPACTS

*‘It is highly important to...identify indicators beyond the attribution gap, during and even after the implementation of a programme...it is highly important for Aid for Trade programmes to encourage partner institutions to regularly monitor these indicators beyond the conclusion of the programme support. This could then render cost-intensive ex-post evaluations unnecessary’* **Germany (GIZ) case story on ‘Value Chain Promotion in the Rattan Furniture Sub-Sector in Indonesia’**

The analysis of the impact of the case stories reaffirms the message either explicitly or implicitly contained in the submissions: there remains a challenge in attributing impacts to Aid-for-Trade interventions. In addition to this attribution gap, additional reasons highlighted in the case stories point to the unavailability of baseline data to allow an evaluation of impact and a lack of integration of indicators within the project at its inception. While macro-level analysis by UNESCAP and others suggests that Aid for Trade indeed has had a significant effect on trade of Asia-Pacific recipients (See Box D), a common message from the case stories is the need for better impact evaluation and the importance of developing indicators based on measurable baseline data. In some cases, the interventions are known, intuitively and through qualitative evaluation, to have led to positive impacts, but methodologically this is challenging to prove.

*‘Despite general attribution problems, the rehabilitation of the regional road can be assumed to have substantially helped increase traffic and trade figures’* **Asian Development Bank case story on the ‘Almaty-Bishkek Regional Road Rehabilitation Project’**

Amongst the case stories which were able to report impacts, ‘export growth’ was identified as the primary result of Aid-for-Trade projects and programmes. This was followed by a ‘positive impact on regional trade integration’, ‘mobilisation of domestic investment’ and ‘gender empowerment’. ‘Poverty reduction’, ‘employment creation’ and ‘economic growth’ were identified in a very small number of cases as impacts. However, ‘none reported’ was the second largest category reported.

On a sub-regional level, excluding the category of ‘none reported’, Central and West Asia case stories identified ‘export growth’, ‘foreign and domestic investment mobilisation’ and ‘positive impact on regional trade integration’ as the most prevalent impacts amongst those that reported. For East Asia ‘export growth’ and ‘positive impact on regional integration’ were primary impacts as was the case for South Asia which also noted impacts in ‘gender empowerment’ and ‘employment creation’. For South East Asia ‘export growth’, ‘positive impact on regional trade integration’ and ‘domestic and foreign investment mobilised’ were the main impacts. In the Pacific, ‘export growth’ and a ‘positive impact on regional trade integration’ were the focus.

**Box D: Impact of Aid for Trade on Exports of Asia and the Pacific Recipients**

As part of its Asia-Pacific Research and Training Network on Trade (ARTNeT) Gravity Modeling Initiative, UNESCAP developed a regional dataset to analyze the impact of Aid for Trade on Bilateral Exports in Asia and the Pacific. The cross-country panel dataset comprises 30 developing countries and 67 importing countries for the period 2002-2007 (available at [www.artnetontrade.org](http://www.artnetontrade.org)). Using this dataset, an augmented gravity model was estimated, with bilateral export flows specified as a function of geographic and cultural distance between trade partners, gross domestic product of the trade partners (a standard proxy for economic size), and the amount of Aid-for-Trade received by the exporting country a year earlier.

The results of the modelling exercise suggest that Aid-for-Trade has a significant positive impact on exports of recipient countries one year after it is received. On average across the region, a US\$1 contribution of Aid-for-Trade was found to result in approximately a US\$ 67 increase in total exports one year later. However, this impressive average return is in large part attributed to China, with “Aid for Trade” returns in less or least developed countries varying widely and typically not exceeding US\$ 5, as shown in the table below.

**Estimated Contribution of Aid for Trade and Components on Bilateral Exports**

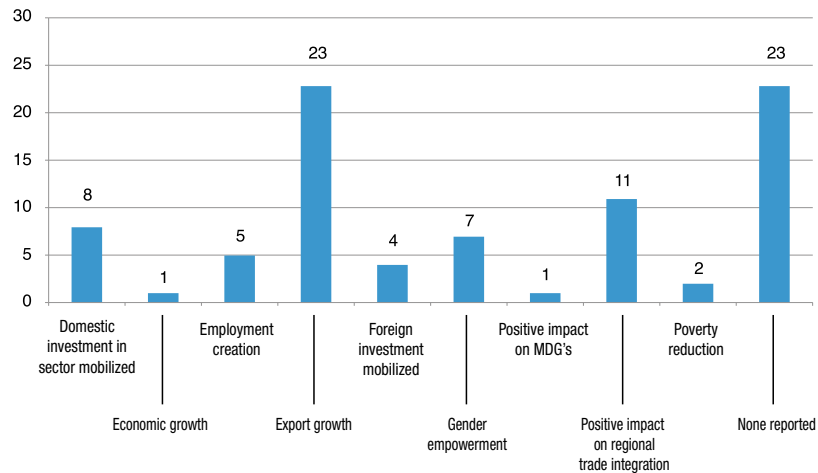
Country	Contribution of \$1 of AFT	Contribution of \$1 of AFTF	Contribution of \$1 of TPR
Bangladesh	3.89	6334	437
Kyrgyz Republic	1.31	82	326
Lao PDR	0.84	N/A	N/A
Solomon Islands	1.19	280	1369
Vietnam	4.13	1637	360

Note: AFT stands for Aid for Trade; AFTF stands for aid for trade facilitation; TPR stands for trade policy and regulation and excludes AFTF

Breaking down Aid-for-Trade flows into components - namely aid for trade facilitation (AFTF), aid for trade policy and regulation (TPR), aid for economic infrastructure, and aid for building productive capacity -, the model suggests that the very specific aid for trade facilitation category has the highest impact on export per dollar, along with the broader TPR category. For example, the return on a US\$ 1 of Aid-for-Trade policy and regulations was estimated at US\$ 437 in Bangladesh. This result is broadly consistent with those of Helble, Mann and Wilson (2009), which found an average return of US\$ 695 on trade policy and regulation using a global sample of Aid-for-Trade recipients.

Interestingly, the return on aid for economic infrastructure and Aid for building productive capacity one year after disbursement are found to be positive but not significant. This may be explained by the fact that the impact of this type of Aid-for-Trade may only be felt after several years (e.g. due to the time it takes to build the infrastructure). This may also be attributed to the limited absorptive capacity of aid by countries, as amounts of aid in these two categories typically account for 95% of Aid-for-Trade flows.

Source: UNESCAP. Dataset available at: <http://www.unescap.org/tid/artnet/gravity.asp>

**TABLE 8: REGION WIDE IMPACTS**

Related to the high coding rate of the 'none reported' category for impacts is the existence and quality of the monitoring and evaluation frameworks in the different projects and programmes. Of the 57 case stories submitted about the Asia-Pacific region, the majority (almost 39%) included some form of monitoring framework and/or undertook some form of monitoring. For 3% of the sample a monitoring and evaluation framework was not applicable. Almost 30% did not report any monitoring and evaluation structure while 28% had undertaken some form of monitoring and evaluation. However, the fact that it was not reported may not mean that monitoring and evaluation was not undertaken.

#### **Box E: Case Stories on the Pacific Sub-Region: Lessons Learned**

##### **... a regional approach to education and training services is a cost-effective way to reach the greatest number of officials.**

Nine case stories were submitted about Aid for Trade in the Pacific sub-region. Australia and New Zealand showcased respectively, the sub-region wide Australia Pacific Technical College and the Recognised Seasonal Employer (RSE) Worker Pilot Training Programme. A regional approach to education and training services was clearly seen as a cost-effective way to reach the greatest number of participants and ensure compatibility in the training and certification provided.

##### **... baseline data to measure performance and impact is key**

Four case stories focused on Fiji, one submitted by the Asian Development Bank on the 'Fiji Ports Development Project' and three submitted by Fiji on the establishment of its Competent Authority; the Fiji Sugar Industry; and on Fiji's Trade Policy Framework. The AsDB project focused on wharf improvements and aimed to support trade, investment and private sector development; enhance competitiveness; achieve a stable macroeconomic environment through the rehabilitation of ports; and sustained improvement in port productivity. Although the project led to improved load-bearing capacity and a more rapid turnaround of ships in port, reduced congestion and lowered freight rates and shipping surcharges, the case story concluded that rigorous measurements of productivity gains were impeded by lack of baseline data for key performance indicators.



### ... alignment with national strategies improves chances of success

One of Fiji's case stories addressed the impact of the ban on fish importation and the efforts undertaken to establish a competent authority to address EU sanitary requirements. The submission on the sugar industry examined the impact of the EU's decision to suspend financial and technical assistance to the Fiji sugar industry under the Accompanying Measures Support programme as a result of political developments in Fiji. This case story elaborated on the negative impact on the industry and livelihoods of this suspension and addressed the impact of the required adjustment to the EU's sugar regime. It showcased the actions taken by the government to support the sugar industry and concluded with a recommendation that aid donors should be apolitical in their assessment of development assistance needs. The third case story focused on assistance promised by the EU under European Development Fund 9 (EDF9) to provide comprehensive policy and regulatory guidelines on Fiji's trade and economic development policy. The importance of ensuring alignment of the trade policy with Fiji's overall national strategy was critical.

Tonga's case story examined two 'Agricultural Sector Technical Assistance Programmes' in the area of standards, specifically on quarantine issues. The two programmes, the Regional Management of Fruit Fly Programme (RMFFP) and the EU-funded STABEX programme, supported Tonga's stronger agricultural earnings but with varying levels of success based on Tonga's evaluation of the programmes.

The importance of aligning projects with national priorities and the need to address project-related implementation challenges were highlighted. The RMFFP addressed the loss of agriculture markets as a result of fruit flies which led to quarantine bans and restrictions. The project resulted in market access benefits of US\$3.8 M and a 19% return on investment. The STABEX programme, although resulting in increased infrastructure, was not deemed a success as it was not aligned with the government's priorities and there were challenges regarding project implementation.

### ... developing key relationships with international private sector organisations facilitates links to global markets for producers'

New Zealand's case story on 'Women in Business Development Incorporated, Samoa' examined how developing relationships between families in Samoa and international private sector organisations, through global private sector partnerships, can facilitate links to global markets for Samoan organic produce. For example, the partnership with Body Shop international led to an increase in exports of virgin coconut oil from 2 tonnes to 10 tonnes and a premium price. The case story showcased the impact on production, trade and livelihoods of linking global private sector entities with small producers in the Pacific. The case story also shed light on the challenges in gaining Fair Trade recognition and certification in the Pacific region.

The Solomon Islands contributed a case story on an Ausaid funded 'Cocoa Livelihood Rehabilitation Project (CLIP)' which seeks to increase productive capacity in the cocoa industry through training, distributing cocoa equipment and tools, and provision of logistical assistance to remote farms. The project resulted in record figures of cocoa export volumes of 5481 metric tonnes in 2010, an increase over the 400 metric tonnes annual export volume average of 2003-2009, and illustrated the cumulative impact of training, provision of equipment, and private sector.

## FACTORS FOR SUCCESS AND PROBLEMS ENCOUNTERED

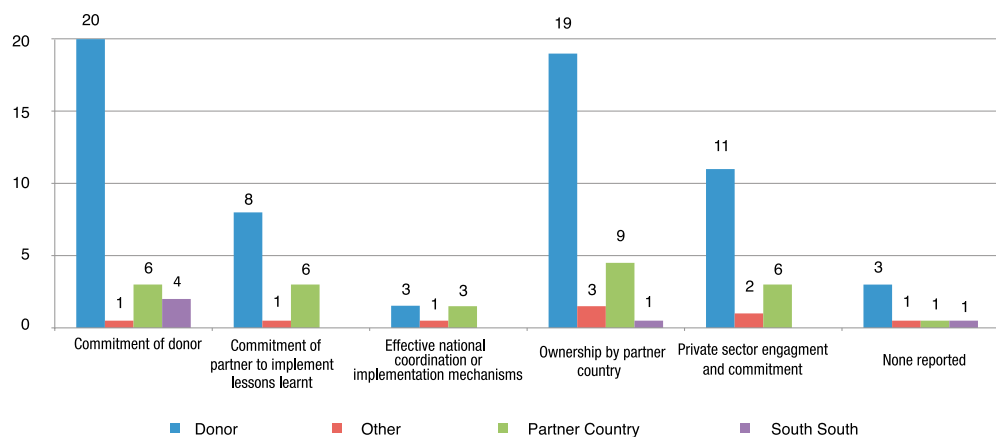
*'The project has yielded positive results thanks to.....strong alignment with the country's strategies and plans, strong ownership by the government, in-built flexibility....and involvement of a broad range of stakeholders such as the private sector'. European Union case story on its 'Multilateral Trade Assistance Project III' in Vietnam*

The majority of the case stories submitted by and about the region included dedicated sections on the factors for success and the problems encountered. These findings were mapped against the most common indicators provided as elements of success and problems in delivering and implementing aid projects. A clear story on what works and what could work better is evolving from the submissions.

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. Private sector engagement, both in terms of prioritisation of needs and involvement in implementation, is seen as important, as well as the need for effective national coordination mechanisms. The commitment of the partner to implement the lessons learned was also a critical issue. The case stories submitted by donor countries identified the commitment of the donor, ownership by partner country and private sector engagement and commitment as the three most prevalent factors for success. The partner countries identified ownership of partner, commitment of donor and commitment of partner to implement lessons as the more important factors for success.

*'Aid for Trade will not succeed without clear country ownership' ICTSD case story on 'Trade Diversification after the Global Financial Crisis: Cambodia Rice Export Policy'*

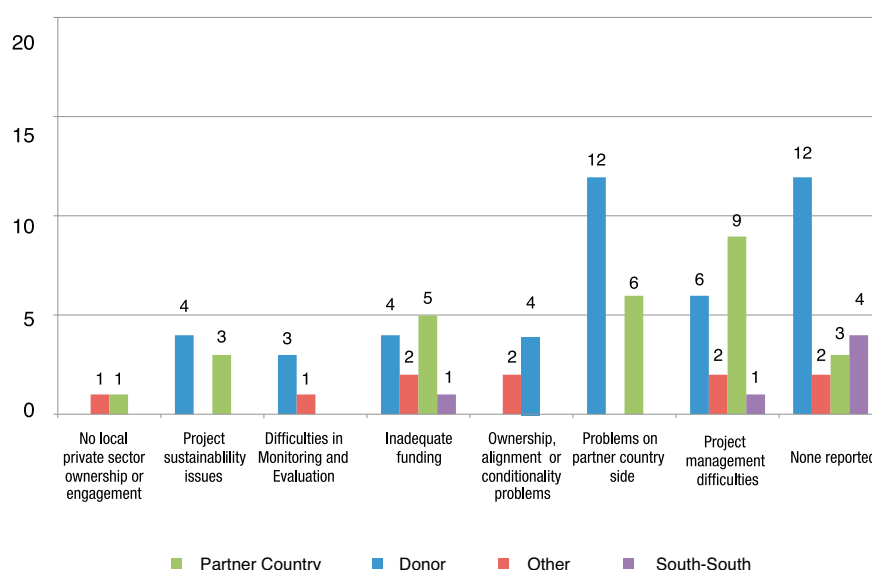
**TABLE 9: FACTORS FOR SUCCESS**



*‘Initiatives which are undertaken at the demand of stakeholders have a higher chance of success than initiatives which are based on guessing the needs of stakeholders’ India, DFID and UNCTAD case story on ‘Strategies and Preparedness for Trade and Globalization in India’*

There is a clearly different emphasis by donors and partner countries on where the major problems reside in the implementation of Aid-for-Trade projects and programmes. A number of the case stories did not report any problems. Of the remaining case stories, the donors focused on problems on the partner side, project management difficulties and inadequate counterpart funding. The partner-led case stories viewed project management difficulties, inadequate funding (including counterpart funding) and problems on the partner side as fundamental issues.

**TABLE 10: PROBLEMS ENCOUNTERED**



The case stories themselves provide a source of anecdotal evidence of what works and what does not work. The importance of ownership in ensuring that projects and programmes achieve their objectives was a view shared by donors, partner countries and South-South partners. This ownership was important both at the political level and at the technical implementation level. Lao PDR’s submission on its Trade Development Facility recognised that a key factor for success was the support, guidance and statements of the political leadership, while the EU case story on its Multilateral Trade Assistance Project III in Vietnam noted that the project yielded positive results thanks to a number of factors including strong ownership by the Government and by involvement of the stakeholders in the design and implementation phase of the project. This ensured alignment between demand and supply but also helped to create ensured buy-in from the main beneficiaries. The USAID project on Supporting Vietnam’s Legal and Governance Transformation illustrated the fundamental importance of partner country ownership and buy in as well as the need for donors to react to this commitment by being demand-driven and flexible. The case story from the Republic of Kazakhstan on the Implementation on the Road Map for the SPECA Countries focused on ownership at a regional level and how the development of an Aid-for-Trade roadmap could place the region’s needs and priorities at the centre of its regional integration initiative.

ICTSD’s submission on Trade Diversification after the Global Financial Crisis: Cambodia Rice Export Policy concluded that the ownership exhibited by the government in taking the lead in developing a trilateral (public-donor-private sector) partnership to determine financing to the rice sector, was critical

to the successful take up of the various projects and programmes related to support for the rice sector. Ensuring the participation of stakeholders in the project cycle was reaffirmed in Germany's case story on Value Chain Promotion in the Rattan Furniture Sub-Sector in Indonesia which expressed the view that the 'decision to involve all relevant stakeholders from the outset in the development of the selected value chain' led to identification of opportunities and bottlenecks as well as a high degree of ownership.

Alignment between partner priorities and the donor projects is also an important element of success. Tonga's case story on Agricultural Sector Technical Assistance Programmes in contrasting the success of the Regional Management of Fruit Fly Programme (RMFFP) with the STABEX programme focused on lack of alignment of the latter with the government's priorities as one of the fundamental reasons for its limited success. On the contrary, one of the key reasons for the successful Asian Development Bank intervention in Fiji on its Ports Development Project was the fact that the priorities of the project effectively mirrored what was included in the government's national development strategy.

Problems on the partner side and problems on the donor side (including project management difficulties) were identified as constraints to success in a number of the case stories. These ranged from cumbersome donor procedures to national level coordination difficulties. Bangladesh, in its case story on the Success and Failures of the Bangladesh Trade Support Programme (BTSP), concluded that beneficiaries should be given more influence over decisions regarding the implementation of the project including in selecting consultants and experts. It also expressed concern that 'if the start-up time for a project is too long, the whole purpose of that programme is defeated even before inception'. Fiji, in particular, had concerns regarding the conditionalities attached to funds for Aid for Trade. In its case story on Fiji's Sugar Industry, it concluded that access to aid should be 'apolitical and based purely on merit and not upon compliance to a prescribed norm unrelated to trade' if it was to accomplish its objectives of building up trade competitiveness. Tonga's case story on Agricultural Sector Technical Assistance Programmes showed the difficulties experienced in understanding the EU procedures, concerns with the lack of flexibility of the donor, lack of partner experience in complying with EU rules and regulations, and the impact of bureaucracy on the release of funds.

The case stories also shone a light on donor coordination. The ICTSD submission on Cambodia found that in many cases a 'turf mentality still prevailed among most donors' which led to a 'multitude of repeated and overlapping wasteful fact-finding missions and reports'. In contrast, the submission from Tonga on its Agricultural Sector Technical Assistance Programmes profiled the successful multi-donor coordination of the Regional Management of Fruit Fly Programme (RMFFP) which benefitted from assistance from FAO, AUSAID, UNDP and New Zealand. The Islamic Development Bank's case story on the Silk Road Project in Azerbaijan also profiled the donor assistance provided by the IsDB, the EBRD, the World Bank, the OPEC Fund, the Kuwait Fund, the Saudi Fund and Azerbaijan in supporting various components of the road rehabilitation. It concluded that in multi-financier projects such as this, close coordination is important, with the party with the highest leverage potential taking the lead. This ensures a better project outcome and arrests the problem of a fragmented approach caused by individual donor interventions.

Ensuring access to finance for the private sector was an element featured in many of the submissions. The Asian Development Bank's profile of its Trade Finance Programme concluded that 'access to trade finance is crucial for developing countries' given that the absence of such funds has 'impeded their ability to fully participate in international trade'. This is reaffirmed in the Australia case story on the Cocoa Supply Chain in Indonesia where it was noted that 'access to finance continues to be a critical challenge' for the producers and SMEs in the cocoa chain. The Belgian case story on its Expansion Project of a Private Company in Vietnam concluded that the success of the project 'demonstrates the importance of access to finance for private enterprises in developing countries'.

The need to modulate expectations of projects given the short-term nature of some interventions was noted in a few of the case stories. Indonesia's case story on its Trade Support Programme-1 recalled that although the project was a success, its duration (1.5 to 2.5 years) was 'not long enough to build up national capacities, particularly in highly technical areas'. The importance of addressing the sustainability of project impacts was a theme permeating a number of the submissions.

## OPPORTUNITIES FOR INTRA-REGIONAL AND INTER-REGIONAL LEARNING

The case stories submitted by and about the Asia Pacific 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. Clear messages from the case stories are the importance of ownership, alignment and donor flexibility. The importance of project and programme sustainability, either through sustainability considerations built into the project or through partner country programmed budget support for maintenance and upkeep, are key lessons. A wide cross section of the submissions, from both donors and partners, noted the importance of considering longer project cycles for certain interventions.

### ... South-South Co-operation works

There are a number of examples of South-South and triangular co-operation provided in the catalogue of Asia-Pacific stories. The assistance provided by Singapore through its Regional Training Institute and its Singapore Co-operation Programme, focused on support both within and outside the region. China's assistance to Lao PDR in supporting the preparation of an Overall Plan for Comprehensive Development of the Northern Area in Laos illustrated how South-South co-operation can provide an important input into a wider trade-related initiative. China's support facilitated the production of a number of policy documents which were the basis for Lao PDR to seek further international aid and attract domestic and foreign investment. Germany's submission of Three-party South-South Co-operation: using Senegalese Knowledge and Experience to Improve Trade Administration Systems in Central Asia illustrated how expertise from Senegal in implementing a single window system led to the adoption of similar procedures in Central Asian countries on the basis of cross-regional learning. Based on the success of the project, CAREC is considering adopting a regional network of single windows in Central Asia. In addition, El Salvador and Afghanistan have expressed interest in learning from the expertise gained in Senegal and in Central Asia in the development of their own single window processes.

Indonesia's case story on Third Country Training Programme - Artificial Insemination on Dairy Cattle showcased a South-South programme offered by Indonesia to Cambodia, Lao PDR, Vietnam, Philippines, Malaysia, Thailand, Timor Leste, Bangladesh, India, Sri Lanka, Mongolia, Fiji, Papua New Guinea, Kenya, Sudan, Zimbabwe, Afghanistan, Myanmar and Yemen in co-operation with Japan. The co-operation programme not only improved techniques of artificial insemination and management of cattle but also supported the setting up and improvement of artificial insemination programmes in other developing countries. The project contributed to knowledge sharing and enhanced coherence between countries on these issues. It illustrated the multiplier effect which the traditional co-operation programme between Japan and Indonesia had on capacity building of almost 6 000 persons from nineteen countries.

Korea's case story on The Project for Capacity Building in Trade in Goods and Services for Cambodia showcased the impact of South-South cooperation on improving trade performance, supporting

regional integration and generating investment through the development of an effective trade policy. It is expected that a similar model programme will be developed for other countries in South-East and Central Asia. Switzerland's case story on Promoting the Use of Intellectual Property in Vietnam as a Tool to foster Trade examined the process of triangular co-operation. The provision of technical assistance to Vietnam, a middle-income country, offered the potential for further co-operation with Lao PDR, an LDC. The triangular co-operation broadened the impact of the assistance and showcased the role of effective IP in enhancing the business climate and attracting investment.

The importance of this type of cross-regional learning and knowledge sharing is a critical component of UNESCAP's South-South Trade Networks. (Box F)

#### **Box F: Regional Experience Sharing and Communities of Knowledge: UNESCAP's South-South Trade Networks**

UNESCAP, as the Bangkok-based regional branch of the United Nations Secretariat in Asia and the Pacific, has long realized the importance of knowledge sharing in maximizing the effectiveness and impact of bilateral and sub-regional Aid-for-Trade projects and initiatives. It is therefore actively supporting the creation and development of trade-related region-wide networks and communities of knowledge, including for national and regional single window development. These structured networks of trade researchers, practitioners and policy makers have grown steadily over time, and have been found useful in facilitating implementation and coordination of trade capacity building projects.

Recognizing both the wealth of expertise and knowledge available within the Asia-Pacific region, as well as the need to build capacity of countries to develop their own trade policies based on lessons learned and experience from others, UNESCAP launched a number of specialized trade-related networks, including the United Nations Network for Paperless Trade in Asia and the Pacific (UNNExT), and the Asia-Pacific Research and Training Network on Trade (ARTNeT).

UNNExT : UNNExT is a community of knowledge and practice established by UNESCAP and ECE to empower experts from developing countries and transition economies from the region to implement single window and paperless trade. The regional expert community develops tools to facilitate implementation of paperless trade, as well as deliver training workshops and advisory services in collaboration with ESCAP or as part of Aid-for-Trade projects funded by various donors in the region, including AsDB and the German International Cooperation.

UNNExT has achieved concrete results. For example, the Business Process Analysis (BPA) Guide for Simplification of Trade Procedures prepared under the auspices of UNNExT disseminated in print as well as via national and regional level trainings, was used for diagnosing procedural bottlenecks for key export and import products in nine countries of the region. In particular, the BPA training and study conducted in Cambodia with ESCAP support has helped the design and implementation of the Cambodia Rice Export Policy initiative. The BPA guide is now being used for developing Cambodia's export strategy for cashew nuts and cassava. The UNNExT also supported the development and the implementation of the Mongolia Single Window Master Plan. An effort of a multi-agency group of UNNExT experts and private sector stakeholders that were guided by ESCAP, the Master Plan was reviewed by a regional team of UNNExT experts, endorsed by the Mongolian Government, presented to donors and secured full-funding in April 2011.

UNNExT is currently finalizing a practical guide for data harmonization, as well two others on master planning single window and addressing legal issues for paperless trade, which will together form a complete suite of capacity-building materials to be used in related Aid-for-Trade projects in the region. Several advisory groups have been created to support the network's future activities, and

consideration is now being given to focusing work on transit as well as agricultural trade facilitation, based on the recommendations of the most recent annual Asia-Pacific Trade Facilitation Forum and Exhibition, an annual event organized by UNESCAP and AsDB to further foster regional sharing of knowledge and experience on trade facilitation. ([www.unescap.org/unnext](http://www.unescap.org/unnext))

ARTNeT: Documenting and analysing lessons and experiences on trade policy and impact, and sharing these widely have shown to be valuable to trade policy makers and researchers alike. To address this unmet demand, in 2004, a group of institutions including the UNESCAP, the International Development Research Centre, Canada (IDRC) and ten national research institutions in Asia and the Pacific launched the Asia-Pacific Research and Training Network on Trade (ARTNeT). The three-pronged goal of the network has been (1) to produce new high quality demand-driven studies on trade and investment issues to support evidence-based policy decisions; (2) to improve the communication and dissemination of research study results of research institutions to policymakers; and (3) to improve the capacity of the region's research community to provide policymakers with useful inputs for policy making, especially in the least developed countries of the region.

Over the past six years, the research network has grown to include 30 member institutions in 15 countries of the region, 3 core partners in addition to IDRC and UNESCAP (UNDP, UNCTAD, and WTO) and 11 associate partners. It has benefited from support from numerous quarters, including the World Bank, the Asian Development Bank Institute, the French Government, and the Swiss Agency for Development and Cooperation, all of which recognized the usefulness of such a regional knowledge creating and sharing mechanism to support their other Aid-for-Trade related activities.

ARTNeT organized over 15 trade research capacity building workshops, as well as over 10 research dissemination meetings, thus providing a forum for dialogue between hundreds of researchers and government officials from across the Asia-Pacific. It also published 85 working papers, 27 policy briefs and 7 Alerts on Emerging Policy Changes. The knowledge base developed by the network has fed into other Aid-for-Trade projects. For example, ARTNeT trade facilitation research outputs have been used to train trade negotiators during the WTO-Singapore Regional Trade Policy Course. ARTNeT also provides access to relevant trade research through its ARTNeT Trade Publications Database, the trade performance indicators component of the Asia-Pacific Trade and Investment Agreement Database, and its online gravity modelling tool, all of which can assist countries in prioritizing their AfT needs.

([www.artnetontrade.org](http://www.artnetontrade.org))

### ... investment and support for both hard and soft Infrastructure is necessary

Trade and transport corridors have had clear impacts in the Asia-Pacific, especially through the GMS and CAREC initiatives. The evidence from the case stories shows that coupling investments in hard and soft infrastructure and coordinating interventions in both of these areas tends to lead to greater returns. Support for hard and soft infrastructure is mutually supportive. The Asian Development Banks' support for Mongolia's Customs Modernization Project addressed out-dated data processing systems, inadequate customs procedures, and poor governance. Its focus on increasing trade volume and reducing trade barriers could only be sustainably achieved with the upgrading of supply-side capacity in hard and soft infrastructure, modernisation of customs procedures and implementation of an ICT platform. This led to a process of 100% online submissions for export and import clearance, a dramatic decrease in import clearance time from 3 hours 6 minutes to 23 minutes and in export clearance from 2 hours 20 minutes to 13 minutes.

The case story submitted by the Mongolian Chamber of Commerce focused on how the private sector can gain traction for trade reform through advocacy and public-private dialogue and partnership. The importance of trade facilitation, and in particular single window facilities, was recognised by the Chamber of Commerce who used their position to galvanise the business community around the economic benefits of improved customs procedures. In an effort to support their position, they undertook a series of export/import surveys and drafted a government resolution on trade facilitation and the establishment of a single window which was approved by the Government in 2007. To maintain pressure on the Government, the Chamber developed a monitoring framework to measure the 'red tape perception' of the customs regime and the overall business environment. Despite the successes achieved, problems included lack of commitment and financing, limited inter-governmental coordination and limited attention to trade facilitation from international organisations in Mongolia.

Japan's assistance on Truck Movement without Transshipment along the East West Corridor focused on promotion of cross border transport to increase regional trade. Coupled with the support for hard infrastructure, Japan also promoted improvement of the investment environment through the development of a logistics route and provision of technical assistance to support countries' implementation of the Cross Border Transport agreement (CBTA). The success of the project in supporting greater regional integration through greater intra-regional transportation and an enhanced investment climate has led to the experience of the East West Corridor being fully adapted to Mozambique's initiative for the Nacala Corridor linking that country to Malawi and Zambia. The Asian Development Bank case story on its GMS East West Corridor Project in Vietnam, Lao PDR and Thailand showed how improvements in transport infrastructure, coupled with assistance to lower non-physical barriers to movement of trade and persons, can lead to concrete deliverables such as shorter travel time and increases in the average value of traded goods passing through the project roads.

Support for the improvement, and in some cases, the development of standards helps to support the impact of existing hardware infrastructure. Sweden's assistance in developing Quality Infrastructure Development in Sri Lanka did not build more laboratories for testing but rather helped these laboratories to align their regulatory and quality infrastructure to WTO and EU requirements. This resulted in the Sri Lanka Accreditation Board for Conformity Assessment (SLAB) gaining international recognition for its accreditation schemes and resulted in an improvement in the business climate and an expected increase in Sri Lankan exports access to external markets. The Australia Fumigation Accreditation Scheme provided assistance to India, Indonesia, Malaysia, Papua New Guinea, the Philippines and Thailand to address quarantine risks at source. The project led to a significant reduction in failed fumigations and facilitated cost reduction through increased surety of border clearance for exports from these countries.

The USAID project on Supporting Vietnam's Legal and Governance Transformation illustrated how using the obligations under a trade agreement- in this case the US-Vietnam bilateral trade agreement- could serve as a platform for modernising a country's legal and regulatory framework. The targeted assistance provided in the area of legal and regulatory reforms improved the environment for investment and business and had positive impacts on institutional capacity building. One of the major outcomes of the support provided was an increase in Vietnam exports to the US from US\$1.1 B in 2001 to US\$8.6 B in 2006.

### **... creating opportunities for greater connectivity to supply chains reaps rewards**

New Zealand's experience in the Women in Business Development Incorporated, Samoa noted that "it is important not to build productive capacity in isolation of finding market opportunities'. This is a sentiment echoed by Tonga in its assessment of its Agricultural Sector Technical Assistance



Programmes which noted the need to ensure that technical assistance is delivered in conjunction with identifying market opportunities. Tonga concluded that ‘the issue of market linkages is missing in the majority of programmes’. The importance of promoting a value chain approach to projects in the region is particularly relevant given the large number of MSMEs in the Asia-Pacific involved in agriculture and small-scale industrial production processes. Regional integration and the generation of economies of scale for supply chains are complementary policies hence support delivered at the regional level can facilitate the necessary connectivity which will engender and harness the power of these supply value chains.

Indonesia, in its case story on the Indonesia Enterprise and Agricultural Development Activity (SENADA) noted that the ‘value chain approach was far superior to other approaches aiming to improve industry competitiveness’ and the New Zealand approach in Samoa created a number of links to global markets for organic produce such as coconut and coffee. Developing global private sector partnerships between families in Samoa and international private sector organisations facilitated links to global markets for the Samoan organic produce. Partnerships with Body Shop international led to an increase in exports of virgin coconut oil from 2 tonnes to 10 tonnes and a premium price. A partnership with C1 espresso in the development of a sustainable Pacific Coffee Industry has led to the purchasing of coffee beans at a Fair Trade price.

Australia’s experience in Indonesia on the Cocoa Supply Chain addressed the high fragmentation of the supply chain, the lack of access to crop storage facilities and the lack of price predictability by improving smallholder farmer access to cocoa supply chains. The project facilitated links between buyers and smallholder cocoa farmers through establishing buying centres. This linkage between farmers and buyers led to an increase in productivity and market information. This resulted in a 6% increase in cocoa production in one of the two districts the project focused on and Indonesia experienced an 8% average annual growth rate in volume of cocoa beans exported. Germany’s case story on Value Chain Promotion in Indonesia focused on overcoming existing bottlenecks and increasing competitiveness of SMEs in the furniture industry. The result of strengthening the linkages in the supply value chain led to new and improved products, the signing of a number of private-public partnerships and an increase in export volume and export value between 2008 and 2010.

Pakistan’s experience in the Community Empowerment through Livestock Development and Credit Project (CELDAC) focused on the value added of the Public-Private Partnership model in the development of the dairy sector in Pakistan. The project linked the private sector to a community development programme. Ensuring integration of the local community in the supply value chain system resulted in improved employment and income of rural women in the dairy sector and enhanced linkages to markets for farmers. The development of supply chains can also be focused more inwardly as was the case of the Belgian Investment Company for Developing Countries case story on its Expansion Project of a Private Company in Vietnam. The objective was to diversify production, integrate cocoa into the value chain, reduce importation of raw materials and increase exports. It resulted in the marketing of the first chocolate manufactured entirely in Vietnam, increased exports, employment opportunities including for women, and a first example of vertical integration of the cocoa sector in Vietnam.

### ... project sustainability matters

Concerns about the sustainability of Aid-for-Trade projects and programmes permeated many of the case stories. Donors were called on to deliver assistance over a longer period of time while suggestions were made that partner countries themselves needed to take action to ensure project sustainability. New Zealand’s submission on Women in Business Development Incorporated, Samoa noted that as it takes a long time to achieve sustainable improvement and secure international markets for rural

producers, there is a need for 'long-term focused programmes and predictable long-term funding' to provide certainty and continuity. The India, DFID, UNCTAD case story on Strategies and Preparedness for Trade and Globalization in India notes that 'capacity building is a long-term endeavour and it is highly recommended that capacity-building projects should be programmed and financed for longer term duration'. The Solomon Islands' case story on its Cocoa Livelihood Rehabilitation Project (CLIP) recognised that 'like many externally funded projects in the country, the activities and associated achievements tend to cease once the project period lapses and funding stops'. The case story further concludes that one way to address this is for the government to take ownership and continue to build on the work initiated.

Tonga's case story on its Agricultural Sector Technical Assistance Programmes takes this idea further and suggests that 'there is a lack of national government budgetary commitment to programmes during and after donor funding expires, leaving no budget for on-going consumables...nor funds dedicated to routine maintenance...this lack of planning has potential to negatively impact the management and operations...'. Tonga recommends that 'on-going budget must be factored in, through long-term donor support of national budgets to ensure upkeep for the equipment and infrastructure required'.

In an effort to address the issue of project sustainability, the UNIDO case story recognised that 'laboratory upgrading and accreditation support needs to consider the costs of maintaining the accreditation status, hence its projects in Sri Lanka and Pakistan included a clear exit strategy after a support period of three to five years where the project would be expected to be sustainable through the accreditation and assessment fees generated. The World Bank's case story on Better Factories programme in Cambodia sums it up by stating that the natural evolution of the project and programme assistance should be to support movement to becoming independent entities 'that will be sustainable over the long-term' and that 'can move out of being a project and become a self-financing entity'.

### ... monitoring and evaluation is happening but it can be improved

The majority of the case stories reported the existence of monitoring frameworks but limited evaluation components. This was reflected in the analysis of the impacts where the attribution gap remained a challenge. The lack of reliable baseline data and of built-in and measurable indicators also affected the determination of a clear link between Aid for Trade and impacts on trade, poverty and development. The absence of a reference to monitoring and evaluation frameworks, however, may not automatically mean that an assessment of impacts has not been undertaken. Although much of the monitoring and evaluation frameworks are at a rudimentary stage, there is a shared recognition coming out of many of the case stories that systems have to be improved. In fact there is a growing recognition, especially amongst institutions in the Asia-Pacific region, that there is an urgent need to refine and expand on the monitoring and evaluation platforms. A common message from many of the case stories is the need for better impact evaluation and the importance of developing indicators based on measurable baseline data.

The Asian Development Bank, CAREC and UNESCAP are undertaking far-ranging programmes on aid effectiveness and monitoring and evaluation. The Asian Development Bank's positioning as a development effectiveness institution continues to bear fruit as seen in its report on 'Progress on Aid Effectiveness: 2010 Update' which suggests that the Bank was poised to meet six of the nine targets of the Paris Declaration indicators in 2010. The work of the Asian Development Bank Institute and the Central Asia Regional Economic Cooperation Institute on impact evaluation is also improving the tools available to effectively address outcomes and impacts of Aid-for-Trade interventions. UNESCAP's work on monitoring and evaluation systems is premised on results based management for both accountability and project effectiveness. It has also developed and promoted performance indicators

and methodologies to enable countries to better monitor and evaluate their progress, in particular in the area of trade facilitation. These include bilateral intra-regional trade cost indicators as well a business process analysis methodology to measure the time and cost of import and export processes. While linking improvement in these indicators to specific Aid-for-Trade projects is likely to remain difficult, UNESCAP trade cost estimates certainly suggest a future need for Aid for Trade in facilitating intra-regional trade in particular as trading between countries of the greater Asia-Pacific Region often remains more costly than trading with countries outside the region. (Box G).

**Box G - Intra- and extra- regional trade costs in Asia: Room for Improvement**

Intra-regional trade costs are usually expected to be lower than inter-regional trade costs due to the geographic proximity between countries of the same region, as well as similarities in languages and culture. The Table below shows that this holds true within Asian sub-regions, although barely so in the case of South Asia – the trade costs associated with intra-regional trade in the South Asian Association for Regional Cooperation (SAARC) are found to be only 4 per cent lower than those between SAARC and ASEAN. This is explained in particular by the lack of transit facilitation between South Asian countries.

Reporter\Partner	ASEAN-4	East and North-East Asia	North and Central Asia	SAARC-4	Australia-New Zealand	NAFTA
ASEAN-4	49%					
East & North-East Asia	132%	105%				
North & Central Asia	259%	193%	148%			
SAARC-4	117%	201%	258%	113%		
Australia-New Zealand	85%	143%	313%	145%	61%	
EU-5	105%	127%	161%	124%	122%	
NAFTA	101%	109%	244%	137%	122%	50%

Source: UNESCAP Trade Cost Database.

**Note:** Trade costs shown may be interpreted as tariff-equivalents and include all additional costs involved in trading across border rather than domestically, other than tariff costs. The data shown is based on the latest year available (2007). ASEAN-4: Indonesia, Malaysia, Philippines and Thailand. EU-5: France, Germany, Italy, Spain and United Kingdom. SAARC-4: Bangladesh, India, Pakistan and Sri Lanka.

The costs of trade between Asian countries of different sub-regions are found to be much higher than those with non-Asian countries or sub-regions. For example, the non-tariff costs of trade between ASEAN and SAARC are found to be nearly 15 per cent higher than the costs of trade between ASEAN and NAFTA. Similarly, the costs of trade between North and Central Asia on the one hand and South Asia on the other hand are 60 per cent higher than those between North and Central Asia and the European Union. On a more positive note, all sub-regions of Asia made progress in reducing non-tariff trade costs with at least one other sub-region between 2003 and 2007. South Asia is found to have made significant improvements in both intra- and extra-regional trade costs, in particular with North and Central Asia and NAFTA.

## CONCLUSIONS

The 57 case stories on the Asia-Pacific region are a small snapshot of how Aid for Trade has been working on the ground. With an annual average of US\$11.3 billion in Aid for Trade for 2006-2008 and a figure of US\$15.7 billion received in 2009, these case stories only scratch the surface. They do, however, provide an indication of where future analysis could be focused and serve as an important catalogue of evidence-based tools for the recipients, donors and organisations of the region itself to take forward. The voices of the partner countries are central in these case stories. It is clear that Aid for Trade is working but that more energy needs to be focused on supporting ownership, alignment, knowledge sharing, especially through South-South co-operation, ensuring sustainability of results and undertaking more effective monitoring and evaluation.

The submissions illustrate that support for hard and soft infrastructure, especially customs improvement and standards, is critical. Trade and transport corridors are an effective means of addressing these needs. Using regional networks to share knowledge and lessons learned in the implementation of trade policies and measures would improve the effectiveness and impact of Aid-for-Trade projects and initiatives. The need to ensure linkages between support for productive capacity and linkages with markets for products and the importance of trade finance for SMEs are clear messages. These issues must continue to be examined and the lessons learned fed back into new and existing project cycles to ensure that the gaps and mistakes enlightened by the case stories are used as practical tools to improve the delivery, implementation and evaluation of Aid for Trade in Asia-Pacific and beyond. The work of regional organisations, such as UNESCAP and the AsDB, will continue to be critical in supporting the effective identification, implementation and monitoring and evaluation of Aid for Trade. Their work will be essential in ensuring that Aid for Trade addresses the intra-regional costs, non-tariff barriers and supply-side capacity issues in the region.

## ANNEX 1: GLOSSARY OF CASE STORIES SUBMITTED ON ASIA-PACIFIC

SUBMITTED BY	TITLE
<b>Asian Development Bank</b>	Greater Mekong Sub region (GMS) East-West Corridor
<b>Asian Development Bank</b>	Trade Finance Programme- Building Partnership for Trade
<b>Asian Development Bank</b>	Fiji Ports Development Project
<b>Asian Development Bank</b>	Technical Assistance to Build Trade Policy Capacity
<b>Asian Development Bank</b>	Mongolia Customs Modernization Project
<b>Asian Development Bank</b>	Almaty-Bishkek Regional Road Rehabilitation Project
<b>Australia</b>	Australia Fumigation Accreditation Scheme
<b>Australia</b>	The Cocoa Supply Chain in Indonesia
<b>Australia</b>	Australia Pacific Technical College
<b>Azerbaijan</b>	Increasing Awareness of Exporters
<b>Bangladesh</b>	Quality Support Export Diversification Programme
<b>Bangladesh</b>	Success and Failures of the Bangladesh Trade Support Programme (BTSP)
<b>Bangladesh</b>	Support to Bangladesh's RMG Sector in the Post MFA
<b>Belgium</b>	Expansion Project of a Private Company in Vietnam
<b>China</b>	Overall Plan for Comprehensive Development of the Northern Area in Laos
<b>European Bank for Reconstruction and Development</b>	EBRD Business Advisory Services Programme

<b>European Bank for Reconstruction and Development</b>	EBRD Trade Facilitation Programme: Results of the Survey of Participating Banks
<b>European Union</b>	Multilateral Trade Assistance Project III
<b>Fiji</b>	Fiji's Competent Authority
<b>Fiji</b>	Fiji's Trade Policy Framework
<b>Fiji</b>	Fiji's Sugar Industry
<b>Germany</b>	Three-party South-South Co-operation: using Senegalese Knowledge and Experience to Improve Trade Administration Systems in Central Asia
<b>Germany</b>	Value Chain Promotion in the Rattan Furniture Sub-Sector in Indonesia
<b>Indonesia</b>	Indonesia Enterprise and Agricultural Development Activity (SENADA)
<b>Indonesia</b>	Third Country Training Programme- Artificial Insemination on Dairy Cattle
<b>Indonesia</b>	Trade Support Programme-1
<b>International Centre for Trade and Sustainable Development (ICTSD)</b>	Trade Diversification after the Global Financial Crisis: Cambodia Rice Export Policy
<b>International Trade Centre</b>	Special Export Zones and its Impact on Women Workers in the Garment Manufacturing Industry in Andhra Pradesh, India
<b>Islamic Development Bank</b>	Silk Road Project Azerbaijan
<b>Islamic Development Bank</b>	ITFC Trade Facilitation Programme: lessons Learned from the Aid-for-Trade Roadmap for the United Nations Special Programme for the Economies of Central Asia (SPECA)
<b>Japan</b>	Development Study on the Institutional Strengthening of Investment Promotion in Cambodia

<b>Japan</b>	Truck Movement without Transshipment along the East West Corridor
<b>Korea</b>	The Project for Capacity Building in Trade in Goods and Services for Cambodia
<b>Lao PDR</b>	Trade Development Facility
<b>Maldives</b>	Business Support Services
<b>Mongolia Chamber of Commerce and Industry</b>	How to Facilitate Trade Facilitation
<b>Nepal</b>	EIF and Trade Mainstreaming in Nepal
<b>New Zealand</b>	Recognised Seasonal Employer (RSE) Worker Pilot Training Programme- Vakameasina-Learning for Pacific Growth
<b>New Zealand</b>	Women in Business Development Incorporated, Samoa
<b>Pakistan</b>	Community Empowerment through Livestock Development and Credit Project (CELDAC)
<b>Republic of Kazakhstan</b>	Implementation of the Aid-for-Trade Initiative: Road Map for the SPECA Countries
<b>Shanghai Institute of Foreign Trade</b>	China-Canada Small Farmers in Global Markets
<b>Singapore</b>	Regional Trade Policy Course
<b>Singapore</b>	Singapore Co-operation Programme
<b>Singapore</b>	International Monetary Fund-Singapore Regional Training Institute
<b>Solomon Islands</b>	Cocoa Livelihood Rehabilitation Project (CLIP)
<b>Sweden</b>	Quality Infrastructure Development in Sri Lanka
<b>Switzerland</b>	Promoting the Use of Intellectual Property in Vietnam as a Tool to foster Trade
<b>TeleConsult Group</b>	Gender Dimension of Aid for Trade on Women's Economic Empowerment through Technology, Capacity Building and Right to Access of Information: A Success story of Village Phone Women in Bangladesh
<b>Tonga</b>	Agricultural Sector Technical Assistance Programmes
<b>UNCTAD</b>	Strategies and Preparedness for Trade and Globalization in India

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<b>UNCTAD</b>	Gender Dimension of Aid for Trade: Gender Sensitisation of Trade Policy in India
<b>UNIDO</b>	How Laboratory Business and Exports can grow Hand in Hand-easing trade through trusted local Conformity Assessment
<b>United States of America</b>	Supporting Vietnam's Legal and Governance Transformation
<b>World Bank</b>	Better Factories programme in Cambodia
<b>World Bank</b>	Government-Private Sector Forum in Cambodia
<b>World Intellectual Property Organization</b>	International Success of Laotian Beer



# 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. recuded cost, increase volume)	9. Positive impact on regional trade integration and/or increase 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				

