

TRACKING OUR PROGRESS TOWARDS
INCREASING SUSTAINABLE &
INCLUSIVE PROSPERITY
THROUGH TRADE



**MONITORING, EVALUATION
& LEARNING STRATEGY**



TradeMark East Africa (TMEA)

is a multi-purpose donor funded, not-for-profit Aid for Trade organisation, established to support the growth of trade – both regional and international – in Eastern and Southern Africa. TMEA seeks to increase trade by unlocking economic potential anchored on 2 key outcomes of

- i) Reduced barriers to trade; and
- ii) Improving business competitiveness.

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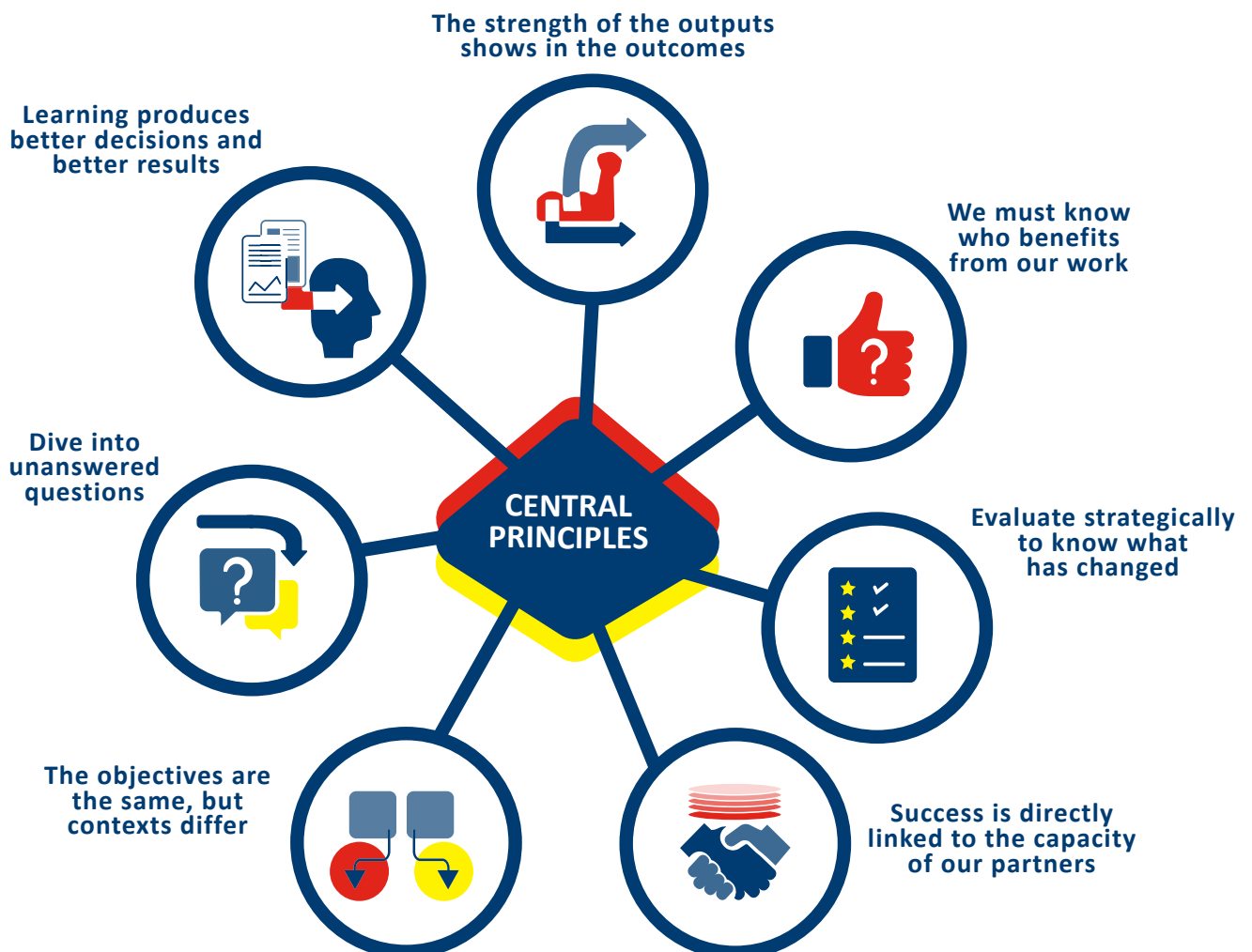
TMEA MONITORING, EVALUATION AND LEARNING (MEL) PRINCIPLES

1.1. The TMEA Monitoring, Evaluation and Learning (MEL) Strategy:

- provides a comprehensive overview of the change TMEA, its partners and donors seek to deliver in Eastern and Southern Africa.
- describes TMEA's theories of change and identifies the monitoring, evaluation and research priorities to better understand these theories of change and the results achieved.
- draws on TMEA's experiences and independent evaluation of Strategy 1 to develop a strong MEL approach.

1.2 The central principles of MEL for TMEA Strategy 2 are:

Figure 1: Central Principles for TMEA Monitoring, Evaluation and Learning.



TMEA undertook fundamental changes to improve its MEL approach.

2.1 The Missing Middle

The development of detailed intermediate outcome level theories of change represents a new approach. In a significant variation from the thinking which underpinned TMEA's MEL in Strategy 1*, the monitoring and evaluation focus in Strategy 2 will map and measure change in intermediate outcomes.

This differs from Strategy 1 where a high-level theory of change was used for the TMEA programme as a whole.

TMEA recognises that achieving intermediate outcomes is a considerable undertaking, and the path from our projects (or outputs) to intermediate outcomes can have several steps, or shorter-term outcomes, along the way. Shorter-term outcomes can be significant achievements in themselves.

These steps are mapped in the intermediate outcome level theory of change diagrams, along with the key causal link assumptions and contextual conditions which we believe must hold true to move from one result to the next (see example: Figure 3 - Sustainable and Efficient Transport Infrastructure Theory of Change diagram).

TMEA will track indicators to monitor these shorter-term outcomes and assumptions more closely. This will provide valuable data enabling the Intermediate Outcome-level theories of change to be tested and refined using M&E evidence.

2.2 Inclusivity

In this strategy, TMEA is strengthening its commitment to better understanding who benefits from its interventions, and in what ways. TMEA has



LEARNING: Development of intermediate outcome level theories of change has been a valuable exercise for TMEA. Through making the results chains and underlying causal link assumptions visual and explicit, TMEA's implementation teams can better understand where projects' level of control ends, and which changes, beyond TMEA's sphere of influence, need to be closely monitored.

introduced inclusivity-focused indicators which monitor the extent to which different groups in society are benefitting from its infrastructure, ICT4T and trade policy interventions.

Through these indicators, TMEA will use a range of primary and secondary data sources to better understand the extent to which men, women, youth and people living with disabilities may experience different outcomes from its interventions. This disaggregated data will be used to inform programme implementation and decision-making; making it aware of possible inadvertent and unintentional biases in programme design or implementation and enabling TMEA to adapt accordingly.

2.3 Fewer Evaluations and Complementary Research

TMEA will commission fewer, larger, more strategic independent evaluations for Strategy 2 - one evaluation in each of its six intermediate outcome areas.

In addition to the above-mentioned six evaluations, TMEA will also independently evaluate its Safe Trade Emergency Facility interventions, which have been introduced in 2020 to mitigate the effect of COVID-19 restrictions on trade flows in Eastern and Southern Africa.

Through these seven evaluations, TMEA will look strategically at its interventions across the region rather than within individual programmes. This will enable TMEA to test and refine its theories of change and project portfolio.

Some assumptions and pre-conditions within the theories of change are too broad to be tackled by evaluation alone. We will therefore seek to explore them more fully through the research agenda, contributing our experience and leveraging experiences and data from others.

2.4 Indicators and Data Quality

The TMEA *performance indicator reference sheets* (PIRS) provide detailed definitions, data sources and the data collection approach required for each indicator, in standard formats.

The accuracy, completeness, and reliability of this data will be assured through TMEA's *data standardisation guidelines* that govern the selection of suitable instruments for data collection and application. The standard will ensure consistency and comparability of reported results.

*'Strategy 1' was the first phase of TMEAs initial implementation period (2010-2017). 'Strategy 2' is the second implementation phase (2017-2023).

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TMEA IMPACTS AND OUTCOMES

3.1 TMEA Impact: “Achieving Sustainable, Inclusive Prosperity”

TMEA’s ultimate goal is to contribute to the achievement of sustainable, inclusive prosperity in Eastern and Southern Africa through increased trade. There are various pathways from increased trade to sustainable and inclusive prosperity.

Figure 2 shows TMEA’s overarching results chain. This sets out the logic of how TMEA and its donors believe it can contribute to sustainable, inclusive prosperity.

At the intermediate impact level, **increased trade**, TMEA will monitor and report on changes in total trade, total exports from the EAC to the rest of the world, and total intra-regional trade.

3.2 Outcomes

TMEA seeks to contribute to the intermediate impact of increased trade through improving the competitiveness of Eastern and Southern Africa through its two main outcome areas.

Figure 1 - TMEA Outcomes

| OUTCOME 1: Reduced barriers to trade | OUTCOME 2: Improved competitiveness of businesses in the region |
|---|---|
| <p>Some of these barriers include inefficient transport infrastructure, poor systems and procedures, and poor trade regulation.</p> <p>TMEA will track the extent to which trade barriers may be reducing by measuring changes in trade costs and transit times in the region.</p> <p>This will be achieved through the trade and transport study, a primary data collection exercise commissioned by TMEA.</p> | <p>TMEA’s interventions contribute to alleviating systemic constraints to increasing trade, both within Eastern and Southern Africa and globally.</p> <p>Improved business competitiveness will be visible through increases in trade in programme-supported value chains, and increases in investment, jobs and incomes.</p> <p>Changes in these indicators will be monitored through commissioned surveys which gather data on these metrics from beneficiaries of the Trade Logistics Clusters (TLC), export capability and women in trade programmes.</p> |

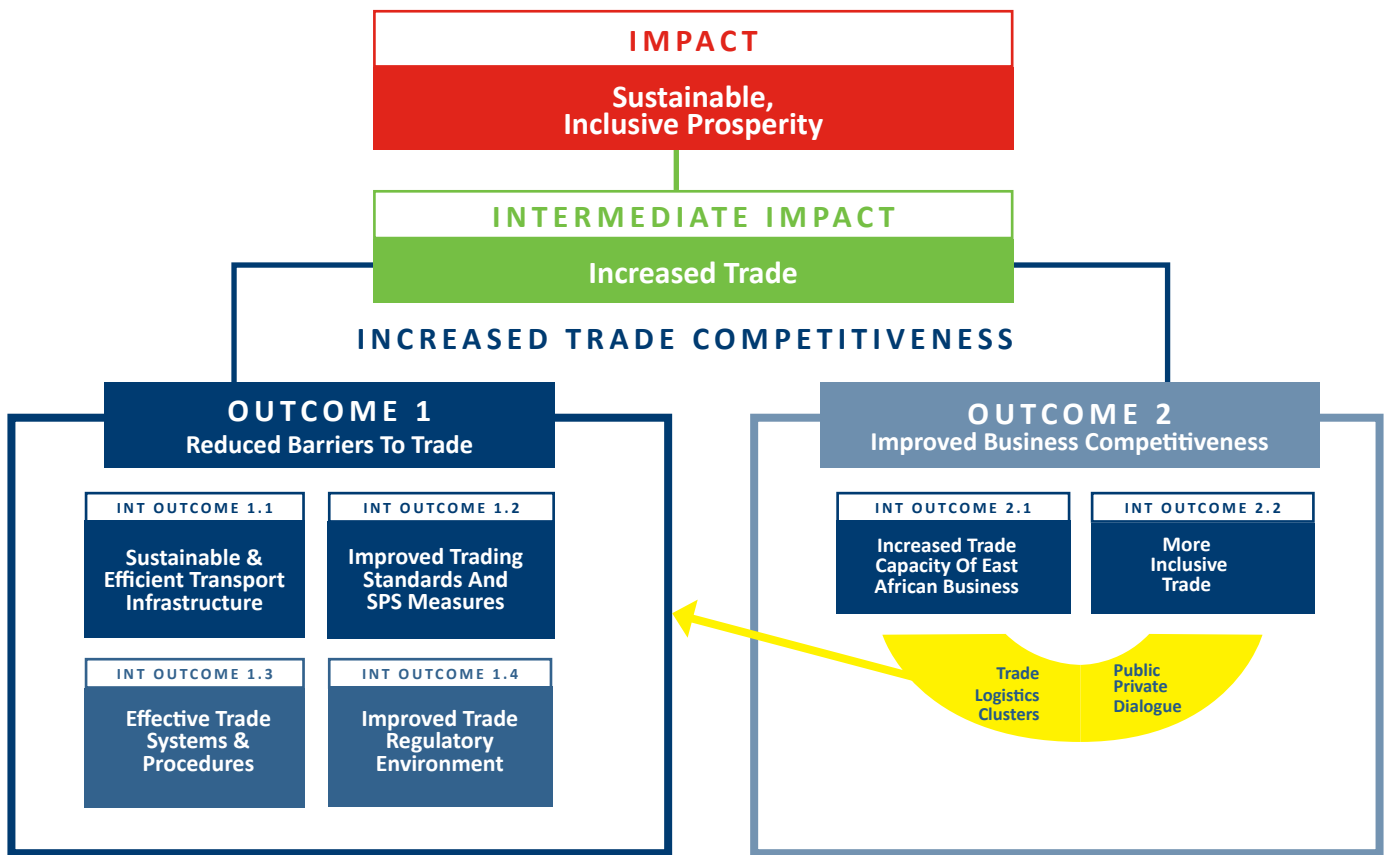


LEARNING: One of the main learning points from Strategy 1 was a realisation that it was not enough to simply remove barriers to trade (Outcome 1) in order to encourage trade and economic growth; the demand side of TMEA’s Theory of Change (TOC). Improving business competitiveness - the supply side - must be stimulated too.

LEARNING: The independent evaluation of Strategy 1 found TMEA had been successful in reducing barriers to trade. The performance evaluation noted “... significant time reductions in trade transport processes and that TMEA’s contribution to these was central.” The Trade & Growth Impact Study estimated that TMEAs aggregate contributions reduced the cost to trade by US\$116m in 2017 alone.



Figure 2 - TMEA Strategy 2 (From 2017/18 to 2022/23)



**Operationally, Outcome 2 also includes TMEA’s work in Trade Logistics Clusters; a new intervention area in Strategy 2 designed to boost trade emanating from targeted geo-spatial locations in the region.*

**TMEA’s public-private dialogue work (PPD or advocacy) is also housed under Outcome 2, yet it cuts across all intermediate outcome areas with advocacy interventions bringing key trade actors together to support results achievement in Outcome 1 and 2.*



3.3 Intermediate Outcomes.

Outcome 1 seeks to reduce barriers to trade through the achievement of results in **four main intermediate outcome (IO) areas**, each of which will be monitored and evaluated:

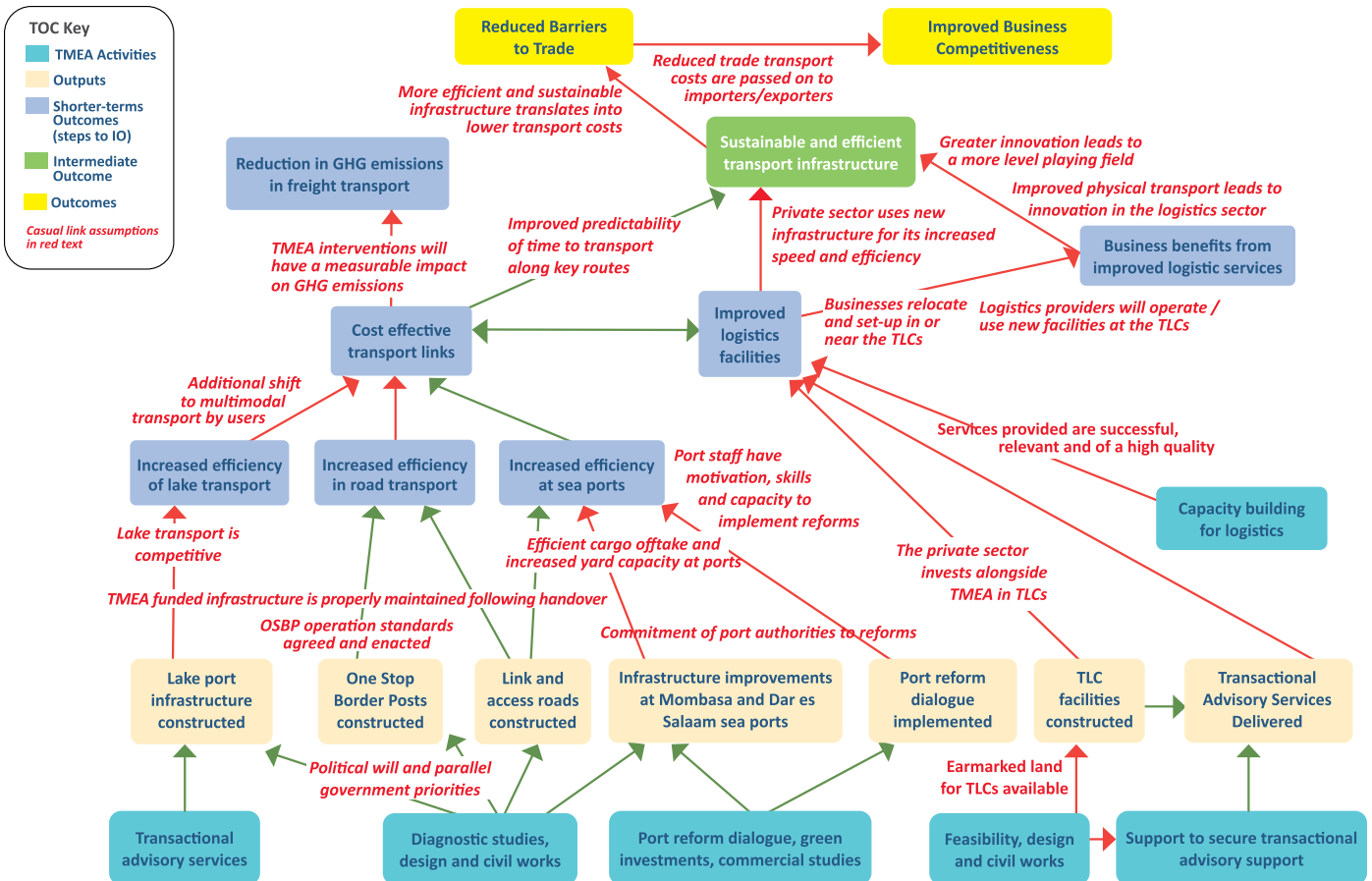
IO 1.1 Sustainable and efficient transport infrastructure.

The intermediate outcome of sustainable and efficient transport infrastructure pathways encompasses all of TMEA’s hard infrastructure work; including its projects at ports, one-stop border post (OSBPs) and construction of Trade Logistics Clusters (TLCs).

We will track sustainability and efficiency through monitoring the performance of key links and nodes in the East African transport network.

Figure 3 is one example of how the logic and assumptions underpinning the steps from activities to intermediate outcomes are mapped (the ‘missing middle’). Similar maps have been created for each intermediate outcome, and are contained in the main MEL strategy document. TMEA will also create corresponding theories of change for each country programme, selecting relevant intermediate outcomes, and mapping specific assumptions in the country context.

Figure 3 – Example of Intermediate Outcome level Theory of Change diagram (IO-TOC Diagram) for Intermediate Outcome 1.1: Sustainable and Efficient Transport Infrastructure.



IO 1.2 Improved trading standards and measures. Sanitary and phytosanitary (SPS) measures.

This programme area has two distinct components: (1) to strengthen national and regional **standards quality infrastructure (SQI)**, and (2) to improve the functioning of the regional **sanitary and phytosanitary (SPS) system**. The number of certified products traded and number of companies certified through TMEA interventions with National Standards Bodies (NSBs) and the average time and cost to test and issue certificates of conformity SPS agencies are key indicators of IO 1.2 performance.

IO 1.3 Effective trade systems and procedures.

This workstream includes all TMEA's information and communication technology for trade (ICT4T) work. Through its ICT4T programming, TMEA works to simplify, harmonise, increase transparency and, overall, improve efficiency of trade systems and procedures in Eastern Africa.

The time and cost associated with the logistical processes of exporting and importing goods, and the proportion of total users on TMEA's established ICT trade platforms who are women, will be some of the key metrics used to measure IO 1.3.

IO 1.4 Improved trade regulatory environment.

These projects are designed to simplify, harmonise and strengthen trade policy and the East African institutions responsible for it. Through this workstream, TMEA provides technical assistance and support to national governments in the areas of trade policy and export strategy.

TMEA will monitor items such as the proportion of high priority national restrictions in the movement of goods requiring legislative alignment fully addressed, and the rate of WTO Trade Facilitation Agreement commitments by partner states, among others.

Outcome 2 seeks to improve business competitiveness through the achievement of results in **two main intermediate outcome (IO) areas**. TMEA will monitor and evaluate:

IO 2.1 Increased trade capacity of East African businesses.

Within this area, TMEA seeks to enhance the capacity of Eastern African businesses to trade through supporting the development of better quality of products and services. TMEA does this in three main ways. First, through supporting the conceptualisation, feasibility testing and investment attraction for geo-spatial Trade Logistics Cluster (TLC) interventions in East Africa (see Figure 5). Secondly, through TMEA's export capability programme. Thirdly, TMEA also provides support to build the capacity of private sector logistics providers.

TMEA will measure changes in turnover of TMEA supported firms and proportion of TMEA supported firms accessing new business in export markets.

TLCs are a new approach for TMEA under Strategy 2 and present a rich opportunity to learn what works and what does not in this intervention area. TLCs are ambitious interventions and must be managed adaptively, so that TMEA can respond to emerging opportunities, fail fast and learn fast, and maximise value-for-money for its donors. To do this, TMEA plans to commission a real-time learning and evaluation contract.

IO 2.2 More inclusive trade.

This IO contains all TMEA's women in trade work. Core to TMEA's philosophy is the belief that the greater inclusion of women can ensure more equitable distribution of gains from trade.

TMEA will measure changes in the value of trade by supported women and the degree of change of social and economic empowerment of supported women traders.

TMEA will commission theory-based thematic evaluations on all six intermediate outcomes. An additional evaluation will be commissioned on the Safe Trade Emergency Facility intervention in response to the Covid 19 pandemic. Each of the seven evaluations will be preceded by an evaluability assessment. All evaluations will independently verify the results and capture the successes and key learnings in accordance with the OECD-DAC's quality standards and criteria.

The evaluations will also focus on investigating and generating insights on the causal links and key assumptions articulated in intermediate outcome - theory of change maps (refer to Figure 3 for an example of a map). Evaluations will focus on where TMEA would like to improve its evidence and understanding of the causal links. Political economy and contextual assumptions will also be investigated. Some assumptions and pre-conditions within TMEA's theories of change are too broad to be tackled by evaluation alone, and will therefore be explored more fully through the research agenda.

Potential evaluation questions derived from the theories of change have been developed and outlined in the main MEL strategy document. These evaluation questions are indicative and will be expanded, refined and most likely changed with TMEA's increased understanding of intermediate outcomes over Strategy 2. Evaluation is an iterative process, and any opportunities for improvement will be identified during the annual review, and incorporated in the evaluation framework.

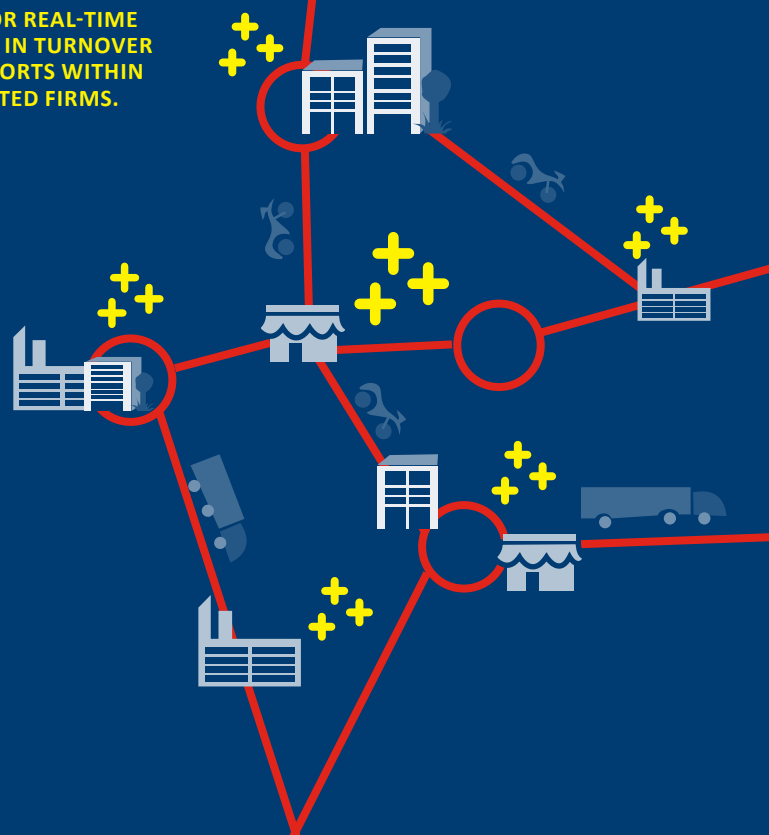
Trade Logistics Clusters (TLCs), which are a new approach for TMEA under Strategy 2, present a rich opportunity to learn what works and what does not, in an iterative manner. Real-time learning and evaluation will be implemented for TLCs as a specific, unique and innovative method to leverage opportunities as and when they arise.

Figure 4: TMEA Trade Logistics Clusters

What are TMEA Trade Logistics Clusters (TLC's)?

TMEA is driving the creation of TLCs at sites in Kenya, Uganda, Tanzania, Rwanda and Burundi at present. The aim is that these facilities will lead to: **greater levels of value addition in selected value chains; improved distribution channels domestically, intra-regionally and internationally; and improved market linkages, particularly between the larger companies which invest in the TLCs and small-scale producers in local supply chains.**

MONITOR REAL-TIME CHANGES IN TURNOVER AND EXPORTS WITHIN SELECTED FIRMS.



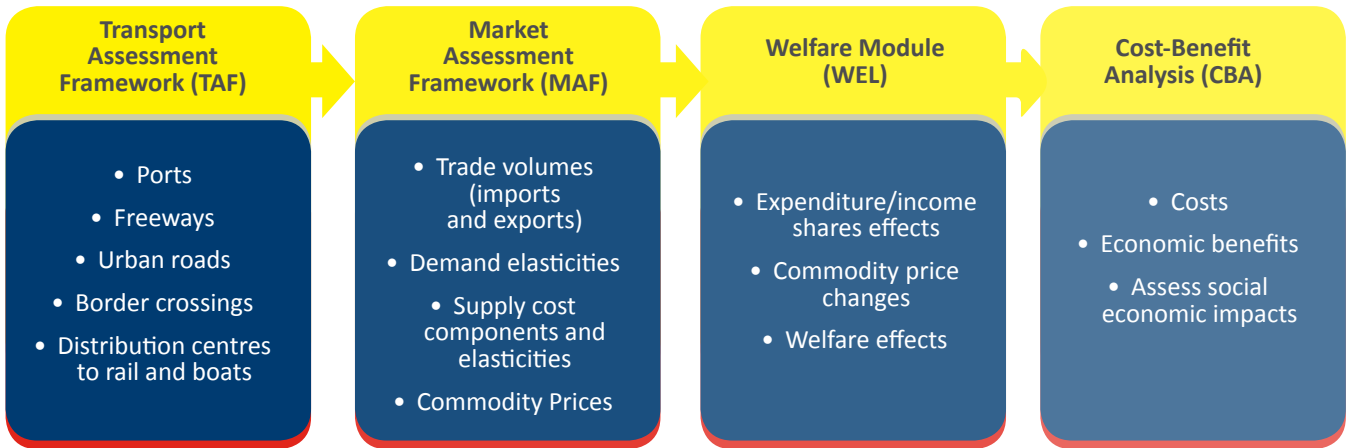
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GEORGE WOLF* RESULTS FORECAST MODEL

A new addition to TMEA’s MEL System, is the George Wolf Model (GWM) for results forecasting. The GWM enables TMEA to model trade related factors (e.g. transport costs and times), trade flows and market prices with and without TMEA interventions. Using this information, TMEA can set realistic targets and manage its portfolio dynamically, making informed decisions on relative resource allocations based on results projections.

The welfare module will provide an interesting opportunity to learn more about the difficult “long-chain” links from TMEA’s programming to reducing poverty. Its operationalisation is dependent on available funding for appropriate data collection.

Figure 5 - George Wolf Results Forecast Model



Forecasts expected movements in TMEA’s indicators and compares expected to reality based on data collection.

**The model is named in memory of its originator, George Wolf, Senior Director for Transport and Infrastructure at TMEA until his sudden passing in December 2018.*

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LEARNING AND RESEARCH

TMEA’s learning agenda includes knowledge sharing activities, bi-annual strategic review sessions at output and outcome level, an annual portfolio review, political economy analyses, an annual review, and results measurement for institutional capacity building. The annual portfolio review will include revisiting and refining the intermediate outcome and country-level theories of change, utilising evidence from TMEA’s monitoring data and examining the key related contextual and political assumptions.

Research will be conducted on lessons learned (including sharing results from Independent Evaluations of Strategy 1). TMEA MEL will also support communities of practice, perform applied research - including data analysis on TMEA’s intermediate outcomes as well as “long-chain” trade-gender-poverty linkages - and run capacity building programmes.

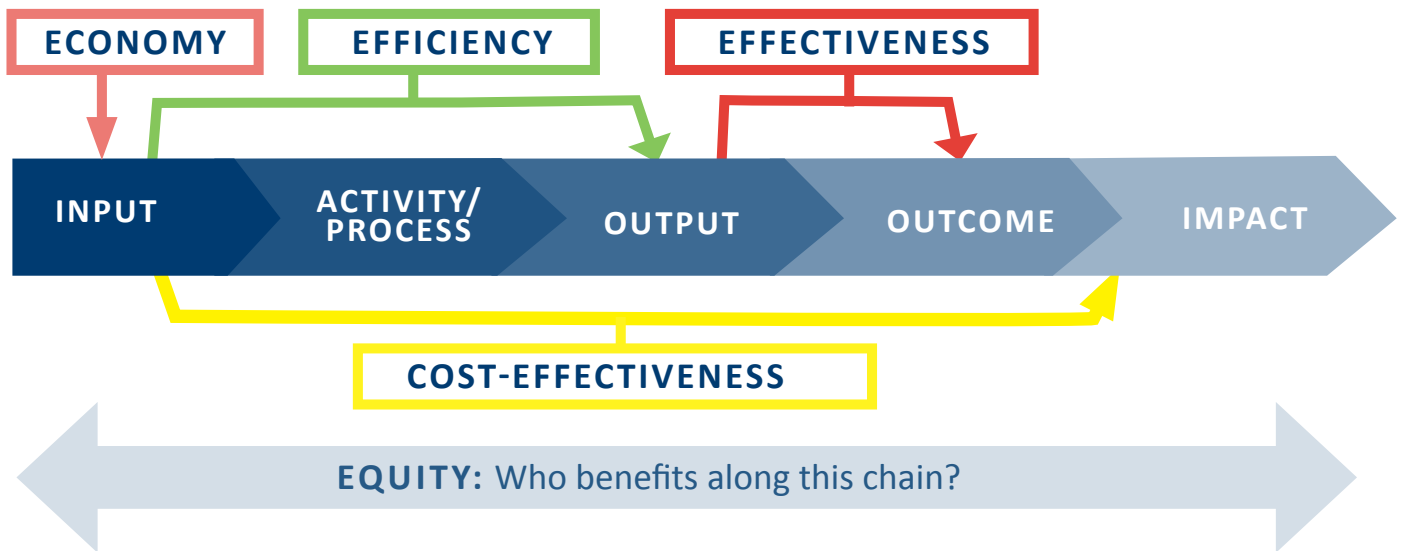
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VALUE FOR MONEY

TMEA’s approach to measuring Value for Money (VfM) seeks to assess how we design, procure, and manage interventions to deliver the most impact with the given resources.

Drawing on the findings from the VfM assessment undertaken as part of the independent evaluation, the VfM framework proposes indicators in the areas of economy, efficiency, effectiveness, cost-effectiveness and equity.

Figure 6 - Value for Money economy-efficiency-effectiveness chain.



Qualitative and quantitative measurement will be utilised.

Cost-effectiveness will be measured by cost-benefit and breakeven analyses.

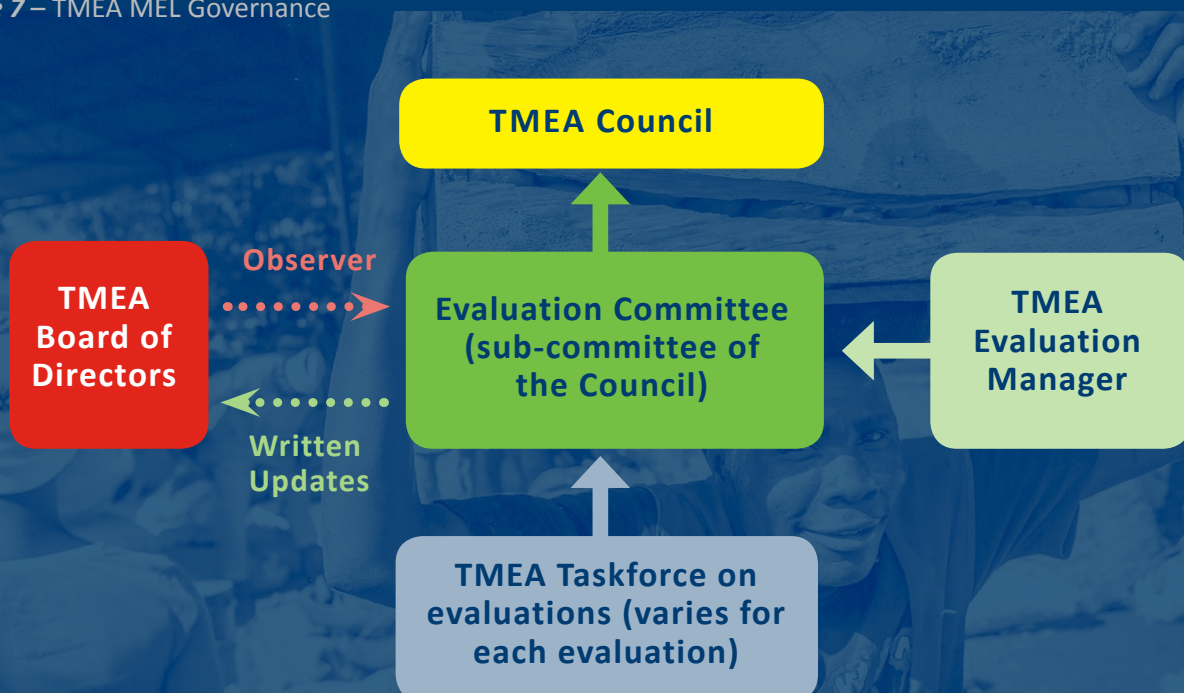
Equity indicators initially look at how gender is integrated across TMEA’s portfolio and analyse TMEA’s beneficiary streams, and then seek to include other vulnerable groups in the future.

Progress against these VfM indicators will be regularly reported to TMEA’s Board and Council.

8 GOVERNANCE

The oversight and technical challenge function of the Evaluation Committee, a sub-committee of the TMEA Council, has been strengthened in Strategy 2 with the approval of new terms of reference. Through the Evaluation Committee, TMEA’s donors will ensure that all substantive monitoring, evaluation and research products are designed and implemented to a high quality, while maintaining rigour and independence.

Figure 7 – TMEA MEL Governance





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