

Annex E Overview of Outputs and Intermediary Outcomes for selected FC-Themes

This annex includes an overview of outputs and intermediate outcomes for the thematic areas GBER and trade facilitation. Output and intermediate outcomes for the other thematic areas of the Evaluation are included in the main volume of the report. For BAF in Table 4.2 and for skills development, labour market reform and infrastructure, in a narrative form in the text.

Table A5.1 Overview of main outputs and intermediate outcomes of GBER support in four selected countries, per area of intervention

GBER area	Achieved outputs/intermediary outcomes	Comments
Capacity-building gvt and/or private sector institutions	Kenya: capacity strengthening of National Advisory Board (NESC), Ministry of Environment (MENR) and the Environmental Agency (NEMA): people trained, new systems. Green Economy Unit established. County Environmental Committees established.	Capacity strengthened at national and at county level notably regarding GG. Especially mainstreaming environment at county level, with appropriate tools and systems, is considered as a breakthrough even though the buy-in from some counties is problematic.
	Mali: Public and private sector actors trained at regional level in Ségou and Mopti. Strengthened planning capacity at regional level. Strengthened capacity of national employer's organisation. Strengthened capacity of the national Investment Promotion Agency.	There is plausible evidence on specific capacity strengthening for both government (at national and regional level) and PSOs, but sustainability is the main challenge in Mali.
	Tanzania: Training of people and introduction of new systems at district level resulting in Local Business Environment Reform (LBER) plans By September 2019 each of the 13 districts in Kigoma and Dodoma had established One-Stop Business Centres, providing business licensing and renewal services and guiding entrepreneurs on how to register with BRELA (a voluntary procedure).	At central level (first pried of support) little progress reported on output level in relation to strengthening of the Tanzania Investment Centre. At local level, recent support, various outputs reported.
	Ghana: Capacity development of Registrar General's office: staff trained at national and local level, new systems. Business Law Division was established, but never functioned according to plan. The division had no legal basis and was later discontinued as a separate division with its core functions of coordination being included in another unit in the ministry.	As indicated in a review report "It appears to be a project funded partly or fully by Danida. There is thus the danger that its very existence could be threatened should the donor funding cease." The division was ill-conceived from the start.
Public-private dialogue	Kenya: Strengthening of the private-private dialogue.	Limited concrete information. For Tanzania where the regional and district dialogue was set up recently,
	Mali: Strengthening of the private-private dialogue.	

GBER area	Achieved outputs/intermediary outcomes	Comments
	Tanzania: strengthening op public-private dialogue at local level with Regional and District Business Councils.	sustainability is not assured, and many committees stopped meeting.
	Ghana: Consultation mechanisms established for engaging the private sector in law process.	
PSD/GG Research	Mali: Value chain studies (maize, onions, milk, meat, milk, livestock/meat, poultry and mango's) for strengthening private sector organisations and many BER studies.	No information on the use of the study reports.
PSD /GG policies and strategies	Kenya: Over 10 policy initiatives were facilitated leading to enactment of a.o. National Climate Change Response Strategy (2009), the Environment Management and Coordination Act (2015), the Climate Change Act (2016), The Green Economy Strategy and Implementation Plan (2016), etc.	Also, many policy initiatives including a PSD Strategy were either not finalised or not adopted. Implementation of policies proved to be a big challenge.
	Mali: preparation of various new policies and laws, but no reporting that new policies were adopted.	
	Tanzania: Legal framework for land administration revised.	Limited information.
	Ghana: Revision of the Companies Code, the Insolvency Bill and work on Intellectual Property Rights,	Law revision of selected legislation was undertaken but not completed during the five-year implementation.
Business registration	Mali: Development of a digital one-stop shop for business registration.	Six years later it is still not functional.
	Tanzania: National level: Progress in the simplification, digitization and decentralisation of business registration. District level: One-stop business centres established in 13 districts.	Substantial progress G.
	Ghana: after adoption of new business registration reform strategy, client-friendly front offices at national and local level, digitalisation of the process.	The various initiatives led to an increase in the number of businesses registered from 23,984 in 2005 to 45,030 in 2009. And increases in gvt revenues from business registration.
Commercial justice	Tanzania: improvement commercial justice planned but little progress reported.	
	Ghana: new national Commercial Court established and 11 local courts, introduction of new procedures systems and alternative dispute resolution.	Much progress was made esp. regarding new offices and the adoption of the faster Alternative dispute resolution, but some steps such as digitalisation proved to be problematic.
Development and implementation of GG tools	Kenya: guidelines for Strategic Environmental Assessments, Integrated Coastal Zone management, Green public procurement framework developed, Participatory Scenario Planning method developed and adopted.	Much attention has been paid to the development of new GG systems and tools both for gvt as for private sector. The quality of the guidelines, systems and tools is perceived to be good, but

GBER area	Achieved outputs/intermediary outcomes	Comments
	Rapid Environmental Response Framework (RERF) and Environmental Crime Incidents Index (ECII) developed and operating. Energy audits for companies developed and implemented in companies. Private sector engaged in voluntary environmental compliance scheme.	adoption and implementation take time as resistance needs to be overcome.

Source: Programme/project documents incl. reviews and evaluation.

Table A5.2 Realisation of outputs and intermediary outcomes of Danida support to trade facilitation, Kenya, Ghana and Tanzania

Intervention area	Kenya	Ghana	Tanzania
Capacity-building Trade	Set-up of KenTrade in 2011 and creation of the single window. Upgrade Kenya Bureau of Standards and upgraded accuracy in testing for laboratories. Support to ICT trade systems and procedures within the public sector. 700 small-scale horticulture farmers trained on East Africa Good Agricultural Practices (EAGAP).	Inter-Institutional Committee for multilateral trade functional. MOTI staff capacity strengthened. Tariff Advisory Board established 2009. Ghana Standards Board (Authority) strengthened. Six laboratories fully refurbished with trained staff and technicians.	Trade section at MITM with trained cadre of trade negotiations specialists. Strengthened capacity of Bureau of Standards. Improved knowledge packaging requirements. 3-10 laboratories fully equipped and accredited (or in process of being accredited).
Improved, policies, laws, trade standards and reduced trade barriers	Standards Bill drafted Non-trade barriers removed.	Industrial policy approved New copyrights law 2005.	Trade strategy development paper 2013 Trade and investment policy paper 2014.
Improved Infrastructure	Creation of one stop border posts. Upgrading and greening of Mombasa port.	--	--
Signed agreements	Implementation of the Bali FTA. Kenya concluded and signed the EPA in 2016. Implementation of WTO.	Interim EPA signed 2008.	Contribution to EAC - COMESA-SADC trade negotiations and to Tripartite Free Trade Agreement and EPA.

Source: Programme/project documents incl. reviews and evaluation.