



## FINAL ASSESSMENT REPORT

June 2023

### ASSESSMENT OF THE FORUM FOR EAST ASIA-LATIN AMERICA COOPERATION (FEALAC) PROJECT

Value chain development for deeper integration  
of East Asia and Latin America



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This report was prepared by Angela Naletilic, external consultant, who conducted the evaluation. Ms. Naletilic worked under the overall guidance of Raúl García-Buchaca, Deputy Executive Secretary for Management and Programme Analysis of the Economic Commission for Latin America and the Caribbean (ECLAC), and Sandra Manuelito, Chief of the Programme Planning and Evaluation Unit of ECLAC, and under the direct supervision of Anne-Sophie Samjee, Programme Management Officer, who provided strategic and technical guidance, coordination, and methodological and logistical support. The assessment also benefited from the assistance of Paula Muñoz Gilloux, Programme Management Assistant in the same unit.

The evaluator greatly appreciates the support provided by the project stakeholders at ECLAC and ESCAP, all of whom are involved in the implementation of this project. Special thanks are due to the FEALAC project managers, José E. Durán Lima, Chief of the Regional Integration Unit of the International Trade and Integration Division of ECLAC, and Witada Anukoonwattaka, Economic Affairs Officer of the Trade Policy and Trade Facilitation Section of the Trade, Investment and Innovation Division of ESCAP, for their cooperation throughout the evaluation process and assistance in the review of this report. The valuable support and contributions of the technical advisers and staff of ECLAC subregional headquarters and country offices, as well as of ESCAP advisers and staff, are greatly appreciated. The evaluator extends her gratitude to the project partners, collaborators, participants and beneficiaries for their availability and valuable insights shared in the evaluation exercise.

All comments on the evaluation report by the Evaluation Reference Group and the evaluation team of the Programme Planning and Evaluation Unit were considered by the evaluator and duly addressed, where appropriate, in the final text of the report. The views expressed in this report are those of the author and do not necessarily reflect the views of the Commission or the countries it represents.

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# ACRONYMS

ACRONYM	DEFINITION
<b>ADB</b>	Asian Development Bank
<b>ASEAN</b>	Association of Southeast Asian Nations
<b>EA</b>	Expected accomplishment
<b>ECLAC</b>	Economic Commission for Latin America and the Caribbean
<b>ERG</b>	Evaluation Reference Group
<b>ESCAP</b>	Economic and Social Commission for Asia and the Pacific
<b>FIGARO</b>	Full International and Global Accounts for Research in Input-Output Analysis project
<b>GVC</b>	Global value chain
<b>MERCOSUR</b>	Southern Common Market
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>RVC</b>	Regional value chain
<b>SDGs</b>	Sustainable Development Goals
<b>SIECA</b>	Secretariat for Central American Economic Integration
<b>SUT</b>	Supply and use table
<b>TIVA</b>	Trade in Value Added
<b>TOR</b>	Terms of reference
<b>UNEG</b>	United Nations Evaluation Group

# EXECUTIVE SUMMARY

1. This document sets out the end-of cycle evaluation of the project “Value chain development for deeper integration of East Asia and Latin America”. The project was funded by the Forum for East Asia-Latin America Cooperation (FEALAC) and implemented by the International Trade and Integration Division of the Economic Commission for Latin America and the Caribbean (ECLAC) (lead agency) and the Trade and Investment Division of the Economic and Social Commission for Asia and the Pacific (ESCAP) with an overall budget of US\$ 455,390, from 2018 to 2021.
2. The project built on global and regional initiatives, including the work of ECLAC to promote the input-output table methodology as a policy planning tool in Latin American countries. The project aimed to provide knowledge-based tools and products, as well as to strengthen capacities, in order to promote evidence-based trade and industrial policies and the development of intra- and biregional value chains in FEALAC member States. The project’s target audience included all those responsible for and/or involved in the analysis and use of trade, investment and production data statistics. More specifically, it targeted government officials, such as analysts, economic advisors and policymakers, from relevant ministries in the FEALAC member States and technical staff, mainly linked to commerce, production, trade and industry or those with similar functions, central banks and national statistical offices.
3. **Evaluation profile.** The evaluation was commissioned and managed by the Programme Planning and Evaluation Unit of the ECLAC Programme Planning and Operations Division and conducted by an external consultant between March and June 2023. The objectives of the evaluation were to assess the relevance, efficiency and effectiveness of the project implementation and, specifically, the achievement of the objective and expected results, and their overall sustainability. Particular attention was paid to the project’s approach and actions to address cross-cutting concerns, as well as to the partnership between ECLAC and ESCAP and other cooperation arrangements put in place to maximize comparative advantages and synergies. Good practices and lessons learned from the implementation of the project were identified, which may be used when designing similar interventions and joint initiatives in the future.
4. A mixed and integrated methodology was employed that ensured inclusiveness, participation and triangulation of data sources, and covered the entire scope of the project. It comprised the following tools: (a) an extensive desk study, (b) a stakeholder analysis, (c) semi-structured interviews with relevant internal and external stakeholders, and (d) a self-administered online survey of participants and beneficiaries. No on-site visit was performed in this assessment.
5. The **main findings and conclusions** presented in this report are divided into sections covering the intervention design and strategy and the four evaluation criteria, and respond to the core questions and subquestions defined in the evaluation matrix.

## Design

6. Considering the complexity and highly technical nature of the intervention, the design was structured in a clear and coherent manner, with defined components, interrelated and sequential activities, associated outputs and results. The project was heavily influenced by the preceding Development Account project implemented by ECLAC in the Latin American and Caribbean region and driven by

the interests of continuity and scaling-up, and in this connection the evaluation found a certain imbalance in terms of design and development of parallel and interconnected intervention strategies of the two commissions. Nevertheless, the project proved to be sufficiently responsive to different approaches, geographic areas and target audiences, which was the result of a concerted effort to make the necessary adjustments in the implementation.

7. A more extensive dialogue and consultation process between ECLAC and ESCAP and early stakeholder involvement would have been beneficial in the design phase and in the development of the implementation strategy, including with regard to collaboration and partnerships. Other aspects that could have been given more attention are a stronger monitoring and evaluation framework, with indicators suitable for capturing change at the outcome level and allowing for consistent progress monitoring (including the identification of bottlenecks) and the consideration of cross-cutting issues in the design. Despite the absence of a direct or specific objective to address gender equality, human rights or disability inclusion in this highly technical project focused on specialized knowledge, there was scope to define its overall contributions to cross-cutting issues as well as to the Sustainable Development Goals (SDGs) and make these more visible. Overall, by design, the intervention did not discriminate in terms of participation, nor did it perpetuate or exacerbate inequalities for specific populations.

### Relevance

8. The project was fully aligned with the mandates of both regional commissions. Although more responsive to ECLAC priorities and programmes of work, the project was relevant to ESCAP interests and priorities in the Asia-Pacific region in relation to action-oriented knowledge generation and capacity-building services in support of better utilization of trade, investment and innovation to achieve sustainable development goals. Despite the challenge of aligning the different mandates, approaches and lines of work of the two commissions and their respective trade divisions, ECLAC and ESCAP strived to achieve convergence through activities and products designed to serve both regions and the interests of different stakeholders. Moreover, the project aligned with and supported strategic objectives and interests of the Forum for East Asia-Latin America Cooperation (FEALAC), with an emphasis on increasing mutual understanding and economic dialogue for more effective and closer cooperation between the two regions.
9. With regard to national and regional interests and priorities, the FEALAC project was relevant to varying degrees, mainly from a technical perspective, but also to some extent politically. Given the different scope and execution modalities in the two regions, the alignment of the project with national interests in the Latin American and Caribbean region was generally high, while also responding to certain priorities of the subregional integration mechanisms. In addition, the project's focus on knowledge generation and technical capacity-building from an innovative and biregional perspective was perceived as very valuable not only for State actors, but also for other stakeholders from different sectors in both regions.

### Efficiency

10. Implementation arrangements were not sufficiently defined internally and externally. Although this did not jeopardize implementation as such, the project could have benefited from more defined mechanisms and processes for governance and operations, as well as in terms of accountability to stakeholders and partners involved. Overall, the regional commissions were committed to this collaborative initiative and overcame the complexity and challenges associated with implementing parallel and interconnected strategies and implementation approaches.

11. In terms of timely and reliable delivery, the project suffered delays in the start of execution and changes in its original planning due to COVID-19 pandemic. However, its implementation plan was largely executed thanks to its flexibility and the adjustments made. The project's monitoring and evaluation framework was weak in design and was not followed through in implementation. Performance indicators were not measured or reported on throughout or at the end of the project. However, it performed strongly in terms of satisfaction of the target groups and end users, as well as cost-effectiveness, by making good use of project resources and delivering added value in all project components (i.e. capacity-building, knowledge resources and services delivered). With regard to added value, the FEALAC project was highly successful in applying a pioneering partnership approach that leveraged synergies between regional and global TiVA initiatives and generated added value for other initiatives of the regional integration mechanisms and academia as well.

### Effectiveness

12. As for the results in relation to the performance indicators, the project did not measure these and did not report their level of achievement. Despite this and the shortcomings of these indicators, the project has largely achieved its expected accomplishments, particularly EA1. The FEALAC project has contributed significantly to the development and strengthening of individual capacities. The knowledge and capacity-building component greatly benefited different stakeholder groups, from technical and managerial staff of statistical offices and central banks, as well as other relevant ministries, to researchers and academia. These capacities have been largely integrated into the daily work of the main beneficiaries and have contributed to improving their performance and the quality of their outputs.
13. The institutional capacities to produce economic and value chain analysis have been improved to a good extent, which contributes to more reliable evidence for decision-making. However, the buy-in and interest of policymakers at the national and regional levels to effectively use input-output tables and value chain analysis as a policy planning tool varies across FEALAC member States. Regarding the enabling environment, relevant contributions have been the harmonization of data and sectors within the FEALAC input-output tables, increasing comparability and facilitating the integration of small developing countries into the global TiVA structure, and the effort towards the convergence on a global benchmark.

### Sustainability

14. The continuity of the input-output table initiative is integrated at the institutional level, particularly in the medium- and long-term strategy of ECLAC and in the work programme of its International Trade and Integration Division. Financial constraints and the lack of follow-up projects that could finance the next steps and guarantee resources to respond to increasing requests from countries dictate the pace and scope of the input-output table initiative.
15. The likelihood of sustained results at the national and regional levels varies depending on the commitment and interest of the respective governments and stakeholders. National statistical institutes and central banks generally show a high level of commitment and willingness to continue using and promoting the input-output table methodology. The possible perception of information and datasets as obsolete unless they are updated regularly is an additional constraint, in particular for those countries with weaker statistical capacities.

## Cross-cutting issues

16. The FEALAC project adhered to the principles and commitments to respect and promote human rights and gender equality. To a large extent, parity in the participation of men and women has been sought and achieved. While there was no specific focus or objective with respect to cross-cutting concerns, the project has generated throughout its implementation opportunities to discuss and learn from emerging initiatives and has created interest and requests to further develop the input-output table tools with a gender and environmental approach. Gender and environmental data were collected and integrated in the construction of input-output tables and research work to the extent possible, and the evaluation identified a number of good practices. Different countries in the Latin American and Caribbean region have taken steps such as collaboration with the private sector and business associations to obtain data on gender disaggregation at the company and supplier level, as well as in relation to CO<sub>2</sub> emissions.
17. With regard to the SDGs, while there is no clear evidence of specific contributions to raising awareness or linking the issues addressed to the 2030 Agenda, the FEALAC project undoubtedly supported the achievement of several SDGs (Goal 8, Goal 9 and Goal 17).
18. The following are the most relevant best practices and lessons learned of the FEALAC project.
19. **Best practices.** The evaluation identified as best practices the development —and investment in— lines of work and intervention strategies that can generate long-term contributions and impacts, particularly when the foundation is build step by step and with the aim of fostering ownership. It is important to involve national counterparts and regional stakeholders actively in the process, beyond their role as providers of data and statistical information and end users of the outputs, in order to build support and closer relationships, and to generate additionalities in terms of recognition and institutional strengthening. Another best practice to increase the value for money of projects and support sustainability is the adoption of a partnership and collaboration approach fostered at different levels to leverage comparative advantages, expand results and generate contributions to other similar or complementary initiatives. Another is the recruitment of experts with extensive networks in national institutions and other sectors, which greatly facilitates engagement, access to information and proper handling of data sources; this also contributes to cost-effectiveness.
20. **Lessons learned.** The assessment also revealed some lessons learned that could be useful for the following purposes: (i) better and realistically defining timelines, scope and objectives for a two-year project with a broad geographic scope and the aim to contribute to broader and long-term strategies; (ii) strengthening planning processes and inception phases, with particular attention to defining stakeholder expectations from the outset; (iii) making more effective use of communication and different networks for engagement and dissemination purposes; and (iv) strengthening capacity development activities, particularly highly technical capacities, through sufficient time investment, in-person activities and follow-up. The latter is especially relevant for sustainability, as the effective application of knowledge and skills can be compromised without it. Investing in e-learning courses, recorded sessions and online Q&A spaces can help reduce this risk.
21. **Recommendations.** Six recommendations arise from this evaluation, reflecting the main findings, conclusions and lessons learned:

Recommendation	ECLAC	ESCAP
<b>(R1)</b> The development of a programmatic approach for the continued effort around the ECLAC input-output table initiative, with a medium- and long-term vision coordinated with existing and potential subprogrammes of work and project portfolios, and including relevant indicators to measure contributions to overarching objectives.	✓	
<b>(R2)</b> Guaranteed co-responsibility in the process of designing and drafting the proposal for future joint projects between ECLAC and ESCAP. This includes the generation of spaces for dialogue and substantive exchange, so that visions can be better aligned and expectations clarified from the outset, as well as in terms of implementation arrangements and the governance structure of the project.	✓	✓
<b>(R3)</b> Stronger project cycle management and quality assurance support from the ECLAC Programme Planning and Operations Division to the implementing divisions, especially in terms of monitoring, evaluation, accountability and learning.	✓	
<b>(R4)</b> Enhanced capacity-building activities, by exploring options to develop more self-paced e-learning courses to complement and support face-to-face training, as well as refresher sessions and follow-up communication two to three months after completion of training.	✓	
<b>(R5)</b> The development of a communication and dissemination strategy for projects that have a broad geographic scope and a significant number of studies, knowledge resources and capacity-building activities. It is also recommended to dedicate more resources, including through support staff, to help develop communication tools, produce regular information and communication on updates, highlights and products of the project, and engage stakeholders and target groups more interactively.	✓	✓
<b>(R6)</b> Guaranteed integration of cross-cutting issues in the project document and the definition of the envisioned scope by applying markers to identify the level and type of contribution. The project's capacities or limitations in integrating or addressing cross-cutting issues should be critically assessed and outlined in the design phase, as should the intended implementation approaches.	✓	✓

# 1. INTRODUCTION

1. This report presents the findings and conclusions of the end-of-cycle review of the project “Value Chain Development for Deeper Integration of East Asia and Latin America”. It was funded by the Forum for East Asia-Latin America Cooperation (FEALAC) and implemented by the International Trade and Integration Division of the Economic Commission for Latin America and the Caribbean (ECLAC) (lead agency) and the Trade and Investment Division of the Economic and Social Commission for Asia and the Pacific (ESCAP) (hereinafter referred to as “the FEALAC project”). This assessment was conducted by Angela Naletilic, an external consultant, between March and June 2023, on behalf of the Programme Planning and Evaluation Unit of ECLAC.
2. The scope of this assessment was to examine the relevance, efficiency, effectiveness and sustainability of the implementation and results of the project, specifically in relation to its objectives and expected accomplishments. Emphasis was placed on identifying good practices and lessons learned, their sustainability and their potential for replication in other countries and in future joint initiatives between ECLAC and ESCAP. Therefore, the results of this review are intended to contribute to the accountability of the regional commissions, to their institutional learning and to decision-making to improve the quality of future initiatives and investments.
3. The evaluation process was carried out remotely and comprised a global analysis involving a desk review, semi-structured stakeholder interviews and a survey of participants and beneficiaries of project activities. The norms, standards and ethical principles of the United Nations Evaluation Group (UNEG) and the guiding principles of evaluation at ECLAC<sup>1</sup> were fully integrated and respected in this assessment.

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<sup>1</sup> Economic Commission for Latin America and the Caribbean (ECLAC), “Preparing and conducting evaluations: ECLAC guidelines”, Santiago, 2017; I. Barquero, “Evaluation policy and strategy” (LC/L.3724/REV.2), Santiago, Economic Commission for Latin America and the Caribbean (ECLAC), 2017; United Nations Evaluation Group (UNEG), *Norms and Standards for Evaluation*, New York, 2016.

## 2. BACKGROUND AND PROJECT OVERVIEW

### 2.1 CONTEXT

4. Regional and global value chains (RVCs and GVCs) have been an important feature of the global economy over the past two decades. While the developing-country share in global value added trade has significantly increased during this period,<sup>2</sup> many developing countries are still struggling to gain access to GVCs beyond natural resource exports and beyond a few products and partners. More importantly, despite the even greater relevance of regional value chains, especially in East and South Asia, North America and Europe, in the emerging Latin American economies RVCs are relatively less developed. This means that trade within value chains largely reflects a traditional paradigm in which Latin America most often supplies raw materials, and East Asia supplies manufactured goods.<sup>3</sup> Moreover, biregional trade is mostly of an interindustry nature, making it difficult to upgrade trade and investment links. Experiences differ significantly across countries and sectors but, overall, GVC integration is generally closer between East and South-East Asia than between East Asia and Latin America.
5. RVCs and GVCs can make an important contribution to development, as they spread value added and employment to more locations and can therefore accelerate the catch-up of gross domestic product (GDP) and income levels in developing countries, ultimately leading to greater convergence between economies. At the country level, domestic value added created by GVC trade can be very significant in relation to the size of local economies. However, to take advantage of the potential and opportunities of integration in RVCs and GVCs, countries and, policymakers need reliable data and a solid understanding of the country's trade profiles and industrial capabilities. An adequate information base is key to assess realistic GVC development pathways for strategic positioning and to develop aligned trade and investment policies, while fostering a sound environmental, social and governance framework.
6. In this sense, the use of input-output tables is a powerful tool to analyse and explore the areas in which production linkages between East Asian countries and Latin America can be increased. The information contained in input-output tables allows for deeper understanding and analysis of production processes and linkages between different sectors of the economy, which makes them relevant for economic planning and development strategies.
7. Despite global initiatives promoting and improving the integration of national input-output tables into international input-output tables and the Trade in Value Added (TiVA) structure of the Organisation for Economic Co-operation and Development (OECD), there are significant limitations and gaps, particularly regarding the integration of small developing countries into global databases. At the national level, particularly for the FEALAC countries<sup>4</sup> in Latin America, ECLAC

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<sup>2</sup> United Nations Conference on Trade and Development (UNCTAD), *World Investment Report 2020*, Geneva, 2020.

<sup>3</sup> B. Shepherd, "Value chain development for deeper integration of East Asia and Latin America", *Working Paper*, No. 199, Bangkok, Economic and Social Commission for Asia and the Pacific (ESCAP), 2020.

<sup>4</sup> The 32 member countries of FEALAC consist of 17 Latin American countries namely, Argentina, Bolivarian Republic of Venezuela, Brazil, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, Guatemala, Mexico, Nicaragua, Panama, Paraguay, Peru, Plurinational State of Bolivia and Uruguay; and 13 Asian countries, namely Australia, Brunei Darussalam, Cambodia, China, Indonesia, Japan, the Lao People's Democratic Republic, Malaysia, Myanmar, New Zealand, Philippines, Republic of Korea, Singapore, Thailand and Viet Nam.

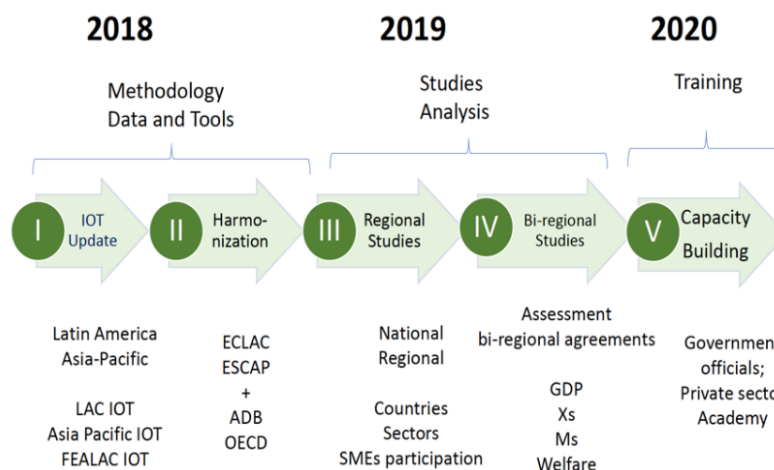
identified the production and updating of data to build input-output tables as a main constraint. At the same time, the lack of (sub)regional input-output tables and their integration into global input-output tables meant fewer opportunities to conduct deeper analyses and drive both intra- and interregional value chains among FEALAC countries. Moreover, at the global level, with the growing relevance of input-output tables supported through initiatives of different cooperation agencies, the need to harmonize methodologies and approaches towards a common, consistent and internationally recognized reference dataset has increased.

8. In this sense, the FEALAC project aimed to join up efforts, build on global and regional projects and contribute to addressing the above-mentioned gaps and constraints, to provide tools and knowledge-based products geared towards promoting evidence-based trade and industrial policies and the development of intraregional and biregional value chains in all FEALAC member States.

## 2.2 PROJECT DESCRIPTION

9. The project, funded by the Forum for East Asia-Latin America Cooperation (FEALAC) had a total budget of US\$ 455,390 and an initial implementation period from January 2018 to December 2020 across all FEALAC member States. It aimed to enhance the integration of FEALAC countries into intraregional and biregional value chains by generating reliable data for decision- and policymaking and strengthening technical capacities of relevant stakeholders in this regard. In pursuit of this overarching objective, the project had two expected accomplishments (EAs):
  - **EA1** Strengthened informational basis on which national institutions in FEALAC countries can develop evidence-based industrial and trade policies to support their integration into existing and potential intraregional and biregional value chains.
  - **EA2** Enhanced capacity of national institutions to formulate reliable and consistent estimates of their current and potential integration into fragmented and internationally distributed production processes to inform industrial and trade policy using input-output tables and the results of value chain analyses.
10. To achieve these EAs, 10 activities were planned under the project organized in five components, intended to target all FEALAC member States (see details on activities in annex 1). While in Latin America the focus was on activities and services at the national level for the member States, as well as on specific outputs and activities at the subregional and regional levels, in Asia-Pacific, ESCAP focused on activities at the regional level to promote the capacity of Asian FEALAC member States to formulate intraregional and interregional integration policies.
11. The project was preceded and complemented by the Development Account project “Input-Output Tables for Industrial and Trade Policies in Central and South America”, implemented by ECLAC from January 2016 to December 2019, which enabled co-financing for several activities and services in the Latin American and Caribbean region.

**Diagram 1**  
**Project overview**



Source: J. Durán, “Value chain development for deeper integration of East Asia and Latin America”, Santo Domingo, Economic Commission for Latin America and the Caribbean/Economic and Social Commission for Asia and the Pacific/Forum for East Asia-Latin America Cooperation (ECLAC/ESCAP/FEALAC), 2019.

12. In terms of external impacts on implementation, although the emergence of the COVID-19 pandemic affected the final phases of the project, it did not cause significant delays or constraints on the implementation of the remaining activities on-site or remotely.
13. However, it should be noted that, in 2021 and 2022, both ECLAC and ESCAP carried out activities, in particular regional webinars, closely related to the project, its products and their dissemination, which have therefore been taken into account in this evaluation exercise as part of the universe of analysis.

## 2.3 PROJECT STAKEHOLDERS

14. The FEALAC project was managed by International Trade and Integration Division of ECLAC (lead) and jointly implemented with the Trade and Investment Division of ESCAP. Other divisions and units involved were: the Programme Planning and Operations Divisions and the Statistics Divisions of both institutions, the ECLAC subregional headquarters in Mexico and its country offices (i.e. Argentina, Montevideo and Brasilia).

15. Other stakeholders actively involved in the implementation of the project included:

- Intergovernmental and supranational organizations, most notably the Asian Development Bank (ADB) and the Organisation for Economic Co-operation and Development (OECD).
- National and international consultants.
- National counterparts and relevant public institutions.
- Think tanks and academic institutions with relevant lines of research linked to the project topics.
- Other (sub)regional entities and integration schemes.

16. The project's target audiences or primary beneficiaries as identified in the project document were government officials, such as analysts, economic advisors and policymakers, from relevant ministries in the FEALAC member States and technical staff, mainly linked to commerce, production, trade and industry or those with similar functions, central banks and national statistical offices. Representatives from the private sector, labour and business associations and academia were engaged on an ad hoc basis, for instance, for data collection processes for studies and the input-output tables, as well as some seminars and capacity-building activities. Overall, the project aimed to provide tools and knowledge to all those responsible for and/or involved in the analysis and use of trade, investment and production data statistics. A full stakeholder map is presented in annex 2.

### 3. EVALUATION METHODOLOGY

17. The Programme Planning and Evaluation Unit of the Programme Planning and Operations Division of ECLAC commissioned an end-of-cycle review for the purposes of accountability and institutional learning.<sup>5</sup> The assessment aimed to assess performance (in terms of relevance, effectiveness and efficiency), and determine outcomes (actual and potential) stemming from the project, including their sustainability. Emphasis was placed on identifying lessons learned and good practices, along with recommendations for the future planning and implementation of projects involving both ECLAC and ESCAP, as well as other cooperation partners at the regional and biregional level.<sup>6</sup>

#### 3.1 PRINCIPLES AND OVERALL APPROACH

18. The evaluation adhered to the highest *professional standards* and was conducted in accordance with the *norms, standards and ethical principles* of the United Nations Evaluation Group (UNEG) and the ECLAC evaluation guidelines. The data collection process ensured informed consent and guaranteed confidentiality, as well as respect and integrity in all interactions with internal and external stakeholders.

19. The focus was on the *usefulness of the exercise* and its intended users, following a *participatory and consultative approach*. Close engagement was ensured with the ECLAC and ESCAP staff, including the evaluation task manager and the core project team, to integrate feedback and suggestions throughout the process. Moreover, the premise of broad and inclusive participation at national, regional and global levels guided the mapping and selection of target audiences, stakeholders and interested third parties.

20. The guiding principles of *human rights and gender-responsive* evaluations were applied throughout the evaluation process from the design, data collection and analysis of findings to the use of the results. This means observing the principles of “leave no one behind”, non-discrimination and equal treatment, safeguarding, diversity and inclusion in the conduct of the evaluation, while addressing specific questions on cross-cutting issues. Project design, implementation and results were assessed regarding the integration, approach and specific contributions to cross-cutting priorities and concerns, as well as the achievement of the Sustainable Development Goals (SDGs).

21. The overall approach was defined in light of the *diversity and geographic coverage* of both regions and project interactions at the subregional, biregional and global levels, as well as *emerging issues* (i.e. political changes and developments in the regions, the onset of the COVID-19 pandemic, and so on). More specifically, the analyses clearly distinguish the activities, outputs, outcomes and implementation approaches, situating them in their specific country and regional context.

<sup>5</sup> See United Nations, *Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation: Secretary-General's Bulletin (ST/SGB/2016/6)*, 2016; I. Barquero, “Evaluation policy and strategy” (LC/L.3724/REV.2), Santiago, Economic Commission for Latin America and the Caribbean (ECLAC), 2017.

<sup>6</sup> See terms of reference (TOR) in annex 1.

## 3.2 EVALUATION SCOPE AND QUESTIONS

22. A summative evaluation was carried out covering *three areas of analysis*, namely the project design, its processes and results, including potential medium to long-term effects<sup>7</sup> and unintended outcomes. Regarding *temporal scope*, the evaluation covered the period beginning with the initial design phase of the project and ending with the completion of the final activities, plus any multiplier effects, results and impact generated in the period since completion.
23. In line with the TORs and initial consultations, the project was assessed against eight evaluation questions and four core evaluation criteria (see annex 3), as defined below:
- **Relevance:** the extent to which the project and its activities were suited to the priorities and policies of the region and countries at the time of formulation and to what extent they were linked or related to the mandates and programmes of work of ECLAC and ESCAP.
  - **Efficiency:** the extent to which the project's outputs provide value for money, including complementarities and synergies with other actions implemented by ECLAC and ESCAP, other cooperating partners or national institutions. It further considers the quality of management and implementation arrangements, and the value added of ECLAC and ESCAP involvement and cooperation.
  - **Effectiveness:** the extent to which the project attained its objectives and expected accomplishments, and has contributed to overarching objectives, including the advancement of the SDGs.
  - **Sustainability:** the extent to which the outputs and benefits of the project are likely to continue after funding has been withdrawn, including medium- to long-term impact, dissemination strategies and replication.
24. Relevant cross-cutting issues (human rights, gender, disability inclusion, environmental concerns and SDGs) were built in as specific questions in each evaluation criterion. The evaluation assessed the extent to which cross-cutting issues, in particular human rights and gender principles and concerns, had been incorporated into the design and implementation and whether specific contributions had been made. In light of the project's objective to promote and enhance regional value chain development, attention was paid to aspects related to sustainability and inclusion, based on social and environmental standards and impact considerations.

## 3.3 EVALUATION METHODS

25. The evaluation used a mixed-method approach, relying on several methods to collect and analyse information, building evidence-based findings, conclusions and recommendations. The activities and methods applied are described below.
26. **Inception stage and document review:** This comprised the design and planning of the evaluation, including initial consultations with members of ERG. Available project documents, reports, outputs

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<sup>7</sup> Due to the nature of the activities and the primary focus on knowledge generation and capacity-building of this highly technical project, the impact was not measured. Industrial and trade policy changes or increased trade relations, for instance, are difficult to evidence under such a short project cycle.

and knowledge-based products were reviewed, along with additional relevant ECLAC and ESCAP resources, such as available cybermetric data and reports for the project publications and materials, and third-party reports.<sup>8</sup> Apart from the methodological design, it served the following purposes:

- **Compilation of a comprehensive stakeholder map:** Key informants and potential respondents were identified from documents, available lists of participants and suggestions from the project managers. The prioritization represents a snapshot of the range of stakeholders and institutions at the national, regional and global levels.<sup>9</sup>
- **Country selection:** Five Latin American countries were prioritized for an in-depth analysis of contributions, potential best practices and lessons learned, following criteria such as coverage (geographic and subregional integration mechanisms), complementarity with the Development Account project evaluation, and processes of interest and suggestions from the ECLAC project manager. These countries were Chile, Colombia, El Salvador, Mexico and Uruguay. During the remote field phase, the evaluation was extended to stakeholders in two additional countries, Ecuador and Peru, owing to the lack of response. For the Asia Pacific region, ESCAP work did not include technical assistance at the national level and, therefore, in-depth analysis at this level was not envisaged. However, in accordance with the suggestions of the ESCAP project manager, officials from the Governments of Cambodia, the Republic of Korea and Vanuatu were consulted on the relevance and contributions of the project and its results.

27. **Primary data collection:** This consisted of semi-structured remote individual and group interviews and a self-administered survey. The outreach and participation were as follows:

- A total of 55 internal and external stakeholders were contacted with the support of ECLAC and ESCAP or directly by the evaluator; of these 33 individuals participated. Key informants interviewed included 6 internal stakeholders, 12 collaborators (including national and international consultants, representatives of intergovernmental institutions and the research or academic sector), and 15 direct beneficiaries (government counterparts, public institutions and technical staff involved) from the following countries: Cambodia, Chile, Colombia, Ecuador, El Salvador, Mexico, Peru, the Republic of Korea and Thailand. In addition, two stakeholders shared information and responses to interview questions via email, which were also considered. The gender ratio among the key informants was 27% female and 73% male.<sup>10</sup>
- The online survey was directed towards participants of seminars and workshops conducted in the Latin American and Caribbean region (including national and regional representatives of public, private and academic institutions). Those organized by ESCAP at the regional level were not covered, owing to the one-time participation of most of the stakeholders. With support from the ECLAC Programme Planning and Evaluation Unit, the survey was distributed to a total of 489 individuals. While 118 individuals opened the survey, the response rate was low, with 33 responses (28%,<sup>11</sup> with a gender ratio of 45% female and 55% male).<sup>12</sup>

<sup>8</sup> See list of documents and bibliographical references in annex 4.

<sup>9</sup> See stakeholder map in annex 2.

<sup>10</sup> See list of persons interviewed in annex 5 and interview guidelines in annex 6.

<sup>11</sup> The response rate was calculated based on the number of people who opened the survey, rather than the number of people who received it, given that several email addresses were no longer active and that a large number of people participated in one or few activities in early 2018, which coincided with the Development Account project, and based on the assumption of a high turnover in public sector institutions. Owing to the low response rate, the survey results are not representative and were used in the triangulation and validation of information collected through other data sources.

<sup>12</sup> See survey in annex 7.

28. **Data analysis:** The quantitative and qualitative data collected were compiled, analysed and triangulated across all lines of inquiry to ensure the validity and reliability of the evidence. The evaluator applied a contribution analysis to produce a credible, evidence-based contribution narrative from the project's intended pathways of change at the various levels, while considering the difficulty of demonstrating attribution at the macro level of decision-making and policy formulation. The evaluation matrix and the indicators defined were used as a general guide to validate the findings and to answer the central evaluation questions and their associated subquestions. The feedback and comments received by ERG members were integrated into the analysis and draft report. Overall, the process ensured consistency in the quality and reliability of the findings, as well as informed judgments that led to the main conclusions and recommendations.

### 3.4 CHALLENGES AND LIMITATIONS

29. Apart from the anticipated challenges related to stakeholder participation and response rates, both in the interviews and the survey, the evaluation faced no major constraints.
30. Due to staff turnover as a result of changes in government in recent years in the FEALAC countries, several key informants identified no longer worked in the selected institutions, and others did not recall their involvement as significant. In some cases, key informants with active engagement in the project were contacted via alternative contact details provided. During the remote field phase, additional key informants were involved, and more background information was provided to situate stakeholders better. Stakeholders were also offered the option of answering the evaluation questions in writing, particularly to mitigate the lack of time or some reservation on the part of Asia-Pacific stakeholders with regarding to being interviewed.
31. As for the survey, it is worth noting that complete lists of participants were not available for all events. The relatively low response rate limits its validity. However, the results support other lines of enquiry and, in general, the data collection allowed sufficient evidence to be compiled and triangulated to ensure that conclusions, lessons learned and recommendations are evidence-based and reliable.

## 4. FINDINGS AND ANALYSIS

### 4.1 DESIGN AND INTERVENTION STRATEGY

*Key finding 1: Considering the complexity and highly technical nature of the intervention, the design was structured in a clear and coherent manner, while ensuring sufficient breadth to respond to different approaches, geographic scope and target audiences. Being primarily output-focused, it did not serve to its full extent as a results framework that would translate the intervention rationale into an implementation plan and basis for project monitoring and evaluation.*

32. The project document describes the intervention strategy based on a linear logical model focused on a set of activities and outputs, which are logically linked to the two expected accomplishments. The project established a very broad and ambitious overarching objective to which it aimed to contribute. This objective is not measurable within the project and implies a long-term pathway of change. On the other hand, a specific objective for change at the enabling environment level —i.e. the policy level— was not defined. In terms of measuring achievements and change, there are three performance indicators, all of them at the activity/output level linked to the use and application of tools, knowledge-based products and acquired capacities.
33. The project did not develop a theory of change at design, nor did it outline the causal pathways between the outputs and outcomes (or components) of the project. In terms of triggering change, as a highly technical project, its area of influence focused on providing inputs,<sup>13</sup> specific tools and methodologies, as well as capacity-building and dialogue around different topics related to input-output tables and value chain analysis. Consequently, the expected accomplishments of a strengthened informational basis and increased capacities of national institutions are early and intermediate outcomes. On the other hand, the overall objective of deeper integration of the FEALAC countries is the long-term impact to which the project aims to contribute, but it is well beyond its direct area of influence. The design did not define how the delivery would lead to the desired goals and changes.
34. The *project strategy* is structured around five components<sup>14</sup> that are developed in five phases that are mainly consecutive in their delivery. The *first causal pathway* is based on components 1 and 2 that feed into the subsequent phases, namely the studies and knowledge-based products that are developed in components 3 and 4 and are linked to EA1. If the informational basis is in fact used to develop evidence-based industrial and trade policies (assumption 1), the causal pathway could potentially contribute to better analyses and informed decisions.
35. The transfer of knowledge and dissemination of tools and products in component 5 are the *second causal pathway* that responds to EA2. If capacity-building actually translates into the increased understanding and application of input-output tables (national, regional and global) and value chain analysis as methodologies to measure existing and potential value chain integration (assumption 2), then the pathway could lead to informed decision-making on trade and industrial policy adjustments or development.

<sup>13</sup> Understood as knowledge, data and evidence, as well as specific studies and research.

<sup>14</sup> The project document establishes six components, as it distinguishes between three studies (components 3 and 4). However, the remaining project documents, reports and presentations are based on five components.

36. Both causal pathways are interrelated and require the use of tools and knowledge to be taken up by relevant stakeholders. Beyond the technical level of stakeholders providing data and analysis, the third assumption depends on the level of commitment and ownership by policy- and decision-makers to adopt measures and develop evidence-based industrial and trade policies that lead to intraregional and biregional value chain integration in a medium to long term. Moreover, it is assumed that the promotion and dissemination of the tools and knowledge through the project activities contribute to creating the conditions for ownership and future use, i.e. sustainability of the initiative.
37. In other words, the project would need to ensure that there is sufficient engagement from key stakeholders who have influence over the process to drive and invest in intraregional and biregional value chain integration. However, the project's intention in terms of its causal pathway to impact were not clearly or well stated in the project document, nor in the results framework. This *third causal pathway* that could potentially contribute to the final impact of deeper integration among the FEALAC countries is conditioned by a number of factors, including those related to direct foreign and national investments, geopolitics or international trade in general, which are not identified in the project design.
38. In this sense, what is realistically in the *area of control of the project* is the contribution in terms of increased awareness and understanding across the FEALAC countries (and with regard to other trade partners and regions) of the potential of GVC/RVC development and of opportunities to foster existing and potential integration in fragmented and internationally distributed production processes.
39. The project strategy is useful as an outline, but less so to ensure effective implementation. It did not specify the underlying assumptions, conditions or risks that may facilitate or hinder the achievement of the expected accomplishments. While the risk analysis identified some constraints, related mainly to data availability and quality, it falls short at assessing the external context by identifying likely—or at least probable— issues that could affect implementation, and particularly the project's sustainability. On the other hand, as a *management tool*, it was less fit for the purpose of monitoring and reporting on progress and results. The indicators selected, while valid for measuring delivery and performance, were not entirely suitable for monitoring progress or potential bottlenecks and emerging issues. Indicators that could capture and measure changes beyond the level of intermediate effects —i.e. at the level of the third causal pathway— were completely lacking.

**Key finding 2: A more extensive dialogue and consultation process between ECLAC and ESCAP and early stakeholder involvement would have been beneficial in designing the project and defining the implementation strategy.**

40. The project design in terms of consultation and participation was not a strong point, and although efforts were made at the stage of implementation to engage with a wide range of stakeholders and collaborators, the project would have benefited from a more comprehensive dialogue and communication strategy at design. The drafting of the proposal was led primarily by ECLAC, with a strong interest in building on and expanding the work undertaken since 2015 to develop and promote input-output tables for the Latin American and Caribbean region. More specifically, the design was heavily influenced by the preceding Development Account project implemented by ECLAC in the Latin American and Caribbean region, which led to certain imbalance in terms of design and development of parallel and interconnected intervention strategies of the two commissions. The evaluation found that further exchanges and consultation would have strengthened the planning process. This would also have allowed the vision and approaches of the two regional commissions to be captured better.

41. The funding opportunity with FEALAC allowed for expanded scope and enhanced cooperation with ESCAP in Asia and the Pacific. Although the design served its overall purpose, it created a certain complexity for ESCAP to develop an implementation strategy. Effort was put into navigating these challenges, by making a concerted effort to harmonize regional priorities with the project's collaborative nature. In the effort to adapt the project's intentions equally to the Asia-Pacific context and to the work of ESCAP, collaboration with the Asian Development Bank was a key aspect in ensuring the feasibility and implementation of the activities planned (more details will be provided in the section on efficiency). However, the design remained vague in terms of defining the internal implementation arrangements, as well as external collaboration at the national and regional levels that would have been relevant to support the achievement of the expected outcomes. Early engagement and dialogue with involved and interested stakeholders are a key factor not only to ensure alignment of interests and priorities but also to foster complementarities and participation throughout the implementation.

*Key finding 3: Both ECLAC and ESCAP adhere to and promote the principles of gender and human rights, and the treatment of all stakeholders as equals, among others. The FEALAC project design, however, did not explicitly integrate approaches or define specific actions to address cross-cutting issues within the topics covered and the project's highly technical focus.*

42. From a purely design point of view, the project document, including the context analysis, did not address cross-cutting issues, either as an approach or in relation to potential contributions. In light of gender equality, human rights or disability inclusion markers<sup>15</sup>, the project is neutral in the sense that it does not target or makes limited direct contributions in terms of defining specific objectives related to gender equality, enjoyment of rights and disability inclusion. This is mainly due to the highly technical nature of the project and its focus on specialized methodologies, tools and knowledge.
43. Although the project document overlooked potential contributions to cross-cutting issues or the SDGs, the topics addressed, including the input-output table tool, offered opportunities to promote or enhance specific analysis and research with gender and environmental perspectives, including the generation of gender-disaggregated data and environmental indicators. In a broader sense, the project aimed to contribute to trade and industrial policies in support of sustainable development, inclusive economic growth and the reduction of inequalities, among other goals. The extent to which this or other aspects were addressed in the implementation will be presented in the section on effectiveness.
44. Overall, by design, the intervention did not discriminate in terms of participation, nor did it perpetuate or exacerbate inequalities for specific populations. The review concluded that the risks of negative externalities or environmental impacts that could result from the implementation of the project were low.

<sup>15</sup> According to the United Nations Sustainable Development Group (UNSDG), "Guidance on applying the gender equality, human rights and sustaining peace makers" [online] <https://help.uninfo.org/un-info/results-framework/guidance-on-applying-tags-and-markers/guidance-on-applying-the-gender-equality-human-rights-and-sustaining-peace-markers>, based on a three-point scoring system. See also United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women), "Disability inclusion markers", New York, 2022 [online] <https://www.unwomen.org/sites/default/files/2022-01/Brief-Disability-inclusion-markers-en.pdf>.

## 4.2 RELEVANCE

**EQ1: To what extent were the objectives and EAs of the project consistent with different priorities and needs set out by the FEALAC countries, and the priorities of ECLAC and ESCAP?**

### 4.2.1 Alignment with ECLAC and ESCAP mandates

**Key finding 4: The alignment of the project with the mandates of both regional commissions was fully achieved. Although more responsive to ECLAC priorities and programmes of work, the project was relevant to ESCAP interests and priorities in the Asia-Pacific region in relation to action-oriented knowledge generation and capacity-building services in support of better utilization of trade, investment and innovation to achieve sustainable development goals. Efforts were made to align and harmonize institutional and regional priorities as much as possible, continuously ensuring collaboration and convergence between ECLAC and ESCAP.**

45. The project was well aligned with the General Assembly's strategic framework and the mandates of ECLAC and ESCAP, as it contributed to and coordinated actions for sustainable and inclusive economic development and supported the commitment to global partnership for development and closer cooperation among the United Nations regional commissions.
46. In the case of **ECLAC**, the project aligned with the strategic framework 2018–2019<sup>16</sup> and programmes of work for the period of implementation by responding specifically to objectives and expected accomplishments set out in the subprogramme 1 (linkages with the global economy, regional integration and cooperation). More specifically, the project contributed to the commitment to help the member States redefine and adapt their international integration strategies, including their effective participation in regional and global value chains, in the light of the major transformations under way. In this context, it built on and expanded the efforts undertaken since 2012/13 and specifically the Development Account project, as well as other actions implemented by the International Trade and Integration Division to contribute to: (i) improving the quality of trade linkages; (ii) strengthening production linkages with other areas of the world, especially Asia and the Pacific; and (iii) deepening regional integration, especially in key areas for the functioning of value chains.
47. Moreover, the project responded to and complemented the work done under: (i) subprogramme 2 (production and innovation) by strengthening the capacities of Latin American and Caribbean governments to formulate policies and strategies to transform and foster the diversification of the production structure; (ii) subprogramme 10 (statistics) by improving the quality and timeliness of statistics for evidence-based decision making; (iii) subprogramme 11 (subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico) by enhancing technical and institutional capacities to design and evaluate policies and measures for economic development and structural change, trade and integration, and sustainable development in the subregion; and (iv) subprogramme 13 (support for regional and subregional integration and cooperation processes and organizations) by promoting deeper integration processes, their convergence and political dialogue among subregional, regional and extraregional actors.

<sup>16</sup> Economic Commission for Latin America and the Caribbean (ECLAC), *Draft Programme of Work of the ECLAC System, 2018–2019* (LC/G.2665(SES.36/8)), Santiago, 2016.

48. With regard to **ESCAP**, the project was aligned with subprogramme 2 (trade, investment and innovation) of the strategic framework for the period 2018–2019<sup>17</sup> by supporting analytic and capacity-building work to enhance the contribution of trade, investment, technology and innovation to the 2030 Agenda and to regional integration. The development and promotion of input-output tables is not part of the ESCAP scope of work and, thus, was not necessarily an institutional priority, according to interviewees. Nevertheless, relevant interests were supported through the project, such as: (i) the provision of robust inputs and technical training for evidence-based policymaking; (ii) the facilitation of appropriate platforms for the sharing of knowledge; and (iii) the strengthening of common frameworks and mechanisms for regional cooperation on trade and investment. In addition, the project supported objectives established in subprogramme 7 (statistics) by improving the availability, accessibility and use of quality data and statistics, as well as other priorities linked to enhanced collaboration with a wide range of stakeholders from different sectors.
49. It should be noted that there was no evidence to suggest quantitative alignment with the subprogrammes outlined through indicators and performance measures. Although the project indicators coincide to some extent with those of ECLAC subprogramme 1, it would have been beneficial to integrate performance measures with respect to contributions to the implementation of the overall strategic frameworks. This is especially relevant in light of other complementary initiatives and actions. Application of a programme rather than a project approach and use of the theory of change methodology could have further strengthened both the alignment of initiatives and the framework for measuring results and potential impacts at the strategic and programmatic levels.
50. Overall, the project contributed to the mandates and work of ECLAC and ESCAP by providing relevant research and by strengthening technical capacities. At the same time, it supported strategic aims, such as promoting innovative and sound approaches, fostering knowledge sharing, networking and cooperation among member States, and ensuring greater depth and coverage of the subregional dimensions of the regional commissions' work, among others. Despite the challenge of aligning the different mandates, approaches and lines of work of the two commissions and their respective trade divisions, ECLAC and ESCAP strived to achieve convergence through continuous exchange and activities and products designed to serve both regions and the interests of different stakeholders.

**EQ2: To what extent did the project maintain and/or enhance its relevance in response to changing circumstances or emerging opportunities?**

#### **4.2.2 Alignment with FEALAC strategic priorities**

**Key finding 5: The project aligned with and supported strategic objectives and interests of the Forum for East Asia-Latin America Cooperation (FEALAC), with an emphasis on increasing mutual understanding and economic dialogue for more effective and closer cooperation between the two regions.**

51. FEALAC represents a unique mechanism for interregional cooperation that builds bridges between the two regions and involves the ministries of foreign affairs of 36 member States at the highest level. Indeed, for many Latin American countries it is the only forum available for engaging with East Asia as a region. According to the FEALAC Framework Document,<sup>18</sup> its main goals consist of fostering mutual understanding and political dialogue, as well as increasing cooperation and new partnerships between East Asia and Latin America. This entails promoting mutual benefits in areas

<sup>17</sup> Economic and Social Commission for Asia and the Pacific (ESCAP), *Proposed programme of work for the biennium 2018–2019: note by the secretariat* (E/ESCAP/73/33), Bangkok, 2017.

<sup>18</sup> Forum for East Asia-Latin America Cooperation (FEALAC), "Framework Document", 1st Foreign Ministers' Meeting, Santiago, 29–30 March 2001.

of systemic competitiveness and expanding common positions on a range of global issues. The FEALAC Fund is an important tool to support the materialization of initiatives aimed at strengthening comprehensive biregional cooperation with a focus on sustainable development.

52. Within this framework, the project strongly supported the interests and priorities outlined in the Manila Plan of Action and FEALAC declarations<sup>19</sup> with respect to improving economic linkages to further economic development and create opportunities to overcome poverty and other global challenges. By focusing on the growing potential for South-South cooperation and the positive effects of regional and global value chain integration, the project contributed directly to efforts to strengthen trade and investment cooperation and to foster deeper understanding, interregional dialogue and exchange to share best practices. It did so, in particular, by providing tools, analysis and innovative and sound research aimed at filling information gaps, addressing new scenarios and emerging issues, and generating a stronger information base for decision-making. Moreover, as interviewees emphasized, not only was the inclusive nature of FEALAC fully integrated into the project, but its focus on supporting and generating knowledge on smaller and emerging economies and countries less advanced in these topics made it highly relevant.

#### 4.2.3 Relevance to regional, subregional and national priorities

*Key finding 6: The project was relevant to varying degrees at the regional, subregional and national levels, mainly from a technical perspective, but also to some extent politically. Given the different scope and execution modalities in the two regions, the project's alignment with national interests in the Latin American and Caribbean region was generally strong, while also responding to certain priorities of the subregional integration mechanisms. In addition, the project's focus on knowledge generation and technical capacity-building from an innovative and biregional perspective was perceived as very valuable, not only for State actors, but also for other stakeholders from different sectors in both regions.*

53. The project document provided an overall context, highlighting key challenges in relation to expanding economic linkages within and between the two regions, integrating into RVCs/GVCs and diversifying products, services, markets and trade partners. *At the national level* of FEALAC member States, a more comprehensive needs analysis has not been carried out in relation to these issues. Nevertheless, both regional commissions leveraged their knowledge, expertise and networks and established relationships with governments, national counterparts and other relevant stakeholders to tailor the actions under this project.
54. As mentioned, the Development Account project laid the groundwork around the input-output table methodology, which was expanded and built upon. In terms of relevance, the external assessment of the Development Account project highlighted the innovative approach, the recognition of input-output tables as a policy instrument and the need to strengthen both technical and strategic analysis. As for the FEALAC project, according to interviewees at the country level, the trustworthy relationship and open dialogue between ECLAC and the national counterparts (central banks, national statistical agencies, relevant ministries) facilitated and continued to ensure the alignment of the project with national interests and needs.

<sup>19</sup> Forum for East Asia-Latin America Cooperation (FEALAC), "Manila Plan of Action", 2nd Foreign Ministers' Meeting, Manila, 28–29 January 2004; "Brasilia Declaration", 3rd Foreign Ministers' Meeting, Brasilia, 22–23 August 2007; "Tokyo Declaration", 4th Foreign Ministers' Meeting, Tokyo, 16–17 January 2010; "Buenos Aires Declaration", 5th Foreign Ministers' Meeting, Buenos Aires, 24–25 August 2011.

55. It should be noted that the engagements throughout the project triggered additional requests for technical assistance and specific studies that have been addressed to the extent possible through the project or other resources available in the International Trade and Integration Division. This underlines the acceptance and relevance that the project has achieved among its main stakeholders, especially at the technical and management level of the target institutions.
56. *At the policymaker level*, interviews suggest that the buy-in and interest in input-output tables and value chain integration varied across countries and depending on the priorities of governments regarding their respective economic and trade strategies. However, there is a general interest in overcoming existing trade limitations, the weak intraregional integration and the export focus on primary and capital goods in Latin America. This also implies understanding and exploring productive complementarities in emerging sectors, such as transportation, electric vehicles and mobility, as mentioned by several interviewees, as well as analysing opportunities for nearshoring or in service sectors (i.e. financial services, e-commerce, and so on). Moreover, interest has grown in the face of emerging issues, particularly the COVID-19 pandemic, and the need to adapt, invest and orient production and export structures towards new partners and markets and towards intra- and interregional integration.
57. The survey results reflect a high or very high relevance of the overall objective. More specifically, 47% of the respondents considered the strengthening of the informational basis and capacities in the use of input-output tables for value chain analysis to be relevant and 50% very relevant to their work and institutions. One respondent stressed the importance of closing information gaps and gaining in-depth knowledge of regional value chains in Latin America and the Caribbean, as well as interrelations with Asian countries. Another respondent emphasized the importance for public policies that could be proposed based on existing trade trends in the countries, in order to attract investment and generate a greater impact on employment.
58. On the other hand, for East Asia, the implementation strategy of ESCAP focused less on the national level and more on providing knowledge resources and training opportunities for researchers and practitioners, while national counterparts were also involved in capacity-building activities. In comparison to the Latin American and Caribbean region, the availability and use of input-output tables was much more extended and consolidated. However, the stakeholders interviewed, especially from academia, highlighted the relevance of the research and the interest in better understanding and analysing East Asia-Latin American and Caribbean trade relations, as well as the opportunity to access new knowledge and tools. Stakeholders from the academic and research sector underlined the relevance not only for research but also to strengthen academic coursework in these topics. Overall, the project's alignment with interests of the targeted audiences in East Asia has been found to be satisfactory.
59. *At the regional level*, external interviewees were unanimous that the effort to develop subregional and regional input-output tables was relevant for more rigorous and comprehensive analyses of trade in value added, including in terms of global matrices. This is also consistent with the survey results, with 90% of the respondents considering that the project's approach focused on integration in biregional and global value chains responded to the needs and priorities of their respective countries. Among respondents who had actively used input-output tables, 100% considered national input-output tables for biregional and global analysis to be highly relevant, while the relevance of (sub-)regional input-output tables for the same purpose was rated as very high (78%) and high (21%).

60. Moreover, with regard to the (sub)regional integration mechanisms in South and Central America—as well as ASEAN— whose objectives include the integration and promotion of the economic interests of the member States, the evaluation found a considerable level of relevance in support of these interests. Interviewees especially highlighted the improvement and expansion of the information base for analysis and innovative research, such as modelling the impacts of trade agreements or boosting digital deliverable services, as very relevant and pertinent support provided by both regional commissions. In light of the global OECD TiVA structure and input-output table initiatives, stakeholders interviewed agreed on the perceived high relevance of the project’s intention to represent and integrate Latin American and Caribbean and East Asian countries, with a focus on small countries, into global matrices and analyses. In this regard, the strengthening of the information base, the standardization of the methodology and the classification of sectors and indicators addressed the need to gather reliable data to close significant statistical gaps and overcome the limitation to integrate all FEALAC member States into other global input-output table databases.

### 4.3 EFFICIENCY

*EQ3: To what extent did the collaboration and coordination mechanisms put in place (within and between ECLAC and ESCAP and with other cooperating agencies) ensure efficiencies and coherence in response?*

*Key finding 7: Implementation arrangements have not been sufficiently defined internally and externally. Although this has not jeopardized implementation as such, the project could have benefited from more defined mechanisms and processes for governance and operations, as well as in terms of accountability to stakeholders and partners involved. Overall, the regional commissions were committed to this collaborative initiative and to overcoming challenges linked to the complexity of its scope and envisioned goals.*

61. Building on previous collaborations and joint projects implemented by ECLAC and ESCAP, the project was reflexive and adaptive in its management approach. Overall, the project was managed within the parameters of both commissions’ implementing divisions, their workflows, project cycle processes and practices. This means that it was not a stand-alone project, but part of the ongoing portfolio and activities, especially in the case of the International Trade and Integration Division of ECLAC.
62. The Regional Integration Unit of ECLAC, which was responsible for overall project direction and management, coordinated the project delivery internally with the subregional headquarters in Mexico, the country offices in Buenos Aires and Montevideo, and other supporting divisions, while establishing a regular exchange with ESCAP and communicating exclusively with FEALAC as the funding entity. ESCAP, through its Trade and Investment Division, managed the respective part of the activities from a more regional perspective and relied on close collaboration with the Asian Development Bank as implementing partner. Joint activities between the two commissions were mostly limited to mutual participation in regional seminars and workshops, as well as provision of inputs and feedback, mainly for the studies. Nevertheless, the regional commissions were committed to this collaborative initiative and overcame the complexity and challenges associated with implementing parallel and interconnected strategies and implementation approaches.
63. Although interviewees highlighted the overall functional collaboration and ongoing dialogue and exchange, the coordination and implementation arrangements between the two commissions and external stakeholders (i.e. the FEALAC Cyber Secretariat and cooperating entities, such as ADB and OECD), were not clearly defined at the design or implementation phase. This includes the definition and establishment

of formal aspects of information exchange, progress monitoring and internal reporting, and the establishment of regular meetings, communication and exchange with the FEALAC Cyber Secretariat.

64. It is important to note that, in general, this did not negatively affect implementation; however, the evaluation revealed that these aspects could have been reinforced from the planning phase by clarifying expectations and interests, as well as by establishing a steering committee structure. Some key informants stressed that communication and information-sharing could have been timelier and more effective internally and externally, notably with regard to the FEALAC Cyber Secretariat and accountability to FEALAC member States. Beyond compliance with somewhat standard information-sharing and reporting requirements, several interviewees, both internal and external, expressed an interest in being more informed, involved and updated more frequently on project progress. However, it should be borne in mind that the project did not have specific project staff but was managed and implemented by ECLAC and ESCAP coordinators and limited technical and support staff (i.e. not dedicated exclusively to the project). In light of these constraints, sound management practices were generally ensured and implemented.

*Key finding 8: The project suffered delays in the start of execution and changes in its original planning due to the COVID-19 pandemic. However, to large extent the implementation plan was executed, thanks to its flexibility and the adjustments made. The project's monitoring and evaluation framework was weak in design and was not followed through in implementation.*

65. The time that elapsed from design to implementation of the project was considerable. While it appears that the approval process took longer than expected, levels of execution were low in the first implementation year. ECLAC was already implementing the Development Account project; however, the planning and stakeholder engagement phase for the FEALAC project lasted almost the entire first year. ESCAP, for its part, executed most of the planned activities in year 2 (2019) and in the last year of implementation (2020), while waiting for inputs and data resulting from the work carried out by ECLAC in the Latin American and Caribbean region and ADB for East Asia.
66. The reasons for the slowness or delay in execution include the following points. Internally, the project-based rationale and the premise of prioritizing those projects that are close to their completion date are one factor, as well as the work plans and the workload of dedicated human resources with multiple initiatives and activities to carry out. On the other hand, externally, the pace of progress and success of the project depended to a large extent on the inputs and data provided by national counterparts, in particular statistical offices, central banks, and so on. This has been a challenge throughout the implementation of the project. Thus, the engagement of public institutions from the technical to the management/director level was a necessary condition, making progress subject to their pace and responsiveness.
67. The *implementation plan*, already ambitious in light of the scope and objectives, was not only condensed from the outset, but was also affected by the onset of the COVID-19 pandemic. However, interviewees agreed that the project was able to adapt quickly to the new circumstances, including by the integration of emerging topics and the shift of activities to the virtual modality. While there were some obvious cost savings owing to reduced travel and in-person events, project resources, with a total budget of US\$ 455,390, were largely spent on personnel and other staff costs (60%), followed by travel (14%) and other costs (contractual services and general operating costs, with 3%). Some costs and activities were co-funded using the remaining resources of the Development Account project. Also, at the national or regional level, efforts were made to mobilize support and

contributions from national counterparts and regional stakeholders, resulting in gains in terms of engagement, visibility, efficiency, and so forth. According to the financial statement,<sup>20</sup> the balance at the end of implementation showed an underspend of 13% of the total budget.

68. Key internal informants, including hired consultants, agreed that resource allocation (technical, financial and time) for the different activities was sufficient and appropriate. This includes ECLAC and ESCAP support to the consultants, which has been described as very satisfactory, effective and fruitful in terms of relevant input, guidance and feedback. In general, timeliness posed some limitations, especially when data and information had to be provided by national stakeholders. As highlighted by ECLAC staff, project resources provided a significant boost to work on input-output tables, through the hiring of consultants and the provision of technical assistance at the national level. The latter proved particularly useful in opening the door to closer collaboration and engagement with national counterparts, and often led to additional requests for support.
69. In addition, the re-contracting of satisfactory consultants or consultants with previous experience working with ECLAC and ESCAP also enabled swift product delivery over a limited period. One aspect that could have been further strengthened was the follow-up at the end of the assignments, including engagement in discussions or brainstorming on the dissemination of the products and studies. That could have been beneficial, considering that consultants have specific expertise on the topics addressed and extensive networks.
70. In terms of *monitoring, evaluation, accountability and learning* (MEAL), the project did not set up a specific strategy or plan and, in general, focused mainly on activity and output-level progress monitoring. Two annual progress reports have been produced; one for the period January 2018 to April 2019 and, the second, covering the remaining period until April 2020. In this last and final report, with the project still ongoing, the three indicators defined at the output level have not been measured. Baseline information and specific targets were not detailed. Although the indicators were appropriate and time-bound to measure the performance of activities or stakeholder satisfaction, in terms of usefulness and applicability, the data were not consistently collected and consolidated, except for some seminars and workshops through evaluation surveys.
71. Overall, while the reports did capture some reflections on contributions, constraints and lessons learned, as well as observations related to gender mainstreaming, the project failed to establish a more robust MEAL plan and activities and to focus on the outcome level. In addition, it was noted that the tools for consolidating participant lists could be further improved to ensure consistency of information and allow more effective use of a database for follow-up, dissemination of information, and products and studies. There was also room for better coordination between the input-output table projects implemented by ECLAC around outcome-level indicators linked to the overall strategy and programme of work.

***EQ4: Were services and support provided in a timely and reliable manner, according to the priorities established by the project documents?***

***Key finding 9: The project activities and results were delivered in a reliable and remarkably satisfactory manner, and with high cost-effectiveness. The project teams made good use of project resources and were able to generate added value in all the components of the project.***

<sup>20</sup> The period covered 1 September 2017 to 7 March 2022.

72. Overall, the project activities and outputs were produced reliably and cost-effectively, despite delays, thanks to adjustments and resource-oriented management. From a quantitative point of view, the project exceeded the target numbers of seminars, studies and tools produced, and succeeded in broadening its scope.
73. With regard to value for money, the activities and services delivered stood out for their high quality, as well as their focus on providing new and innovative knowledge adapted to their specific context and needs, according to most of the interviewees. This coincides with the survey results; respondents evaluated the overall quality of services and activities delivered by ECLAC and ESCAP as very good (50%) and good (40%).

### **Value for money of the capacity-building component**

74. With regard to capacity-building opportunities, several stakeholders pointed out that in-person activities have several important advantages, not only for learning, especially in the case of highly technical topics and tools, but also for networking, exchange and peer learning. On the other hand, the virtual modality allowed national counterparts to involve more staff members, as opposed to selecting one or two people in the case of regional activities, and thus expanded capacity-building to a much broader level. Therefore, a combination of both modalities appears to be the most effective and cost-efficient strategy. In addition, interviewees recognized the usefulness of recorded sessions and access to event and course materials. In particular, the training modality used by ESCAP, which combined self-paced study through recorded materials and lectures, practical exercises and question-and-answer sessions, was considered very suitable for the purpose, according to the document review and interviews.
75. The survey results confirmed the overall positive perceptions. Training activities conducted at the national and (sub)regional level in the Latin American and Caribbean region scored high on all aspects, including relevance of objectives, selection of participants and appropriateness and innovativeness of content, methodology, new approaches and knowledge. Regarding the applicability of skills and knowledge, 48% rated it as very high, 39% as high and 9% as acceptable. In terms of organization, the activities took into consideration equal participation of men and women and accessibility for persons with disabilities, while the integration of cross-cutting issues was perceived both in the survey and interviews inconsistently; from being addressed to some extent to being left aside (for more details, see annex 6, questions 6 and 7).

### **Value for money knowledge resources**

76. Apart from the high value for money of the events, the knowledge creation function of the studies, research papers, materials and specific tools also demonstrated good value for money. Interviewees and survey respondents concur in the mainly high rating of the knowledge-based resources, especially in terms of cutting-edge knowledge and filling relevant information gaps, as well as the usefulness of the recommendations. All these aspects were rated by respondents on average as very good (60%) or good (26%), with some exceptions of lower ratings in relation to relevance and applicability to their daily work (for details, see annex 6, question 15).
77. Data from Google Analytics generally confirmed a solid dissemination of event materials and the studies, according to the number of downloads. For events, both visits to publications on the ECLAC website and downloads of available materials have been considerable, with a total of 6,747 visits

to publications from 10 events and 5,891 downloads of presentations. The greatest interest was shown in the regional seminars in the Dominican Republic in 2019 (2,939 presentation downloads), as well as the seminar “Value Chains between the Countries of MERCOSUR and Asia Pacific” organized in Uruguay in 2019 (665 presentation downloads). As for the 10 studies and research papers produced, most had downloads ranging from around 600 to 1,500, while the lowest was for the study entitled “Bolstering East Asian-Latin American value chains through digitally deliverable services” (307) and the highest was “Economic analysis based on input-output tables: definitions, indicators and applications for Latin America” (10,434, including English and Spanish versions). This is a solid result, considering that the ECLAC flagship publication *International Trade Outlook for Latin America and the Caribbean, 2020* reached a total of 33,852 downloads.

78. The updated input-output tables by country that were available for download in the workshop publication “Evidence-based policymaking to facilitate deeper integration of Asia and LAC: Trade-in-value added analysis” (October 2020), had a total of 1,316 downloads. The publication of this event on the ECLAC and ESCAP websites attracted a total of 3,313 visits. In the case of ESCAP, the e-learning course and the GVC analysis guidelines also achieved a high number of visits (1,315 and 2,325, respectively), while the Regional Integration and Value Chain Analyzer (RIVA) platform achieved 6,563. It is noteworthy, based on website traffic, that event publications not only attracted visits around the time of the event, but also afterwards. Especially, the e-learning course, the guidelines and the RIVA platform showed an increase in visits, with peaks in late 2022 and early 2023. The platform is currently available in English only, which potentially reduces its use by interested stakeholders in the Latin American and Caribbean region.
79. However, some interviewees had limited knowledge of the overall scope and work of the project, including publications and materials. Those who subscribed to mailing lists were generally better informed, while others confirmed that they were only aware of the materials, tools and studies presented at the events. It appears that there was still some scope for strengthening dissemination strategies and follow-up communication with participants to share information and products related to the project. The use of Google Analytics data as part of project monitoring, as well as the tracking of references to the publications and tools in research and policy papers, could also have been further explored.

### Value for money of services delivered

80. Overall, stakeholders interviewed at the national and regional levels unanimously underscored the high quality of the work and expertise of the staff and consultants of both commissions, as well as of the speakers invited to national and regional events. The capacity of both commissions to tailor activities to appropriate and relevant audiences, as well as to convene and engage stakeholders at different levels, including the highest political level, has been highlighted. The opportunity to bring together stakeholders from different countries and regions, as well as to involve regional and global actors, such as OECD, Eurostat/Joint Research Centre and regional integration mechanisms, has been widely recognized as an added value of both ECLAC and ESCAP. In addition, to the extent possible, stakeholders from the private sector, academia and research centres have been engaged actively in events organized both in the Latin American and Caribbean region and in East Asia.

**Key finding 9: The project was highly successful in applying a pioneering partnership approach that leveraged synergies between regional and global TiVA initiatives and generated value added for other initiatives of the regional integration mechanisms and academia.**

81. One of the key aspects of the efficiency gains achieved by the project was the focus on and leveraging of synergies and collaborations with other key stakeholders working with the input-output tables and TiVA initiatives (including providers and users). The networks, positioning and leverage that both commissions have built, together with the in-depth knowledge of the respective regions, constitute comparative advantages and have been widely emphasized in the interviews. Hence the strong interest of regional and global stakeholders to be involved in the initiatives led by the regional commissions. In this regard, access to national stakeholders and data that are difficult or costly to collect were some of the key aspects highlighted by external interviewees.
82. Above all, collaboration with ADB has been both a necessary condition for carrying out the activities, as mentioned before, and a benefit for all three entities. Internal and external interviewees highlighted two main premises: leveraging existing databases, which avoids costly duplication, and enhancing them through new data and a broader integration. Access to the ADB multi-regional input-output (MRIO) data was key for allowing ECLAC and ESCAP to build the FEALAC input-output table, while ADB gained access to other stakeholders, including policymakers, researchers and forums, particularly in the Latin American and Caribbean region, which helped position its work and broaden its reach. In addition, several key informants remarked that the collaboration between the three entities was a strong message and an example of multilateral partnership in pursuit of common goals.
83. In this regard, the project has been one of the drivers of the global input-output accounts initiative ongoing since 2017. This network operating under the umbrella of the OECD Regional-Global Trade in Value Added initiatives comprises ADB, the European Commission (specifically the FIGARO initiative), OECD, the International Monetary Fund and ECLAC. More details on how the FEALAC project contributed to and gave further impetus to the initiative will be presented in the effectiveness section. In general terms, access to databases and the exchange of information, approaches and methodologies among the aforementioned entities, strongly supported and emphasized by ECLAC, made it possible to explore and take better advantage of synergies and complementarities.
84. Another example of how the project effectively leveraged resources is seen in some of the studies conducted. For example, for the study “Economic and social effects of a possible trade agreement between Latin America and the Asia-Pacific region”, the collaboration with a researcher from Purdue University allowed for a partnership with the Global Trade Analysis Project (GTAP) to which multiple multilateral agencies and private sector stakeholders contribute. This not only allowed access to the GTAP database and integration of data from the FEALAC input-output table database, but also increased the visibility and dissemination of the respective initiatives. In addition, for the study “Bolstering East Asian-Latin American value chains through digitally deliverable services”, ESCAP strategically selected an emerging, little researched topic that had little data available, but that gained increasing interest in recent years. The collaboration with the Nexttrade Group, with a long track record of research in digital services, e-commerce and similar topics for different multilateral agencies and, in general, the engagement of high-level researchers and experts for all studies generated significant value added, as highlighted by internal and external key informants.

85. Overall, the FEALAC project was highly successful in pushing collaborative ways of working and partnerships. The evaluation found that it generated value added for different regional and global initiatives and audiences/users, while gaining wider dissemination and support throughout its implementation period. *As one of the interviewees summarized, the FEALAC project has been a hub of collaboration that has grown not only knowledge-sharing, but also cultural exchange and understanding of the meaning of partnership in general.*

## 4.4 EFFECTIVENESS

*EQ5: How effective were the project activities and outputs in strengthening capacities?*

**Key finding 10:** *As for the results in relation to the performance indicators, the project did not measure these and did not report on their level of achievement. Despite this and the shortcomings of these indicators, the project has largely achieved its expected accomplishments, particularly EA1.*

86. As mentioned in section 4.1 and further discussed under section 4.3., key finding 8, the project indicators are limited in measuring performance at the level of expected accomplishments, as is the definition of targets for each one. It is apparent from the project document that the main target is full or almost full coverage of all FEALAC member States (36 countries) for strengthening the informational basis (EA1). On the other hand, the scope in terms of national institutions and/or policymakers effectively using the knowledge and results of the project for evidence-based policymaking (EA2) has been not clearly defined in a manner that would be measurable.

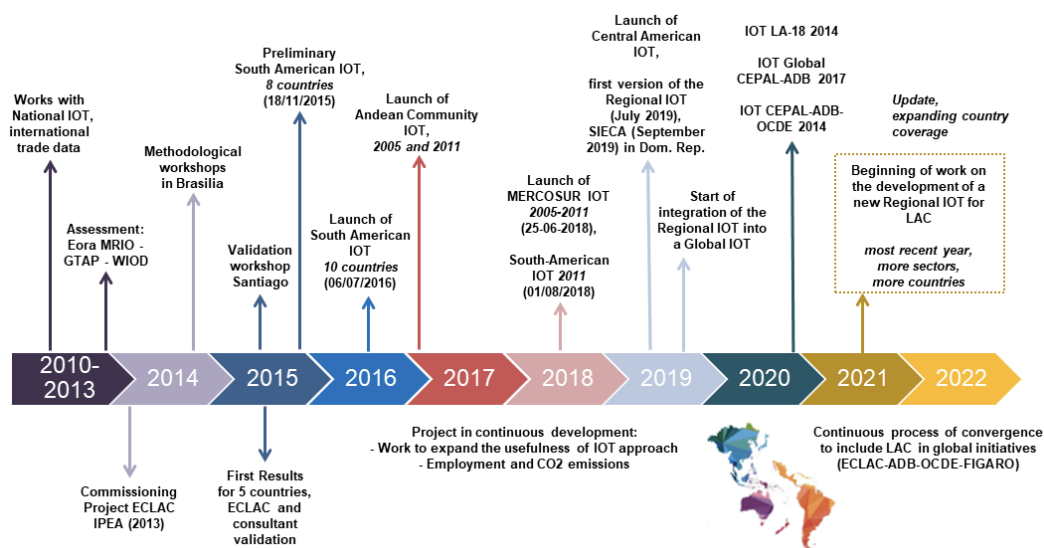
87. Therefore, the section on effectiveness presents the results and contributions of the project based on the output level performance and contribution analysis performed. Both the review of the documents and the interviews conducted suggest that the project successfully delivered on the two expected accomplishments, and even exceeded them, by generating contributions at different levels, including the global level.

88. Building on previous achievements, namely the first South American input-output table (with single base year 2005)<sup>21</sup> and three subregional input-output tables (with single base year 2011),<sup>22</sup> using a harmonized methodology and 40 sectors, the FEALAC project continued to develop these tools and databases, expanding them from regional input-output tables into a global one. This entailed updating of 18 national input-output tables for Latin America and the Caribbean by ECLAC, based on a reclassification to 40 sectors, as well as of 15 Asia-Pacific input-output tables in cooperation with ADB for the years 2014 and 2017. Moreover, a set of multiregional matrices was also updated and/or assembled, including the South American input-output table, the Latin American input-output table and the ADB MRIO input-output table, which feed into and resulted in the assembly of the biregional and global matrices.

<sup>21</sup> Integrating 10 countries: Argentina, Bolivarian Republic of Venezuela, Brazil, Chile, Colombia, Ecuador, Peru, Paraguay, Plurinational State of Bolivia and Uruguay.

<sup>22</sup> Andean Community input-output table, MERCOSUR input-output table and SIECA input-output table.

**Diagram 2**  
The milestones in the process of Latin America's value added trade project



Source: Presentation prepared by José Durán, Chief of the Regional Integration Unit of ECLAC.

89. More specifically, the FEALAC project completed the assembly of a FEALAC Global input-output table, with a set of 79/71 countries, and 25/20 industries<sup>23</sup> and a multi-regional input-output table covering a set of countries of both regions and 35/38 sectors, with national interconnected input-output tables for countries of both regions and some other relevant partners. In addition, these databases were harmonized with and inserted in the structure of the OECD Trade in Value Added (TiVA) database, based on the unique converter between multiple value added trade initiatives that was created by ECLAC and ADB and establishes 25 common sectors.
90. From a purely technical point of view and measured at the output level, the project addressed and reduced information gaps as well as methodological and technical limitations with regard to the development and integration of national and multiregional input-output tables. In terms of their application for value chain analysis and simulations at both intraregional and interregional levels, the FEALAC project produced a total of nine studies and research papers, and two chapters of the ECLAC report *International Trade Outlook for Latin America and the Caribbean, 2020*, which addressed regional integration and gender inequalities in international trade, using data from the input-output tables analysis.
91. Moreover, the Regional Integration and Value Chain Analyzer (RIVA) was developed to enhance wider use of the input-output table data among policymakers, trade policy analysts and researchers, and to inform policy development and the promotion of global and regional value chains. The online platform, which offers an easy and user-friendly presentation of the complex data sets, disseminates analytical indicators at the level of countries and sectors.

<sup>23</sup> FEALAC input-output table structure for the base year 2011 covers 78 countries (18 Latin American and Caribbean countries, 61 ADB countries) and the rest of the world with 20/25 sectors and, on the other hand, 71 countries, the rest of Latin American and the Caribbean and the rest of the world for the base years 2007, 2011 and 2017 with 35/38 sectors. The project harmonized production and trade flows at different levels of aggregation, into 40 industries (Latin American and Caribbean input-output table), into 35/38 sectors (MRIO Asian countries), and 25/20 sectors for the integrated biregional and Global input-output table.

92. As envisaged in the implementation strategy, the outputs under EA1 were integrated, applied and disseminated within the capacity development component. For EA2, targets in terms of number of participants or overall scope have not been defined in the design and implementation plan. However, according to project records and interviewees, the project was successful in reaching more people and involving more participants, as planned. In particular, the number of participants in workshops and seminars increased considerably with the virtual modality. The number of training activities and participants is summarized below:

**Table 1**  
**Summary of participants/beneficiaries**

Total number of events (capacity-building, seminars or conferences)	Scope of events (national, regional or global)
16	3 biregional; 2 regional Latin America and the Caribbean; 2 regional Asia-Pacific; 8 subregional Latin America and the Caribbean; 1 global
Total and disaggregated number of participants	Countries of participants
976: 544 men and 422 women	FEALAC member States and other Asian countries; Europe, Middle Eastern and African countries

Source: Project records and available lists of participants.

93. It is important to note that capacity-building activities in the Latin American and Caribbean region have specifically targeted technical and managerial staff of national statistical offices, central banks and line ministries, while involving policymakers in regional seminars and meetings. In both regions academia and, to a lesser extent, the private sector were well represented, while in the case of training activities in the East Asia the main target group was researchers and trade policy analysts.
94. *The FEALAC project, measured by its delivery of activities, outputs and services, has achieved the expected accomplishments.* The extent to which the targeted and interested stakeholders have used and integrated the knowledge, skills and resources provided by the project, and the FEALAC project has triggered or contributed to changes, including at the policy level, is presented in the following sections. For the contribution analysis three levels of change have been analysed: (i) individual, (ii) institutional, and (iii) enabling environment.

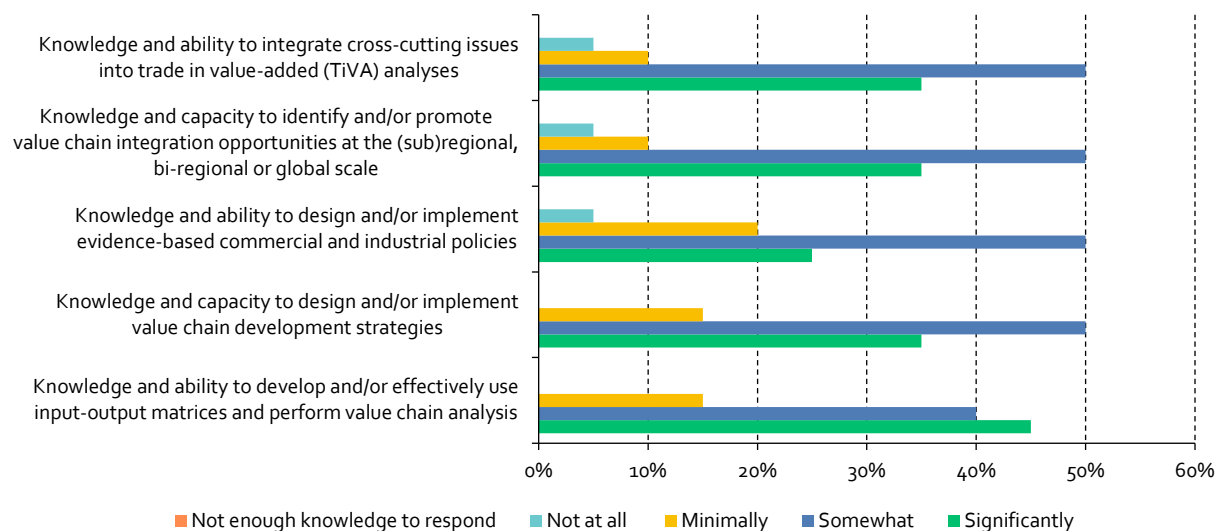
**Key finding 11: The FEALAC project has contributed significantly to the development and strengthening of individual capacities. These capacities have been largely integrated into the daily work of the main beneficiaries and have contributed to improving their performance and quality of their outputs.**

95. The knowledge and capacity-building component greatly benefited different stakeholder groups. In the Latin American and Caribbean region, among the main group of technical and managerial staff of statistical offices and central banks, interviewees said that they improved their knowledge, understanding and capacity to: (i) develop and effectively use national and multi-regional input-output tables and (ii) improve data quality, produce better analysis and generate evidence-based information on value chain integration to inform policymakers.
96. Several key informants stressed that they acquired a very deep knowledge of the input-output table methodology and valued the theoretical and practical approach as very useful. In this sense, they were able to incorporate the skills acquired into their daily work, improving the degree to which

they use and the quality of economic analysis through input-output tables. They were able to evaluate their tools and methodologies against benchmarks and quality standards, allowing them to adjust and set objectives for further development.

97. It was also acknowledged that the training and seminars involved personnel from relevant ministries who are users or potential users of input-output tables and that it was valuable for them to learn more about the tool's potential for planning and the type of analysis it supports. It was also useful to improve mutual understanding of the different perspectives and needs in the production and use of information and data. Interviewees widely agreed that it strengthened the awareness and buy-in for the input-output table as a planning tool.
98. Regarding training and seminars organized by ESCAP, only interviews (but no survey) were conducted with final beneficiaries of these activities. Nevertheless, they were acknowledged to contribute to access to new knowledge and tools for value chain analysis. In particular, the updated input-output tables and integrated FEALAC input-output table are of great importance for the work of trade analysts and researchers. It was also noted that research centres and universities have benefited from the project's knowledge resources, which have been integrated into economic studies coursework, according to interviewees.
99. The research work specifically supported the provision of action-oriented knowledge and examples of how input-output table analysis can support decision-making and trade policies. Interviewees confirmed specific interests in impact studies and simulations, such as the analysis of the reduction of trade barriers or the model developed in collaboration with the Global Trade Analysis Project (GTAP) that captures different scenarios and impacts of possible biregional agreements.
100. The survey results largely coincide with the information gathered in the interviews, as shown in figure 1. Considering that respondents are mainly economists, analysts and statistical officers, it is not surprising that policy and strategy design does not fall directly in their area of competencies. Overall, what stand out are the technical and methodological aspects and skills that have been enhanced. Although their work supports evidence-based decision-making and policy design, interviewees acknowledged having limited knowledge about specific policy actions. In addition, it was noted that the focus remained largely on the national level and, therefore, the use of national input-output tables for analysis and research was greater and had even increased due to improved capacities of national statistics offices and central banks. While the importance of the construction and availability of multiregional input-output tables or FEALAC input-output tables has been widely acknowledged, most of stakeholders interviewed agreed that their potential and their use to feed the analysis and policymaking processes at the national level needs more push and should be further exploited. However, it should be noted that researchers and the academic sector in have benefited greatly from access to these multiregional matrices for analysis, studies and coursework.

**Figure 1**  
**Responses to question 16: at the individual level, please rate the extent to which the project activities, publications and services have contributed to strengthening your knowledge and technical capacity in the following areas**



Source: Prepared by the evaluator, on the basis of the survey conducted for the evaluation.

**EQ6: How effective were the project activities and outputs in influencing evidence-based decision and policymaking?**

**Key finding 12: The institutional capacities to produce economic and value chain analysis have been improved to a good extent, which contributes to more reliable evidence for decision-making. However, the buy-in and interest of policymakers at the national and regional levels to effectively use input-output tables and value chain analysis as a policy planning tool varies across FEALAC member States. Regarding the enabling environment, relevant contributions have been the harmonization of data and sectors within the FEALAC input-output tables, increasing comparability and facilitating the integration of small developing countries into the global TiVA structure, and the effort towards the convergence on a global benchmark.**

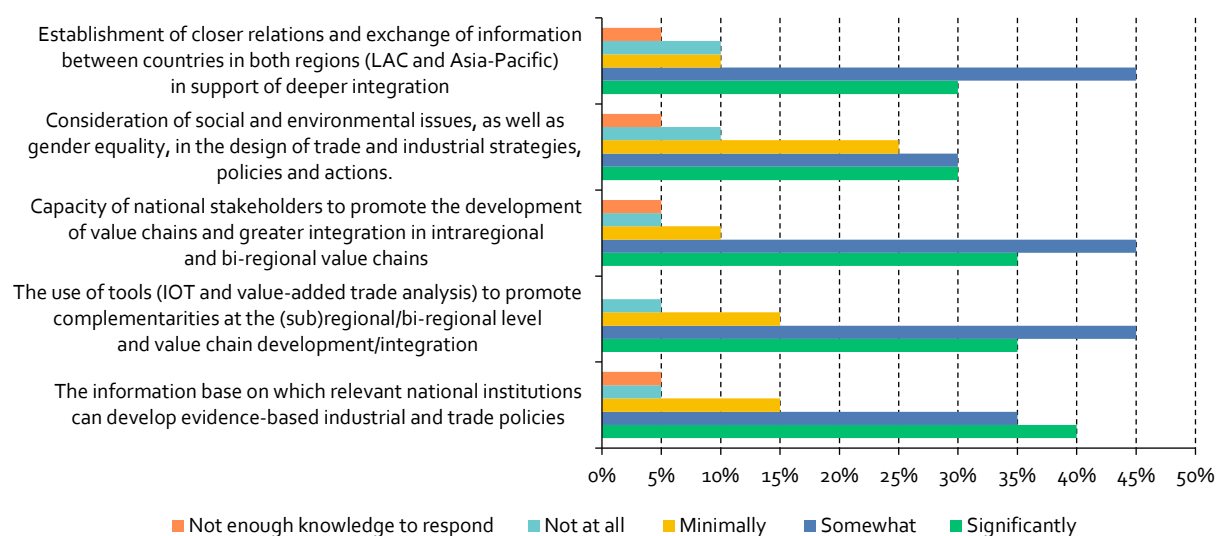
101. In line with the above, the data quality and expertise of national institutions in the FEALAC member States to inform and support evidence-based industrial and trade policies have increased considerably. National stakeholders interviewed unanimously stated that interest in and recognition of their institution's work has improved. The increase in the demand for information and enquiries reflects this. Moreover, the project enabled more staff to be trained in the input-output table methodology, which has been crucial for institutional strengthening.

102. Internal and external interviewees agreed that the project benefited Latin American and Caribbean countries in particular, in terms of the harmonization of data, the integration into the multiregional input-output tables, and the development and updating of subregional input-output tables (i.e. MERCOSUR, Andean Community, Pacific Alliance). Given the heterogeneity in the Latin American and Caribbean region, where countries are at different stages with regard to the development and use of input-output tables and the development of their statistical capacities in general, interviews confirmed that the activities equally benefited countries that were more advanced and countries that had less developed capacities at the start of the project. In this regard, several interviewees acknowledged having benefited from peer learning through good examples of input-output table use from exchanges with other countries and with international experts, as well as the regional or

global exposure they gained. Some of these examples are the use of simulators and development of dashboards by the National Institute of Statistics and Geography (INEGI) of Mexico to inform policymakers or the extended input-output table with environmental accounts and CO<sub>2</sub> emissions analysis developed by the National Administrative Department of Statistics (DANE) in Colombia.

103. The survey yielded high to good overall ratings for all aspects of national government capacity-building as a result of the project. The first three aspects outlined in figure 2 correspond to the expected accomplishments of the project. In this regard, 8 out of 10 respondents stated that the project activities strengthened their analytical capacities in terms of deepening the understanding and identification of their value chains in regional and biregional integration within Latin America and the Caribbean and/or Asia-Pacific. With respect to EA2, 35% of the respondents perceive a significant strengthening and 45% consider that capacities have increased somewhat.

**Figure 2**  
Responses to question 17: at the national level, please rate the extent to which the project activities, publications and services have contributed to strengthening the following areas



Source: Prepared by the evaluator, on the basis of the survey conducted for the evaluation.

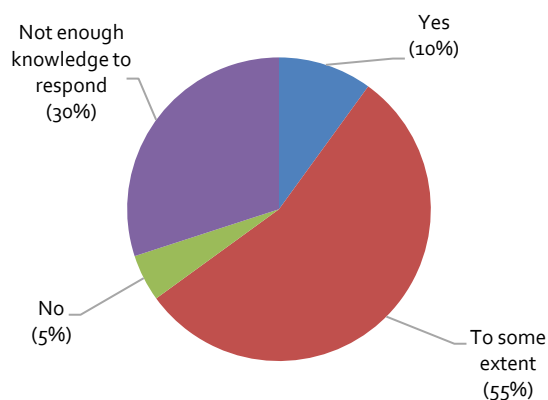
104. On the other hand, unsurprisingly, capacities to address cross-cutting issues, particularly social and environmental considerations, are not perceived to have been strengthened as much. These issues have not been strongly addressed, although disaggregated employment data and CO<sub>2</sub> emissions data have been integrated into the input-output table analysis to the extent possible, and presentations at several events included good examples of input-output table analysis with a gender or environmental perspective. In this regard, one respondent identified as a key contribution a better understanding of the impact of trade and regional integration on the country's macroeconomic performance, including the identification of those activities in which female labour is a determining factor.

105. Regarding the *establishment of closer relations and exchanges at the biregional level*, 45% of respondents consider that these have been strengthened to some extent, 30% responded significantly, while 10% responded both minimally and not at all. The interviews also revealed that, except for some biregional seminars, the exchange between the two regions was somewhat limited. This also applies to the knowledge resources, and especially to the RIVA platform, which appears to be less well known and

disseminated among FEALAC member States in the Latin American and Caribbean region, also owing to language barriers. Interviewees from the Latin American and Caribbean region recognized that the focus remains on the traditional trade partners, China, India, Japan and, increasingly, the Republic of Korea. Interest is growing in exploring new linkages, however, especially in digital services, technology and transportation. Making tools and studies available in English and Spanish, as in the case of the manual for economic analysis based on input-output tables, has been a necessary first step in the dissemination of data and indicators from the Latin American and Caribbean region to enable their application and use in similar analyses in Asia-Pacific countries. In this context, budget constraints have limited the possibility of translating all knowledge resources and tools.

106. *At the intraregional level*, more evidence for deepened relations and exchange has been found, and in particular thanks to the active involvement of the subregional integration mechanisms. They have been both hosts and co-organizers of events and beneficiaries of capacity-building activities. Most of the stakeholders interviewed agreed that support for and strengthening of subregional integration mechanisms have depended in the past on the political will and interests of governments. Interest in exploring intraregional economic integration through value chains has also varied among these schemes and countries. Strengthening statistical capacities at the regional level is a valuable contribution, and even more so the availability of an expanded and improved information base provided through subregional input-output tables.
107. In this regard, several interviewees stressed that input-output table analysis, at the subregional, regional and global levels, provided deeper evidence of trade linkages, as well as existing and potential backward and forward linkages in relevant industries and sectors. As one interviewee explained, even those who have been critical of integration within the Andean Community must recognize the evidence that the links between production systems and existing trade between member countries are generating significant benefits, including in terms of employment growth. Another key informant stressed that positive effects of integration are widely known, but the assembly of multiregional input-output tables helps to see them in a more tangible way. Thus, their use for economic impact assessments have increased in the past years. Their potential to address national and regional challenges has been a positive conclusion on which to base actions. In this regard, the survey results support the perception of interviewees regarding the project's contribution to improving integration among FEALAC member States at different levels (see figure 3).

**Figure 3**  
Responses to question 20: in your opinion, have the project's activities and services contributed to improving the integration of LAC and Asia-Pacific countries into intra- and biregional value chains?



Source: Prepared by the evaluator, on the basis of the survey conducted for the evaluation.

108. Despite this, several key informants still perceived a gap in the full uptake and use of multiregional input-output tables both at the level of decision- and policymakers in their governments and in subregional integration schemes. The focus on trade analysis based on the gross domestic product (GDP) formula continues to predominate in many FEALAC governments and among policymakers, according to interviewees. Great efforts have been made through the FEALAC project to raise awareness and provide evidence to inform national and regional trade and industrial and innovation policies, and to promote value chain integration at different levels.
109. Policy changes are slow processes influenced by different factors, interests and actors, and determined by the vision of the government in power. Still, the evaluation yielded some examples that show contributions at the political level or, at least to some extent, signs of political buy-in and commitment. For instance, different governments have conveyed requests to ECLAC for specific impact assessments to inform trade policies or trade agreement negotiations, and have conducted economic impact assessments in the past two years using subregional matrices. Countries such as Costa Rica, Guatemala and Mexico have conducted studies on trade relations and export potential within the region using input-output tables. The ministries of foreign and economic affairs of El Salvador and Chile organized a peer-learning mission in 2022 to learn about Chile's experience in expanding production linkages and global value chain integration. Moreover, in El Salvador specific analyses have been conducted with input-output tables to assess impacts of external shocks in order to inform mitigation strategies. The Government of Cambodia requested technical assistance to strengthen capacities in GVC analysis and to assess industries with most potential for integration. In the case of Ecuador, a study based on the general equilibrium model yielded relevant evidence that served as the basis for trade agreements with China and the Republic of Korea. It also supported decisions in the Andean Community with regard to trade relations with China and the investment in sensitive sectors.
110. *At the global level*, the FEALAC project has not only contributed greatly, but has also significantly boosted the Regional-Global TiVA initiative towards the harmonization of all TiVA initiatives (OECD, ECLAC, ESCAP, ADB, Eurostat and WTO). As highlighted by several key informants, the ECLAC input-output table initiative and, in particular, the progress made with the FEALAC project has added value to other TiVA initiatives. It has done so by: (i) developing and assembling harmonized and better disaggregated input-output tables for the Latin American and Caribbean and Asia-Pacific regions, (ii) helping to include unrepresented countries into other TiVA databases, (iii) improving data integration into the OECD global TiVA through unique sector converters, and (iv) fostering conceptual and methodological discussions among OECD group members on Regional-Global TiVA initiatives. ECLAC, along with the European Commission's Joint Research Centre, as co-chairs of the group, and in close collaboration with ADB, has strongly pushed for progress towards convergence on a global benchmark for input data.
111. In this regard, this initiative aims to promote harmonization and consistency in the compilation of global input-output accounts between different institutions and regions, enhancing their relevance and contribution to a more enabling environment and a level playing field. Interviewees emphasized the pioneering aspect of this challenging undertaking and its long-term benefits. These benefits include a common repository, more efficient use of resources and further development of countries' capacities in the compilation of national supply and use tables (SUTs) and input-output tables. And, not least, it will provide useful lessons and best practices for other global initiatives.

*EQ7: To what extent has the project contributed to other overarching strategies and goals, including actions aimed at enhanced intraregional and biregional integration, advancing the 2030 Agenda and the SDGs and addressing cross-cutting issues?*

*Key finding 13: While there was no specific focus or objective with respect to cross-cutting concerns, throughout, the project has generated opportunities to discuss and learn from emerging initiatives and has created interest and requests to further develop the input-output table tools with a gender and environmental approach.*

112. As mentioned in different sections of the report, the FEALAC project did not adopt a specific approach or implement concrete actions to contribute to cross-cutting issues and the SDGs, but nor did it ignore them completely. The document review, interviews and survey results generally indicate that the FEALAC project adhered to the principles and commitments to respect and promote human rights and gender equality. Parity in the participation of men and women has largely been sought and achieved. Nevertheless, the composition of speakers at events and seminars showed that there are still more men in senior positions in public institutions and that gender gaps persist in areas of international trade and value chain integration.
113. As mentioned before, gender and environmental data were collected and integrated in the construction of input-output tables and research work to the extent possible. However, internal and external stakeholders stressed significant data gaps in terms of availability and quality. At the same time, most interviewees admitted that more can and should be done to extend the analysis of input-output tables and value chains to gender and environmental issues to contribute to both national and global commitments. In reference to OECD or FIGARO databases that include more gender and environmental indicators, some interviews indicated that forthcoming ECLAC and ESCAP initiatives should prioritize support to countries to develop capacities to generate datasets for this type of indicators.
114. Some examples have been found of initiatives at the country level. Different countries in the Latin American and Caribbean region have taken steps such as collaboration with the private sector and business associations to obtain data on gender disaggregation at the company and supplier level, as well as in relation to CO<sub>2</sub> emissions. Chile, Colombia and Costa Rica are among those countries making efforts and progress in strengthening satellite accounts with environmental data and Peru is analysing the informal economies in which women are overrepresented. The Central American countries have initiated discussions to work on input-output tables with a gender approach, with Guatemala coordinating the work based on the preparation of a paper aimed at developing specific guidelines. Taking into account the urban-rural divide and the existing inequalities between regions, efforts are being made in Chile and Mexico to achieve greater disaggregation through the creation of regional input-output tables (i.e. at a decentralized level). Peru is also interested in taking this route.
115. Another example is interest in e-mobility and low-carbon transportation as an industry with potential intra- and interregional linkages in the value chain between Latin America and the Caribbean and East Asia, such as Colombia and Brazil. ECLAC has supported the analysis of input-output models in electromobility with resources from another project, as well as seminar on these issues. Other emerging topics of interest and areas of action for policies and initiatives offered opportunities to integrate cross-cutting issues that were not fully exploited. For instance, a gender perspective could have been integrated—or at least some attention paid to the digital divide or gender gaps—in studies such as the one on promotion of biregional value chain integration through digitally deliverable services.

116. With regard to the SDGs, while there is no clear evidence of specific contributions to raising awareness or linking the issues addressed to the 2030 Agenda, the FEALAC project undoubtedly supported the achievement of several SDGs. In particular, Goal 8 on decent work and economic growth, Goal 9 on industry, innovation and infrastructure and Goal 17 on partnerships are embedded in and addressed through the project. In this sense, the project's support for regional integration underscores the premise of addressing global challenges through partnerships and fostering sustainable economic growth that leaves no one behind.

## 4.5 SUSTAINABILITY

*EQ8: To what extent has the project promoted or implemented measures to enhance the sustainability of results (at the national, intraregional and biregional levels)?*

*Key finding 14: The continuity of the input-output table initiative is integrated at the institutional level, particularly in the medium- and long-term strategy of ECLAC and in the programme of work of the International Trade and Integration Division. Financial constraints and the lack of follow-up projects to finance the next steps and guarantee resources to respond to increasing requests from countries dictate the pace and scope of the input-output table initiative.*

117. As mentioned throughout this report, the input-output table initiative is a long-term effort of the International Trade and Integration Division of ECLAC. At the same time, the issues addressed in the FEALAC project remain at the core of the strategic frameworks of both commissions and the respective programmes of work of their trade divisions. In this regard, no explicit exit strategy was included in the project design or implementation plan. As the activities continued throughout 2021, such as the presentation of studies and different seminars, and including in 2022, it appears that they became part of the regular work plan. In fact, the evaluation revealed that many stakeholders were not aware of an official closure of the project.

118. Hence, since the closure, ECLAC and ESCAP have carried out and continued to promote follow-up and complementary activities, to varying degrees, largely subject to the availability of financial resources. This also included extending support to Caribbean countries to build input-output tables. The updating of the multiregional input-output tables with the base year 2018 and the continuous improvement and updating of the data included in the RIVA platform are among the main priorities. Translating resources into Spanish and English is another aspect that could further strengthen dissemination. The engagement and exchange with FEALAC member States in the Latin American and Caribbean region has continued for this purpose, as well as for the development of different studies and technical assistance requested by governments. However, some interviewees from national counterparts noted that follow-up communication from ECLAC has been limited regarding the progress of the input-output table initiative, which has been a shortcoming during the implementation of FEALAC as well.

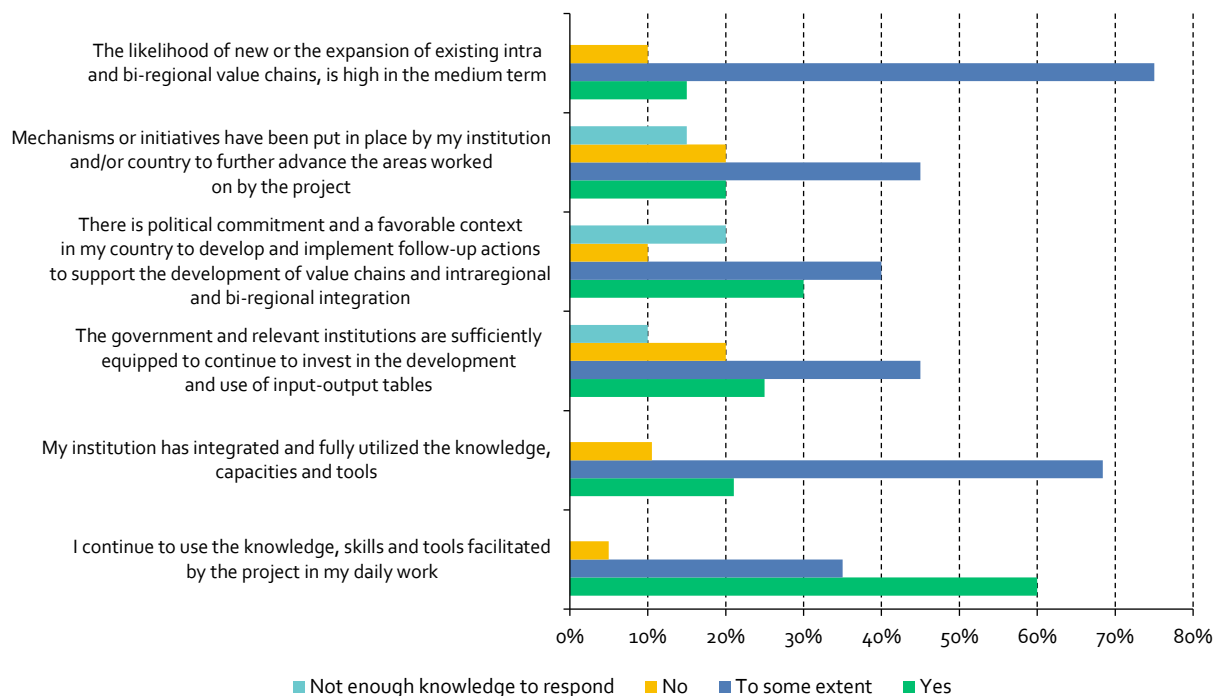
119. From the institutional perspective, the foundation and progress are sufficiently consolidated to build on the achievements of the FEALAC project so far. Financial resources remain the main constraint, as underlined by the internal key informants, which determines how fast and how far the initiative can be pushed. This also includes the capacity to respond to requests for specific support and technical assistance from FEALAC member States. Given the leadership role that ECLAC has assumed in relation to the Regional-Global TiVA initiative, continuity and multiplier effects can be expected in the short and medium terms.

**Key finding 15: The likelihood of sustained results at the national and regional levels varies depending on the commitment and interest of the respective governments and stakeholders. National statistical institutes and central banks generally show a high level of commitment and willingness to continue using and promoting the input-output table methodology. The possible perception of information and datasets as obsolete unless they are updated regularly is an additional constraint, in particular for those countries with weaker statistical capacities.**

120. In terms of the likelihood of sustainability among key project stakeholders, the main focus was on the integration and continued application of the knowledge, skills and resources provided by the FEALAC project. As mentioned earlier, institutional capacities, resources and investments in the development of national trade statistics vary greatly among FEALAC countries. The FEALAC project highlighted many of these differences, while offering more hands-on support and accompaniment to the countries with the greatest challenges in this regard. According to various interviewees, these countries will still need support and follow-up to fully integrate and implement the input-output table methodology.
121. Although high turnover in government institutions is a common pattern across the countries, continuity of staff in national statistical offices and central banks is largely more secure. Most interviewees have been with their respective institutions for an average of over seven years, and have moved from technical staff positions to senior advisory or management positions. That is an important condition to ensure sustainability. In this regard, the evaluation revealed the strong commitment of stakeholders and their interest in further developing their capacities to ensure data quality and expertise in trade in value added analysis to inform policies.
122. All of the interviewees confirmed the integration and use of methodologies and tools at the institutional level for different economic analyses. A good number of countries continue to update their data and input-output tables or at least the supply and use tables with certain regularity, while some continue to face challenges. Several interviewees stated that they had replicated the training internally and with different national stakeholders, and continued with peer learning and exchanges with other countries. Access to resources and training opportunities, including self-study, has been mentioned by several stakeholders as being of interest and value. In this sense, the ESCAP e-learning course is a sustainable investment, but this strategy could have been further leveraged by ensuring at least the Spanish translation of the training resources as well as the RIVA platform.
123. On the other hand, the initiatives mentioned in key finding 13 are another indication that there has been progress and a number of developments to strengthen the informational basis. However, some limitations were also mentioned, such as political changes and different government priorities, limited resources or the fact that more updated information is needed to continue to serve policy-making purposes. The majority of interviewees highlighted the need to have national and FEALAC input-output tables updated on a more regular basis; at least for the base year prior to the pandemic. Others considered it necessary to strengthen the analysis with regard to external shocks, including the war in Ukraine. The same is applicable to the studies: many interviewees agreed that they continue to be used as long as targeted stakeholders consider the data to be sufficiently up-to-date and relevant to respond to the current economic situation and global trade markets.
124. The survey results largely corroborate the perceptions and opinions shared by the interviewees. At the individual level, knowledge and skills seem to continue to be used, with 60% of respondents saying they continue to use them and 35% saying they use them to some extent (see figure 4).

Integration at the institutional level is perceived as lower, with 68% responding “to some extent”, 21% “yes” and 11% “no”. The lowest rates are observed in relation to government commitment and actions to continue using input-output tables for planning and policy development to enhance intra- and biregional value chain integration. However, there seems to be an understanding that these processes are slow and that there might be potential for deeper value chain integration in the medium term. Hence, 75% of respondents perceive this potential to some extent.

**Figure 4**  
**Responses to question 22: with respect to continuity, evaluate the following aspects**



Source: Prepared by the evaluator, on the basis of the survey conducted for the evaluation.

## 5. CONCLUSIONS

125. The FEALAC project “Value chain development for deeper integration of East Asia and Latin America” has been valuable, as it takes a new and more in-depth look into the barriers and opportunities for FEALAC member States to harness regional integration at different levels and increase their participation in regional and global value chains. In light of new scenarios and emerging opportunities for developing economies, access to reliable data and evidence to inform trade and industrial policies is a key issue for developing countries. Therefore, strengthening the informational base and institutional capacities with new approaches, methodologies and research that assess the linkages of economies in a regional and global context and provide policy guidance fills important gaps, especially for smaller countries in both regions.
126. Through the FEALAC project, ECLAC and ESCAP underscored their mandates to contribute directly to decision-making by the countries’ policymakers through appropriate technical tools and evidence-based research supported by the economic structures and realities of the FEALAC countries. Input-output tables are, in this sense, the heart of any economic analysis and a crucial basis for informed decision-making.
127. Some of the strengths of the FEALAC project lay in its capacity to adapt and respond to different emerging and evolving contexts and needs, as well as to the heterogeneity among FEALAC member States. It played a bridging role in bringing the two regions closer together by generating an empirical basis for substantial dialogue and incentives to enhance existing linkages and explore potential value chains, while also supporting intraregional/subregional integration in Latin America in particular.
128. Another crucial and distinctive strength of the FEALAC project was its approach to partnerships and collaboration between institutions, leveraging synergies and setting good examples for sharing resources and generating value added for other initiatives and for achieving common interests and goals. In this regard, it certainly supported the Goal 17 partnership commitment and the objectives of the commissions to work more closely together to promote regional integration and to address common sustainable development challenges.
129. The project’s shortcomings are mainly linked to its design and operational nature. This includes the complexity of developing and implementing parallel implementation strategies between both commissions, in light of an overall project design influenced by preceding actions around the ECLAC input-output table initiative. Furthermore, the results framework and indicators, mainly activity- and output-oriented, were another weak aspect, while the project objective was overly ambitious considering the time, scope and resources available. In terms of operationalization, both organisations were well equipped, highly experienced and committed to carrying out this biregional and collaborative initiative. Their institutional processes and procedures were streamlined overall, and dialogue was sought continuously to overcome challenges in a collaborative manner. However, it would have been beneficial to pay more attention to the creation of a governance structure, joint planning processes, and a defined monitoring and evaluation strategy. There has also been some room for improvement in internal and external communication mechanisms, learning and ongoing stakeholder engagement.

## RELEVANCE

130. In the evaluator's opinion, the project was well aligned with the priorities and interests of FEALAC and its member States, as it aimed to bring the two regions closer together, generate better mutual understanding and economic dialogue, and enhance opportunities for new and strengthened trade relations. However, it is concluded that the relevance of the project was greater for FEALAC member States in the Latin American and Caribbean region. Despite the growing weight of Asia-Pacific as a trading partner, there were major gaps for Latin America compared to Asia-Pacific, such as: (i) the trade structure being almost entirely inter-industry with few investment linkages, (ii) limited intraregional trade linkages and poor overall value chain integration, and (iii) the asymmetric relationship with Asia-Pacific in general (i.e. trade tariffs and barriers).
131. The project was largely aligned with the interests of subregional integration schemes, as well as perspectives of other regional and global TiVA initiatives. In addition to the main stakeholders targeted by the capacity-building component, i.e. relevant public institutions generating statistics and analysis and the policymakers as their users, the interests of academia, researchers and trade policy analysts were well served.
132. The project was aligned with the mandates and strategic frameworks of both ECLAC and ESCAP. The thematic areas correspond to the strategic lines of the subprogrammes for which the implementing divisions are responsible, while also supporting other subprogrammes. To a great extent, the work carried out aligned with the topics and methodologies of previous work, in particular the input-output table initiative initiated in 2010 by ECLAC. The FEALAC project provided continuity and complemented the previous work of the divisions and offices in Latin America, and the overall approach and focus on the input-output table methodology responded more clearly to ECLAC vision and priorities. As for ESCAP, it played its role in generating innovative and action-oriented knowledge, but the evaluator concludes the project design made it challenging to adequately represent the Commission's mandates, perspectives and approaches in this joint endeavour. The teams made a concerted effort to harmonize regional priorities with the project's collaborative nature. Overall, both commissions were receptive and collaborative and, thanks to a flexible design, the project adapted well to the emerging opportunities and the changed context of the pandemic, and even became more relevant.

## EFFICIENCY

133. The previous experience of joint work, good relationships and the interest in collaboration between the implementing divisions provided a good foundation for the implementation of the project. However, the evaluation found a less structured and clear approach to their joint management, which in the end favoured ECLAC as the leader rather than ensuring co-responsibility and the full harnessing of comparative advantages. The implementation arrangements, although not fully clarified internally and externally (i.e. in relation to the FEALAC Cyber Secretariat, collaborators, partners and counterparts), were sufficiently functional, generally responsive and served to implement the project efficiently. The main weaknesses identified relate to monitoring of progress, evaluation, including stakeholder engagement and feedback, accountability and reporting. Communication and dissemination have met their main objectives of sharing knowledge products and information, but there has been room for improvement in terms of outreach and more active participation of project stakeholders.

134. The resource allocation was assessed overall as adequate to achieve the expected outcomes, particularly through the hiring of consultants and travel, while more resources could have been dedicated to support staff for administrative tasks, monitoring and communication. The project activities and outputs achieved very high ratings in terms of overall satisfaction with the modality of implementation and fulfilment of their purposes. Data collected confirmed that technical assistance services, capacity development and products delivered were of high quality, delivered in a timely and reliable manner, and in particular providing cutting-edge knowledge, methodologies and approaches. The technical expertise and the added value of their in-depth knowledge of the respective regions, networks and relationships at multiple levels are characteristic of the excellence-oriented work of both commissions.
135. In the evaluator's opinion, the project ensured not only high value for money, but also efficiency gains through its partnership approach, which in many ways is pioneering in terms of inter-institutional cooperation that adds value to different TiVA initiatives and organizational priorities and objectives. The FEALAC project significantly boosted the work and positioning of the regional commissions in these areas and topics, together with its main partner, ADB.

### EFFECTIVENESS

136. The project was successful in achieving both expected accomplishments. The project's indicators of achievement were not fully appropriate to adequately assess the project effectiveness and capture contributions at the outcome level, i.e. policy dialogue and influence. In addition, they were not measured throughout the implementation and project closure. However, in the evaluator's view, the strengthening of the informational basis for informing trade and industrial policies has far exceeded the anticipated goals.
137. The updating and improvement of national, subregional and regional input-output tables and the assembly of the FEALAC input-output table that merged the ECLAC Latin American input-output table and the ADB MRIO and the creation of a unique sectoral converter is a major achievement and contribution not only with respect to FEALAC member States but also at the global level and for intraregional integration. The assembly of this large database of FEALAC global input-output tables comprising a set of 79/71 countries, and 25/20 industries, as well as a multiregional input-output table of both regions with 35/38 sectors, complement other global TiVA initiatives.
138. The conceptual and methodological contribution is remarkable, considering the effort to harmonize sectors and indicators, and to ensure the representation and insertion of smaller developing countries, which until now were not part of the overall OECD TiVA structure. Even more noteworthy is the leadership role that ECLAC, in close collaboration with ADB and the European Union Joint Research Centre, has taken within the OECD Regional-Global Trade in Value Added initiatives group. The project has stimulated the debate and provided an example of the convergence between the input-output table initiative of ECLAC and ADB and its benefits. In this sense, it constitutes a relevant contribution to push the Regional-Global TiVA initiative towards the convergence of a global benchmark of input-output components.
139. In terms of strengthening institutional capacities to effectively use input-output tables and the results of value chain analyses to inform industrial and trade policymaking, the evaluation found that the combination of capacity-building, seminars and peer exchanges, and the applied studies that have been produced, have largely been effective to achieve this outcome. Evidence on individual and

institutional strengthening has been strongest for stakeholders in the Latin American and Caribbean region, which is due to its targeted and tailored approach, including technical assistance provided to national statistical offices and central banks. Notwithstanding, the generation of knowledge resources, including the e-learning course on global value chain analysis, and the RIVA platform adapted for easier and simpler access to information on the contribution to or dependence on imports or exports of 72 economies in 38 sectors, are very valuable contributions to the work of researchers, trade analysts and policymakers. There was scope to further strengthen the dissemination of these tools and resources—in particular the RIVA platform and some relevant studies—and to make them available in English and Spanish.

140. The FEALAC project laid a foundation, particularly in terms of raising awareness and disseminating the input-output table methodology as a policy planning tool. It generated interest and, to some extent, incentives for policymakers to seize the opportunities and address the barriers to integration into regional and global value chains. The evaluation found that the institutional strengthening of trade statistics and analysis providers has helped to position them better and, to some extent, raise governments' awareness of the importance of investing in statistical capacities and in trade and business intelligence units. In addition, although opportunities to foster greater discussions among stakeholders at the biregional level were not fully explored, an increased level of dialogue, discussions and interest in integration at the subregional and regional levels in Latin America is a positive benefit generated by the project.
141. There is still a long way to go. The FEALAC project focused mainly on the creation and expansion of input-output table databases and creating the capacities to use them. A strategic approach is clearly needed to consistently reach the level of decision- and policymakers, taking into account the constraints of political changes and staff turnover. This involves addressing the challenge of bringing suppliers and users together to effectively support policy and strategy formulation processes through the use of input-output tables and value chain analysis. Still, the evaluation found good examples and evidence of government buy-in and interest in technical assistance and conducting more comprehensive impact assessments in relation to trade agreements or the removal of trade barriers. The FEALAC project studies, with cutting-edge approaches to simulations and impact assessment, and the fact that they addressed emerging issues (i.e. post-COVID-19 recovery, digital trade services, and so on) have certainly supported this growing demand, and ECLAC has largely responded to these requests.

## SUSTAINABILITY

142. There are encouraging signs regarding the sustainability of the results of the FEALAC project, as the knowledge resources continue to be used and disseminated by ECLAC and ESCAP, and both institutions have kept committing resources to updating the main tools, the input-output tables and the RIVA platform, since the closure of the project. As this is a long-term strategic approach and integrated into the work program of the International Trade and Integration Division of ECLAC, continuity in building on the results and continuing to develop capacities in Latin American and Caribbean member States is largely assured, despite financial constraints.
143. At the national and regional levels, the evaluation found that sustainability depends to a large extent on the country context and the priorities and commitment of governments to further strengthen statistical capacities, and to opt for investments and actions geared towards value chain integration. There have been many positive examples of Latin American countries exploring

emerging opportunities and deepening their understanding of production systems and trade linkages to address key barriers and shortcomings, with regard to both intraregional and interregional integration. The key national counterparts for the production and application of input-output tables and value chain analysis are showing considerable interest and a high-level commitment to strengthening data quality to enable more comprehensive analyses and simulations. The relative stability of staff in these institutions favours sustainability.

144. The assessment has confirmed the continued use and application of research tools, methodologies and studies among researchers and the academic community. However, to remain relevant and of interest to stakeholders, input-output table databases need to be regularly updated with reliable datasets, which some countries are able to provide, but for which others continue to rely on or require external support.

### CROSS-CUTTING ISSUES

145. The FEALAC project adhered to principles and commitments to gender equality, human rights, disability inclusion and environmental concerns, but did not integrate a specific approach or actions to contribute to specific objectives. In this sense, it was neutral in terms of adhering to principles but not targeting cross-cutting issues in accordance with the classification of gender, human rights or disability markers, or targeting them only to a limited extent. Nevertheless, the evaluation found that there was a good understanding and interest expressed in addressing and integrating gender and environmental perspectives into input-output tables and value chain analysis. The availability of reliable data to feed into gender and environmental indicators remains a major constraint.
146. Several countries in the Latin American and Caribbean region are making efforts to link different satellite accounts to input-output tables to assess issues related to the inclusion of women and women-led enterprises in different industries, trade and value chains, as well as CO<sub>2</sub> emissions and climate change actions. Seminars and peer learning events provided an opportunity for countries to discuss these initiatives. In the evaluator's view, there was scope to make these good practices more visible or to reflect specific gaps in the studies conducted. On the other hand, in terms of the SDGs, the FEALAC project was linked to and contributed to several of the Goals, although the contributions could also have been made more visible in project activities for the purpose of awareness-raising and mainstreaming in relation to the SDGs.

## 6. BEST PRACTICES AND LESSONS LEARNED

### 6.1 BEST PRACTICES

*(a) Continuity of the work of ECLAC on the input-output table initiative as a strategic investment in long-term contributions and impacts*

147. The effort and investment made by ECLAC on a multi-country trade in value added initiative in Latin America and the Caribbean for over a decade has not only allowed it to gradually achieve recognition and buy-in for the input-output table methodology for analysing trade and value chains in the member States and in the region as a whole, but also to position the work at the global level. As a highly recognized, forward-thinking and innovative institution that sets quality standards and provides cutting-edge knowledge, the consistency in advancing this strategic and methodological approach has proven to influence national efforts to invest in developing input-output tables and in more reliable and higher-quality trade data and statistics.

*(b) Importance of making national counterparts an active and responsible part of the process and engaging stakeholders from different sectors*

148. Relations with national counterparts have deepened in recent years since the input-output table methodology began to be implemented. Treating them as more than just data providers and users of the results has been crucial to gain support and establish more effective collaboration and conversations. This includes actively involving them in presenting and showcasing their work and best practices in regional settings, as well as supporting the visibility of statistical offices and central banks as co-organizers of events at the national level with policymakers and other sector stakeholders. In addition, the engagement of the private sector and academia in multi-stakeholder activities has proven to have a positive effect in terms of closer collaboration, investments in statistics and research, and policymaking.

*(c) Working with partners across regional and global initiatives and leveraging synergies can help expand results and enhance sustainability*

149. Moving from good intentions of collaboration between multilateral organizations to substantive partnership and joint initiatives is a good practice in itself and sets examples of how it can support both institutional and common objectives and interests and provide efficiency gains. The project represents a strong example of strategic investment in partnerships and of the added value that can be generated by ensuring compatibility with other global input-output table initiatives and leveraging resources and comparative advantages from the national to the global level. Despite the different institutional bureaucracies and political sensitivities, the active engagement of subregional integration mechanisms in the project has provided another example of the relevance of these mechanisms and the added value of integration to achieve common goals. In addition, the multilateral dialogue and collaboration efforts towards convergence on a global benchmark in the compilation of global input-output accounts among different institutions and regions is a challenging undertaking, but one that can be used for learning and potential replication in other areas.

*(d) Hiring of experts with extensive networks in national institutions and other sectors facilitates engagement, access to information and appropriate treatment of data sources*

150. Given the heterogeneity and complexity of the data in each country, and the need for harmonized data to feed into the multi-country value added trade initiative, the involvement of experts with extensive experience and contacts in the respective national statistical institutes and other institutions has been crucial to facilitate the data collection processes and ensure the proper treatment of each data source. Their networks beyond public institutions, in particular with academia but also the private sector, also enabled the engagement and dissemination of project results to a wider audience. The high-level expertise of the consultants and researchers has highlighted the innovative and excellence-based approach of both ECLAC and ESCAP to knowledge generation, while also generating added value for these experts and their work.

## 6.2 LESSONS LEARNED

*(a) Defining realistic timelines, scope and objectives for a project that contributes to broader and long-term strategies*

151. Although the project was part of a broader strategy and complemented other initiatives of both commissions, attention must be paid to the feasibility of the objectives and expected results within the duration of the project cycle and to defining where it begins and where it ends. Hence, the use of a programme-based approach or a theory of change to align the strategic frameworks and subprogrammes of the commissions with the various projects would have helped to better understand and make clear the scope of what could be achieved with the FEALAC project resources and how this would contribute to overarching goals, such as evidence-based decision-making and policymaking to address countries' development challenges and gaps through appropriate technical tools and knowledge.

*(b) Importance of planning the inception phase and establishing the expectations of stakeholders involved*

152. In most projects, time gaps occur between design, approval and implementation stages, and these must be taken into account, as must the initial project review and planning process. Tailoring the project to the evolving context, stakeholder interests and expectations, as well as establishing expectations between implementing and funding entities, should always be a priority during the inception phase. This process should lead to agreement on a defined project governance structure and an implementation plan that can be monitored and measured.

*(c) Making more effective use of communication and different networks for engagement and dissemination purposes*

153. To support deeper intraregional and interregional integration, investment is needed in more than the standard project communication to foster ongoing discussions, engagement and relationship-building. Long periods without communication and follow-up information on the project, its progress and outputs can easily lead key stakeholders to lose interest. Investing resources in communication support, defining appropriate tools to keep stakeholders informed and engaged, and involving collaborators, consultants and other interested parties in the dissemination of project results and studies and/or showcasing their use should be part of a strategy that supports implementation, accountability and learning.

***(d) Highly technical capacity development efforts require time investment, in-person activities and follow-up***

154. Although the virtual modality of meetings and events has proven to be fit for the purpose, for highly technical capacity-building activities it does not outweigh the benefits and effectiveness of face-to-face engagements. Multiday intensive workshops conducted under the project have provided not only good learning outcomes, but helped networking and spillover effects. However, without follow-up, ongoing exchange and refresher sessions, the effective application of knowledge and skills can be compromised. The investment in e-learning courses, recorded sessions and online Q&A spaces helped reduce this risk. Thus, the hybrid modality is best suited to the purpose, while allowing the activities to reach a broader audience.

## 7. RECOMMENDATIONS

155. The following recommendations arise from findings and conclusions of the evaluation and take into consideration feedback and the consensus they generated among stakeholders consulted.

*Recommendation 1 (based on findings 4 and 14, conclusions linked to effectiveness and sustainability, and lesson learned a.)*

*To the ECLAC International Trade and Integration Division (with the support of the Programme Planning and Operations Division): For the future development of the input-output table initiative, develop a programme-based approach with a medium- and long-term vision that is coordinated with subprogrammes of work and existing and potential project portfolios, and includes relevant indicators to measure contributions to the overarching objectives.*

156. Based on the outline of next steps for the input-output table initiative and the interests and demands expressed by stakeholders, there are clear opportunities to build on the foundations created. This includes further coordinating issues of interest for economic policymaking and addressing other relevant concerns, such as the integration of a gender and environmental perspective into the input-output table analysis. Regardless of the source of funding to further the input-output table initiative (e.g. Development Account or FEALAC funding), consideration should be given to moving away from a project-based to multi-year programme-based design that outlines clear and realistic objectives, milestones and funding needs for each stage. A results chains model would serve to illustrate areas of control and interconnections with other complementing initiatives, including external ones. More attention should be paid to the design of specific, measurable, assignable, realistic, and time-related (SMART) indicators at the process and outcome-level and they should be aligned with those of the strategic framework and work subprogrammes. Alignment and measurement of contributions to the overarching objectives should be prioritized.

157. It is also recommended to set up brainstorming sessions with consultants who have been involved in providing services or conducting studies. With their in-depth knowledge of country contexts and institutions or expertise in specific thematic areas, they can support programmatic discussions on the way forward or provide recommendations on where to focus investments based on the learning gained.

*Recommendation 2 (based on findings 2, 4 and 7, conclusions linked to relevance and efficiency and lesson learned b.)*

*To ECLAC and ESCAP divisions (with the support of the Programme Planning and Operations Divisions): For potential future joint initiatives, ensure co-responsibility in the process of designing and drafting the proposal, and generate spaces for dialogue and substantive discussions, so that visions can align better, and expectations be clarified from the outset. In addition, consider the implementation arrangements and governance structure early in the design and planning process.*

158. The design and planning process should be based on agreed standard operating procedures or guidelines for interinstitutional or consortium project management. Pay attention to defining the expectations of all parties involved, including in relation to representation and joint engagement with the funding entity. Establish clear commitments and implementation arrangements, as well as

an outline of the governance and operational structure under which the project will be guided and executed. Regardless of the distribution of funding resources or the activities and services for which each institution, attention should be paid to the principles of a partnership among equals that ensures effective information-sharing, communication and mutual accountability.

***Recommendation 3 (based on findings 1, 8 and 10, conclusions linked to efficiency and effectiveness)***

***To ECLAC (with the support of Programme Planning and Operations Divisions): Strengthen project cycle management, particularly in terms of risk analysis and defining and implementing a consistent monitoring, evaluation, accountability and learning framework and activities. Ensure sufficient follow-up and quality assurance support from the programme division to the implementing divisions of each entity for project progress monitoring and reporting.***

159. A monitoring, evaluation, accountability and learning framework should be part of the design or conceived at the inception phase, involving the establishment of means, methods and activities to consistently monitor progress, identify bottlenecks and adjustment needs, and measure performance indicators in accordance with defined reporting timelines. A more comprehensive risk analysis and measures to address potential bottlenecks and constraints is also a relevant tool for more robust progress monitoring. Attention should be paid to the integration and measurement of indicators at the results level, and it is advisable to use them in line with the indicators established in the monitoring and evaluation framework defined for the subprogrammes of work and the overall strategic framework of the commissions.

160. It is also recommended to define the needs for operational and MEAL support from the Programme Planning and Operations Divisions early in the planning stage and establish a follow-up plan for the implementation. Quality control of the logical framework design and indicators should ensure internal and external coherence and the suitability of indicators to reflect the project's desired outcomes at all levels. Quality assurance procedures must be in place for the review and validation of reports to ensure that indicators of achievement are adequately measured and reported, and that relevant information on performance has been collected and systematized. In addition, consider reviewing beneficiary counting tools and participant records to generate consolidated databases with relevant information disaggregated for proper follow-up and reporting.

***Recommendation 4: (based on findings 9, 11, 12 and 14, conclusions linked to efficiency, effectiveness and sustainability, and lessons learned d.)***

***To the ECLAC International Trade and Integration Division: Consider the possibility of translating the training resources created by ESCAP into Spanish and the resources to accomplish this. For future projects, explore the options of developing more self-paced e-learning courses to complement and support face-to-face training, as well as refresher sessions and follow-up communication two to three months after training is completed.***

161. In order to ensure further dissemination of the resources created under the project, invest in translation into Spanish, particularly of the RIVA platform. For capacity-building activities in complex and highly technical subjects and methodologies, it is important to include some follow-up activities. These can be a space for questions and answers, online feedback sessions on the use and difficulties in the application of methodologies and tools, which also enable learning by participants, or refresher sessions. In addition, it is recommendable to create incentives for participants to report on learning (including failure stories), application and benefits. References of use could be shown in research and policy documents, learning and good practices could be synthesized in case studies and disseminated through the project's communication activities.

**Recommendation 5: (based on findings 9 and 11, conclusion linked to effectiveness and lesson learned c.)**

*To ECLAC and ESCAP divisions: Ensure that a communication and dissemination strategy and activities are defined at the design or inception phase in line with the objectives and scope of the project. In the case of projects with a broad geographic scope and a significant number of studies, knowledge resources, as well as capacity-building activities, communication and dissemination should be prioritized more strongly. Consider investing more resources, including support staff, to help develop communication tools, produce regular information and communication on updates, highlights and products of the project, and engage stakeholders and target groups more interactively.*

162. In order for communication and dissemination to be more effective and prioritized in future projects, it is important to consider a budget for activities and other support costs in project design. Although project activities and resources are disseminated through institutional websites, project stakeholders may not be aware of them or may not consult them regularly. For regional projects, to keep project stakeholders informed and interested, consider creating summaries and visual content with relevant updates and links to knowledge resources and more detailed information to be distributed through mailing lists. Moreover, for publications and dissemination, make use of Google Analytics data and track references in research papers.

**Recommendation 6: (based on findings 3 and 13, conclusion linked to cross-cutting issues)**

*To ECLAC and ESCAP divisions: Ensure that cross-cutting issues are integrated and covered in the project document and consider applying markers to identify the level and type of contribution that is envisaged. Give more attention to cross-cutting issues and SDGs, including good examples and relevant contributions in project activities and outputs, and strengthen reporting on these.*

163. In the case of highly technical projects, it is still relevant and necessary that the project document define and explain how and to what extent cross-cutting issues are addressed. It is not necessarily negative to mark a project as neutral, i.e. with no specific objectives or actions regarding gender equality and women's empowerment, but this should be identified and justified in the project document. This will help ECLAC and ESCAP to track and measure the contributions that projects are expected to make with regard to the cross-cutting issues. Make sure that these descriptions, as well as the reporting on them throughout the project, are not generic or limited to aspects of equal participation, but critically assess the project's capacity or constraints in terms of integrating and addressing cross-cutting concerns consistently.

## 8. ANNEXES

ANNEX 1	SUMMARY OF THE TERMS OF REFERENCE
ANNEX 2	STAKEHOLDER MAP
ANNEX 3	EVALUATION MATRIX
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## ANNEX 1 SUMMARY OF THE TERMS OF REFERENCE

### TERMS OF REFERENCE

#### Assessment of the FEALAC Project Value Chain Development for Deeper Integration of East Asia and Latin America

#### I. Introduction

1. This assessment is out in accordance with the General Assembly resolutions 54/236 of December 1999, 54/474 of April 2000 and 70/8 of December 2015, which endorsed the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME) and its subsequent revisions. In this context, the General Assembly requested that programmes be evaluated on a regular, periodic basis, covering all areas of work under their purview. As part of the general strengthening of the evaluation function to support and inform the decision-making cycle in the UN Secretariat in general and ECLAC in particular and within the normative recommendations made by different oversight bodies endorsed by the General Assembly, ECLAC's Executive Secretary is implementing an evaluation strategy that includes periodic evaluations of different areas of ECLAC's work. This is therefore a discretionary internal evaluation managed by the Programme Planning and Evaluation Unit (PPEU) of ECLAC's Programme Planning and Operations division (PPOD).

#### II. Assessment Topic

2. This assessment is an end-of-cycle review of a project aimed at enhancing the integration of FEALAC countries into intraregional and bi-regional value chains.

#### III. Objective of the Assessment

3. The objective of this assessment is to review the efficiency, effectiveness, relevance, and sustainability of the project implementation and more particularly document the results the project attained in relation to its overall objectives and expected results as defined in the project document.

4. The assessment will place an important emphasis in identifying lessons learned and good practices that derive from the implementation of the project, its sustainability and the potential of replicating them to other countries.

5. The lessons learned and good practices in actual project implementation will in turn be used as tools for the future planning and implementation of projects.

#### IV. Background

##### The project

6. The project under evaluation was funded by the Forum for East Asia-Latin America Cooperation (FEALAC). It was implemented by the Economic Commission for Latin America and the Caribbean (ECLAC) (lead agency) and Economic and Social Commission for Asia and the Pacific (ESCAP).

7. The duration of this project was two years, having started activities on January 2018 to December 2020. The budget for the project totaled US\$455,390. Progress reports were prepared on a yearly basis.

8. The project's objective as stated above is "enhance the integration of FEALAC countries into intraregional and bi-regional value chains."

9. The expected accomplishments were defined as follows:

- EA1 Strengthened informational basis on which national institutions in FEALAC countries can develop evidence-based industrial and trade policies to support their integration into existing and potential intraregional and bi-regional value chains.
- EA2 Enhanced capacity of national institutions to formulate reliable and consistent estimates of their current and potential integration into the fragmented and internationally distributed production processes to inform industrial and trade policy using input-output tables and the results of value chain analyses.

10. To achieve the expected accomplishments above, the following activities were originally planned:

A1. The updating of FEALAC country national input-output tables for 2014 or the most recent year for which information is available.

A2. The harmonization and insertion of national input-output tables into the OECD TiVA database structure to include East Asian and Latin American FEALAC member countries that are not already incorporated.

A3. Studies on the potential to deepen existing and create new intraregional value chains in East Asia and Latin America, respectively (2).

A4. Seminar to review the studies on intraregional value chains (2).

A5. Study on the potential for the deepening and creation of bi-regional value chains between East Asia and Latin America (1).

A6. Studies simulating the effects of possible bi-regional agreements between East Asia and Latin America (3).

A7. Meeting to review the findings of bi-regional studies and to identify the way forward for deeper integration between East Asia and Latin America (1).

A8. Capacity building activities to facilitate the integration of FEALAC countries into intraregional and bi-regional value chains (3).

A9. Publication summarizing the intraregional and bi-regional studies (1).

A10. Development and diffusion of an online interface for the IOT database (1).

11. The stakeholders were relevant institutions within FEALAC countries (mainly ministries of commerce, trade and industry or those with similar functions).

## V. Guiding Principles

12. The evaluation will seek to be independent, credible and useful and adhere to the highest possible professional standards. It will be consultative and engage the participation of a broad range of stakeholders. The unit of analysis is the project itself, including its design, implementation and effects. The assessment will be undertaken in accordance with the provisions contained in the Project Document. The evaluation will be conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG).<sup>1</sup>

13. It is expected that ECLAC's guiding principles to the evaluation process are applied<sup>2</sup> In particular, special consideration will be taken to assess the extent to which ECLAC's activities and outputs respected and promoted human rights.<sup>3</sup> This includes a consideration of whether ECLAC interventions treated beneficiaries as equals, safeguarded and promoted the rights of minorities, and helped to empower civil society.

14. The evaluation will also examine the extent to which gender concerns were incorporated into the project – whether project design and implementation incorporated the needs and priorities of women, whether women were treated as equal players, and whether it served to promote women's empowerment.

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<sup>1</sup> Norms and Standards for Evaluation, UNEG, June 2016. <http://www.unevaluation.org/document/detail/1914>. UNEG Ethical Guidelines for Evaluation, UNEG, June 2020. <http://www.unevaluation.org/document/detail/2866>.

<sup>2</sup> See ECLAC, "Preparing and Conducting Evaluations: ECLAC Guidelines" (2017) and ECLAC, "Evaluation Policy and Strategy" (2017) for a full description of its guiding principles.

<sup>3</sup> For further reference see UNEG "Integrating Human Rights and Gender Equality in Evaluations" (2014). <http://www.unevaluation.org/document/detail/1616> and "Guidance on Evaluating Institutional Gender Mainstreaming" (2018) <http://www.unevaluation.org/document/detail/2133>.

15. Other concerns to be integrated into the evaluations are disability inclusion, and environmental issues. Moreover, the evaluation process itself, including the design, data collection, and dissemination of the assessment report, will be carried out in alignment with these principles.<sup>4</sup>

16. The evaluation will also include an assessment of the project's contribution to the achievement of the Sustainable Development Goals (SDGs).

## **VI. Scope of the assessment**

17. In line with the assessment objective, the scope of the assessment will more specifically cover all the activities implemented by the project. The assessment will review the benefits accrued by the various stakeholders in the region, as well as the sustainability of the project interventions. The assessment will also review the interaction and coordination modalities used in its implementation within ECLAC, between ECLAC and ESCAP, and between/among other co-operating agencies participating in the implementation of the project.

18. In summary, the elements to be covered in the assessment include:

- Actual progress made towards project objectives.
- The extent to which the project has contributed to outcomes in the identified countries whether intended or unintended.
- The efficiency with which outputs were delivered.
- The strengths and weaknesses of project implementation on the basis of the available elements of the logical framework (objectives, results, etc.) contained in the project document.
- The validity of the strategy and partnership arrangements. Coordination within ECLAC, and with other co-operating agencies (ESCAP).
- The extent to which the project was designed and implemented to facilitate the attainment of the goals.
- Relevance of the project's activities and outputs towards the needs of Member States, the needs of the region and the mandates and programme of works of ECLAC.

## **VII. Methodology**

19. The assessment will use the following data collection methods to assess the impact of the work of the project:

- (a) Desk review and secondary data collection analysis
- (b) Self-administered survey
- (c) Semi-structured interviews and focus groups

## **VIII. Evaluation Issues/Questions**

20. This assessment encompasses the different stages of the given project, including its design, process, results, and impact, and is structured around four main criteria: relevance, efficiency, effectiveness, and sustainability. Within each of these criteria, a set of evaluation questions will be applied to guide the analysis. The responses to these questions are intended to explain "the extent to which," "why," and "how" specific outcomes were attained.

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<sup>4</sup> Human rights and gender perspective.

## ANNEX 2 STAKEHOLDER MAP

The **executing entity** of this project has been the Division of International Trade and Integration, specifically the Regional Integration Unit of ECLAC and the Division of Trade and Investment of ESCAP. Its implementation has also involved:

**(a) ECLAC and ESCAP Divisions, Units and Offices**

- Statistics Divisions;
- ECLAC Programme Planning and Operations Divisions;
- ECLAC Subregional Headquarters in Mexico, National Offices in Argentina, Montevideo and Colombia;
- ECLAC Division for Gender Affairs;

**(b) Cooperating entities/international organizations**

- Forum for East Asia-Latin America Cooperation (FEALAC);
- Organization for Economic Cooperation and Development (OECD);
- Asian Development Bank (ADB);

**(c) National and International consultants:** in charge of the elaboration and/or contribution to national/subregional/regional IOTs, studies, and support services to ECLAC and national counterparts in targeted countries;

The **primary beneficiaries** of the project were the following:

- FEALAC Member States and public institutions, including technicians, analysts, economic advisors, policymakers, government officials of central banks, ministries of commerce, production, industry, agriculture etc. Generally, institutions and personnel in charge of analyzing or using statistics of trade, investment and production data;
- Officials of National Statistical Offices in FEALAC Member States;

The **secondary beneficiaries** who participated in data collection processes, seminars or dissemination activities carried out by the project included the following:

- Private sector representatives, including trade and business associations, labor associations, trade and export associations;
- Academic sector representatives, including universities and research centers;

Finally, a number of **other cooperating entities and collaborators** (international partners) were also engaged within different national and subregional events, seminars and workshops, such as:

- Andean Community;
- Association for Latin American Integration (ALADI);
- Association of Southeast Asian Nations (ASEAN);
- Caribbean Community (CARICOM);
- European Commission and Eurostat;
- Institute of Developing Economies–Japan External Trade Organization (IDE-JETRO);
- Joint Research Centre of the European Commission (JRC);
- Southern Common Market (MERCOSUR);
- Pacific Alliance;
- Secretary for Economic Integration of Central America (SIECA).

## ANNEX 3 EVALUATION MATRIX

Questions & Sub-Questions	Indicators	Data Collection Method	Information Source
<b>RELEVANCE: Considers the extent to which the project and its activities were suited to the priorities and policies of the region and countries at the time of formulation and to what extent they were linked or related to ECLAC's and ESCAP's mandates and programmes of work.</b>			
<p><b>EQ1: To what extent were the objectives and EAs of the project consistent with different priorities and needs set out by the FEALAC countries, and priorities of ECLAC and ESCAP?</b></p> <p>(a) How well-tailored and aligned were the services, activities and outputs delivered with the priorities of the different FEALAC countries and (sub)regions?</p> <p>(b) How well aligned was the proposed project with the activities and programmes of work of ECLAC and ESCAP, specifically those of the Divisions responsible for the project implementation, as well as commitments to integrate cross-cutting issues?</p>	<p>Level of alignment of project objectives and EAs with gaps and priorities identified at the national, intra- and inter-regional levels, and specifically with the targeted countries' capacity development needs;</p> <p>Logic and plausibility of the cause-effect relationships, assumptions and (pre-)conditions underlying the intervention strategy;</p> <p>Degree of the relevance of services, activities and outputs provided by the project to respond to stakeholders' different needs and priorities (incl. participation and feedback of project stakeholders to define interests);</p> <p>Evidence of consistency with: a) mandates, policies and programmes of work of ECLAC and ESCAP, b) the sub-programmes and portfolios of the implementing Divisions, (c) other initiatives implemented by ECLAC and ESCAP (i.e. complementarities), d) guidelines and commitments to take into consideration cross-cutting issues (human rights, gender, disabilities inclusion, environmental concerns) into the design;</p>	<p>Document Review</p> <p>Key Informant Interviews</p> <p>Survey of national/regional stakeholders</p>	<p>Project documents and reports</p> <p>ECLAC and ESCAP strategic documents and (sub)programmes of work</p> <p>ECLAC and ESCAP internal stakeholders</p> <p>Consultants</p> <p>Counterparts and benefitting national stakeholders</p>
<p><b>EQ2: To what extent did the project maintain and/or enhance its relevance in response to changing circumstances or emerging opportunities?</b></p> <p>(a) Which context issues have affected the project implementation positively or negatively?</p> <p>(b) What adjustments, if any, were made to the project activities and modality, as response to emergency issues and opportunities?</p>	<p>Degree of the relevance of the project objectives and EAs throughout implementation;</p> <p>Evidence of externalities affecting the implementation positively or negatively;</p> <p>Evidence of an approach and strategies to adapt and respond to emerging opportunities and interests;</p>	<p>Document Review</p> <p>Key Informant Interviews</p> <p>Survey of national/regional stakeholders</p>	<p>Project documents and reports</p> <p>ECLAC and ESCAP internal stakeholders</p> <p>Consultants</p> <p>Counterparts and benefitting national stakeholders</p>

Questions & Sub-Questions	Indicators	Data Collection Method	Information Source
<b>EFFICIENCY: Measurement of project's outputs (qualitative and quantitative) in relation to the inputs, including complementarities and synergies with other actions implemented by ECLAC and ESCAP, other UN agencies and multilateral, regional or national institutions. It further considers the quality of management and implementation arrangements, and the value added of ECLAC and ESCAP involvement and cooperation (specifically by promoting regional integration and cross-cutting issues).</b>			
<p><b>EQ3: To what extent did the collaboration and coordination mechanisms put in place (within and between ECLAC and ESCAP and with other cooperating agencies) ensure efficiencies and coherence in response?</b></p> <p>(a) To what extent has partnering between ESCAP and ECLAC, as well as with other organizations enabled or enhanced the reaching of results?</p> <p>(b) To what extent were efforts made to optimize internal and external complementarities and synergies (by ECLAC, ESCAP, the FEALAC countries or other cooperation partners)?</p>	<p>Appropriateness of the governance and management structures of the project established between ECLAC and ESCAP (incl. clarity of roles and responsibilities);</p> <p>Mechanisms, processes and procedures established between ECLAC and ESCAP to further cooperation and improve implementation, with emphasis on effective results-based management;</p> <p>Stakeholders' perception of the suitability of coordination mechanisms, and the level of cooperation and complementarities achieved and/or missed;</p> <p>Evidence of efforts to optimize synergies and avoid duplications with other activities and initiatives implemented by: ECLAC, ESCAP, FEALAC countries or other cooperation partners;</p>	<p>Document Review</p> <p>Key Informant Interviews</p> <p>Survey of national/regional stakeholders</p> <p>Mapping of other initiatives being developed in the FEALAC countries and by other cooperation agencies</p>	<p>Project documents, reports and outputs</p> <p>ECLAC and ESCAP internal stakeholders</p> <p>Consultants</p> <p>Counterparts and benefitting national stakeholders</p> <p>Collaborators/other cooperation agencies and regional institutions</p>
<p><b>EQ4: Were services and support provided in a timely and reliable manner, according to the priorities established by the project documents?</b></p> <p>(a) Was the project implemented using sound management practices?</p> <p>(b) How well and cost-efficient did the project utilize the technical, human and other resources available?</p> <p>(c) How flexible and responsive were ECLAC and ESCAP in meeting the requirements of the project and the needs of the countries involved, while reducing or minimizing the negative effects of externalities?</p>	<p>Degree of alignment between planned and actual work plan, allocation of resources vs. documented needs, and actual financial execution;</p> <p>Existence and appropriateness of Monitoring, Evaluation, Accountability and Learning mechanisms to respond to emerging opportunities, constraints, and to mitigate risks;</p> <p>Stakeholders' perception of the value of results achieved in line with investments made and management processes in place;</p> <p>Level of satisfaction of FEALAC countries' stakeholders with the project delivery (i.e. management, implementation, feedback, and the quality of services and support delivered);</p>	<p>Document Review/Website analytics</p> <p>Key Informant Interviews</p> <p>Survey of national/regional stakeholders</p>	<p>Project documents, reports and outputs</p> <p>ECLAC and ESCAP internal stakeholders</p> <p>Consultants</p> <p>Counterparts and benefitting national stakeholders</p> <p>Collaborators/other cooperation agencies and regional institutions</p>

Questions & Sub-Questions	Indicators	Data Collection Method	Information Source
<b>EFFECTIVENESS: Considers the extent to which the project attained its objectives and expected accomplishments, and in addition has contributed to overarching objectives, including the advancement of the Sustainable Development Goals (SDGs).</b>			
<b>EQ5: How effective were the project activities and outputs in strengthening capacities?</b>	Levels of achievement of planned targets; Evidence and perception of stakeholders and participants that activities, workshops and seminars increased their knowledge and understanding to:	Document Review/Website analytics Key Informant Interviews Survey of national/regional stakeholders	Project documents, reports and outputs ECLAC and ESCAP internal stakeholders Consultants Counterparts and benefitting national stakeholders Collaborators/other cooperation agencies and regional institutions
(a) Has the project made any difference in the behavior, attitude, skills and performance of the beneficiaries?	<ul style="list-style-type: none"> <li>generate relevant and reliable data as an informational basis for IOTs and value chain analyses;</li> </ul>		
(b) How satisfied are the project's main beneficiaries and involved stakeholders with the services provided?	<ul style="list-style-type: none"> <li>use national, regional and global IOTs and results of value chain analyses to facilitate opportunities for intraregional and bi-regional value chain integration;</li> </ul>		
(c) To what extent have cross-cutting issues been taken into account in implementation and integrated into key activities and outputs?	<p>Evidence of change in terms of beneficiaries' behavior, attitude and skills or performance to:</p> <ul style="list-style-type: none"> <li>develop evidence-based industrial and trade policies to support integration into existing and potential intraregional and bi-regional value chains;</li> <li>integrate cross-cutting issues in data generation and analyses to inform decision-making;</li> </ul> <p>Level of involvement in the activities of interested parties and stakeholders outside government institutions (i.e. business associations, Small and Medium-sized enterprises, particularly women-led companies, labor organizations, civil society organizations, academia, etc.);</p>		
<b>EQ6: How effective were the project activities and outputs in influencing evidence-based decision and policy making?</b>	Evidence that the project contributions (i.e. national, regional and global IOTs, studies and their recommendations) have been considered by decision and policy makers to inform and design trade and industrial policies, and foster intraregional and bioregional value chains;	Document Review/Website analytics Key Informant Interviews Survey of national/regional stakeholders <i>Outcome harvesting</i>	Project documents, reports and outputs ECLAC and ESCAP internal stakeholders Consultants Counterparts and benefitting national stakeholders Collaborators/other cooperation agencies and regional institutions
(a) What are the <i>most significant changes</i> identified by stakeholders in targeted FEALAC countries, and at the (sub)regional or bi-regional levels?	Existence of tangible policies/norms/regulations that have considered the contributions provided by ECLAC and ESCAP through the project;		
(b) What were the key factors that determined success or failure in achieving the project's objective and EAs at the national, intra- and bi-regional levels?			
	Evidence of the project contribution to reach a greater complementarity and integration at the intra- and bi-regional levels (i.e. policy approaches, production complementarity, business opportunities and value chain development etc.) Other effects (results), intended or unintended identified by project stakeholders;		

Questions & Sub-Questions	Indicators	Data Collection Method	Information Source
<b>EQ7: To what extent has the project contributed to other overarching strategies and goals, including actions aimed at enhanced intraregional and bi-regional integration, advancing the 2030 Agenda and the SDGs and addressing cross-cutting issues?</b>	<p>Evidence of transformative elements in the project and/or its activities and outputs;</p> <p>Evidence of the project's contribution towards enabling environments for intraregional and bi-regional integration, as well as a level playing field and equal and active participation of women;</p> <p>Evidence of effects of intraregional and bi-regional value chains and further actions taken in FEALAC countries (or other countries and stakeholders) attributable to the support, orientation or outputs delivered by the project;</p> <p>Evidence of promotion and contribution to SDGs and other overarching goals;</p> <p>Existence of tangible policies/norms/ regulations adopted in FEALAC countries to promote and address specifically gender, human rights and environmental issues in value chain development and the empowerment of women-led businesses;</p>	<p>Document Review</p> <p>Key Informant Interviews</p> <p>Survey of national/regional stakeholders</p> <p><i>Outcome harvesting</i></p>	<p>Project documents, reports and outputs</p> <p>ECLAC and ESCAP internal stakeholders</p> <p>Consultants</p> <p>Counterparts and benefitting national stakeholders</p> <p>Collaborators/other cooperation agencies and regional institutions</p>
<b>SUSTAINABILITY: Considers the extent to which the outputs and benefits of the project are likely to continue after funding has been withdrawn, including long-term impact, dissemination and replication.</b>			
<b>EQ8: To what extent has the project promoted or implemented measures to enhance the results sustainability (at the national, intraregional and bi-regional levels)?</b>	<p>Evidence of the project's explicit strategy to influence those in the policy and implementation processes best placed to adopt and apply knowledge and ensure use of outputs and recommendations;</p> <p>Existence of commitments/initiatives/resources at the national and regional levels to continue activities aligned with the project objectives after the project completion;</p>	<p>Document Review</p> <p>Key Informant Interviews</p> <p>Survey of national/regional stakeholders</p> <p><i>Outcome harvesting</i></p>	<p>Project documents, reports and outputs</p> <p>ECLAC and ESCAP internal stakeholders</p> <p>Consultants</p> <p>Counterparts and benefitting national stakeholders</p>
(a) How have the project's main results and recommendations been used or incorporated in the work and practices of beneficiary institutions after completion of the project's activities?	<p>Perception of an enabling environment to carry on by government officials in FEALAC countries and stakeholders at the intra- and bi-regional levels;</p> <p>Existence and quality of follow-up support activities for the use of outputs and networks created by the project and at institutional level, incl. alliances with other cooperation agencies to foster after-project continuity;</p> <p>Existence of a strategy or mechanisms to build on findings/lessons learned/best practices for replications/ expansion of the project to other institutions or locations;</p>		<p>Collaborators/other cooperation agencies and regional institutions</p>
(a) What mechanisms were set up by ECLAC and ESCAP as part of the intervention strategy to ensure the follow-up of tools and networks created under the project at the national, regional and global level?			
(b) Are there any multiplier effects or potential for replication and scale-up of successful practices generated by the project?			

## ANNEX 4 LIST OF DOCUMENTS REVIEWED

Title	Author	Year	Type of document
Project Document	ECLAC/ESCAP	2018	ProDoc–Design
Project Annual Progress Report (2018–mid–2019)	ECLAC/ESCAP	May 2019	Project Reporting
Progress Report and Revised Work Plan (2018–2019)	ECLAC/ESCAP	June 2019	Project Reporting
Project Annual Progress Report (2018–2019, mid–2020)/Final Report	ECLAC/ESCAP	June 2020	Project Reporting
Strategic Framework and ECLAC Programme of Work 2018–2019	ECLAC	2017	Framework document
Strategic Framework and ESCAP proposed programme of work for the biennium 2 2018–2019	ESCAP	2017	Framework document
Other project operational documents and means of verification: Terms of Reference, Contracts, financial statements, lists of participants, satisfaction surveys	ECLAC/ESCAP	2018–2022	Project implementation
Google analytics data for event publications, materials and studies	ECLAC/ESCAP	2018–2023	Project implementation
DA Project Final Assessment: “Input-Output Tables for Industrial and Trade Policies in Central and South America”	ECLAC	2020	Project Assessment Report
The productive integration of Latin America–Asia-Pacific and its challenges	ECLAC	2019	Research Paper/Project Output
Bolstering East Asian-Latin American value chains through digitally deliverable services	ESCAP/ECLAC Kati Suominen	2021	Study/Project Output
Economic analysis based on input-output tables: Definitions, indicators and applications for Latin America	ECLAC	2022	Study/Project Output
Economic and social effects of a possible trade agreement between Latin America and the Asia-Pacific region	ECLAC/ESCAP	2021	Study/Project Output
Value chain development for deeper integration of East Asia and Latin America	ARTNeT/ESCAP Ben Shepherd	2020	Working Paper Series, No.199/Project Output
East Asian trade integration in the era of global value chains: Prospects and challenges	ARTNeT/ESCAP Nobuaki Yamashita	2021	Working Paper Series, No. 205/Project Output
Integrating Latin America and the Caribbean: Potential effects of removing tariffs and streamlining non-tariff measures	ECLAC	2021	Study/Project Output
Measuring participation in Global Value Chains and Developing Supportive Policies: A User guide	ESCAP/ECLAC Ben Shepherd	2020	Study/Project Output
Posibles resultados del ingreso de Costa Rica a la Alianza del Pacífico: simulación de la desgravación arancelaria	ECLAC	2020	Study/Project Output
An Assessment of FTA options for FEALAC countries: A simulation	Pornthep Benyaapikul and Kuson Leawsakul	2021	Working Paper
International Trade Outlook for Latin America and the Caribbean Regional integration is key to recovery after the crisis	ECLAC	2020	Study/Project Output
Strengthening biregional cooperation between Latin America and Asia-Pacific: The role of FEALAC	ECLAC	2013	Study
Value Chain Analyzer, which is available on the Regional Integration and Value Chain Analyzer (RIVA)			

Title	Author	Year	Type of document
Database: <a href="https://riva.negotiatetrade.org/#/">https://riva.negotiatetrade.org/#/</a> <a href="https://www.unescap.org/news/escap-launches-online-tool-help-countries-visualize-and-analyze-trade-integration">https://www.unescap.org/news/escap-launches-online-tool-help-countries-visualize-and-analyze-trade-integration</a>			
Global Input-Output Tables: per country <a href="https://www.cepal.org/en/events/global-input-output-tables-tools-analysis-integration-latin-america-world">https://www.cepal.org/en/events/global-input-output-tables-tools-analysis-integration-latin-america-world</a>			
Events/seminars/workshop publications on ECLAC and ESCAP websites			
Technical Workshop on “Value Chain Development for Deeper Integration of FEALAC: The Asian Perspectives” (10–11 July 2019)	Event webpage: <a href="https://www.unescap.org/events/technical-workshop-value-chain-development-deeper-integration-fealac-asian-perspectives">https://www.unescap.org/events/technical-workshop-value-chain-development-deeper-integration-fealac-asian-perspectives</a>		
Capacity building workshop Evidence-based Policymaking to Facilitate Deeper Integration of Asia and Latin America and the Caribbean (LAC): Trade-in-Value Added Analysis (6–7 October 2020)	Event webpage: <a href="https://www.unescap.org/events/capacity-building-workshop-evidence-based-policymaking-facilitate-deeper-integration-asia-and">https://www.unescap.org/events/capacity-building-workshop-evidence-based-policymaking-facilitate-deeper-integration-asia-and</a>		
Launch of RIVA Value Chain Analyzer (30 June 2021)	Event webpage: <a href="https://www.unescap.org/events/2021/launch-riva-value-chain-analyzer">https://www.unescap.org/events/2021/launch-riva-value-chain-analyzer</a>		
Capacity Building Workshop: Trade and Trade Policy Analysis for the Post COVID-19 Recovery (7–10 December 2021)	<a href="https://www.unescap.org/events/2021/capacity-building-workshop-trade-and-trade-policy-analysis-post-covid-19-recovery">https://www.unescap.org/events/2021/capacity-building-workshop-trade-and-trade-policy-analysis-post-covid-19-recovery</a>		
E-learning course: Analyzing Value Chains and Trade Flows (Global Value Chains: GVCs)	E-learning course webpage: <a href="https://www.unescap.org/kp/2022/e-learning-course-analysing-value-chains-and-trade-flows">https://www.unescap.org/kp/2022/e-learning-course-analysing-value-chains-and-trade-flows</a> ESCAP community platform: <a href="https://community.unescap.org/share/Tlij9UuoOQmBtkUM?utm_source=manual">https://community.unescap.org/share/Tlij9UuoOQmBtkUM?utm_source=manual</a>		
Seminario “Análisis de Cadenas de Valor a partir de la MIP subregional andina: El caso del comercio intrarregional y el de Asia Pacifico” (26 March 2019)	Event website: <a href="https://www.cepal.org/es/eventos/seminario-analisis-cadenas-valor-partir-la-mip-subregional-andina-caso-comercio">https://www.cepal.org/es/eventos/seminario-analisis-cadenas-valor-partir-la-mip-subregional-andina-caso-comercio</a>		
Taller “Uso de la MIP Subregional Andina y la MIP de América del Sur para el análisis de Cadenas de Valor” (26-28 March 2019)	Event website: <a href="https://www.cepal.org/es/cursos/taller-uso-la-mip-subregional-andina-la-mip-america-sur-analisis-cadenas-valor">https://www.cepal.org/es/cursos/taller-uso-la-mip-subregional-andina-la-mip-america-sur-analisis-cadenas-valor</a>		
Seminario Internacional “Cadenas de Valor entre los Países del MERCOSUR y Asia Pacifico” (13 May 2019)	Event website: <a href="https://www.cepal.org/es/eventos/seminario-internacional-cadenas-valor-paises-mercosur-asia-pacifico">https://www.cepal.org/es/eventos/seminario-internacional-cadenas-valor-paises-mercosur-asia-pacifico</a>		
Tercer Taller Regional-Global de Iniciativas de TiVA (27 June 2019)	Event website: <a href="https://www.cepal.org/es/eventos/tercer-taller-regional-global-iniciativas-tiva">https://www.cepal.org/es/eventos/tercer-taller-regional-global-iniciativas-tiva</a>		
Intra- and inter-regional value chains: Latin America and the Caribbean and Asia-Pacific (19 September 2019)	Event website: <a href="https://www.cepal.org/en/events/intra-and-inter-regional-value-chains-latin-america-and-caribbean-and-asia-pacific">https://www.cepal.org/en/events/intra-and-inter-regional-value-chains-latin-america-and-caribbean-and-asia-pacific</a>		
Matrices de Insumo Producto como herramienta de Políticas Comerciales e Industriales en América Latina y el Caribe y su relación con Asia Pacifico (11 September 2019)	Event website: <a href="https://www.cepal.org/es/eventos/matrices-insumo-producto-como-herramienta-politicas-comerciales-industriales-america-latina">https://www.cepal.org/es/eventos/matrices-insumo-producto-como-herramienta-politicas-comerciales-industriales-america-latina</a>		
A study about the productive integration of Latin America and Asia-Pacific and its challenges (29 May 2020)	Event website: <a href="https://www.cepal.org/en/events/study-about-productive-integration-latin-america-and-asia-pacific-and-its-challenges">https://www.cepal.org/en/events/study-about-productive-integration-latin-america-and-asia-pacific-and-its-challenges</a>		
Global Input-Output Tables: Tools for the analysis of the integration of Latin America with the world (6 October 2020)	Event website: <a href="https://www.cepal.org/en/events/global-input-output-tables-tools-analysis-integration-latin-america-world">https://www.cepal.org/en/events/global-input-output-tables-tools-analysis-integration-latin-america-world</a>		
Avances en la construcción de Matrices Insumo Producto en el Caribe: herramientas para el análisis de la integración regional y la recuperación Post-COVID (20 April 2022)	Event website: <a href="https://www.cepal.org/es/eventos/avances-la-construccion-matrices-insumo-producto-caribe-herramientas-analisis-la-integracion">https://www.cepal.org/es/eventos/avances-la-construccion-matrices-insumo-producto-caribe-herramientas-analisis-la-integracion</a>		
Cadenas de Valor Post-COVID: Uso de la Matriz Insumo-Producto Subregional de la Alianza del Pacífico y Matriz FIGARO como herramientas de evaluaciones de impacto (27 October 2022)	Event website: <a href="https://www.cepal.org/es/eventos/cadenas-valor-post-covid-uso-la-matriz-insumo-producto-subregional-la-alianza-pacifico">https://www.cepal.org/es/eventos/cadenas-valor-post-covid-uso-la-matriz-insumo-producto-subregional-la-alianza-pacifico</a>		
Misión de varias Divisiones de CEPAL, Naciones Unidas Promoviendo la electromovilidad en Colombia y América Latina (17 April 2023)	Event website: <a href="https://www.cepal.org/es/eventos/mision-varias-divisiones-cepal-naciones-unidas-promoviendo-la-electromovilidad-colombia">https://www.cepal.org/es/eventos/mision-varias-divisiones-cepal-naciones-unidas-promoviendo-la-electromovilidad-colombia</a>		

Title	Author	Year	Type of document
Colaboración JRC/ESTAT-CEPAL en FIGARO ACT II (30 March 2023)	Event website: <a href="https://www.cepal.org/es/eventos/colaboracion-jrcestat-cepal-figaro-act-ii">https://www.cepal.org/es/eventos/colaboracion-jrcestat-cepal-figaro-act-ii</a>		
Documents linked to the GIANT initiative	OECD Group on RG TiVA initiatives		
Overall presentation	Steering Committee 2023		
2nd meeting of the SC of the RG-TiVA initiatives			
Other resources			
FEALAC website	<a href="https://www.fealac.org/new/m/index.do">https://www.fealac.org/new/m/index.do</a>		
FEALAC Framework documents	<a href="https://www.fealac.org/new/document/board.do?sboard_id=leaflet&amp;onepage=100">https://www.fealac.org/new/document/board.do?sboard_id=leaflet&amp;onepage=100</a>		
Pacific Alliance and the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP)	<a href="https://www.dfat.gov.au/trade/agreements/in-force/cptpp/comprehensive-and-progressive-agreement-for-trans-pacific-partnership">https://www.dfat.gov.au/trade/agreements/in-force/cptpp/comprehensive-and-progressive-agreement-for-trans-pacific-partnership</a>		
Global Trade Analysis Project (GTAP)	<a href="https://www.gtap.agecon.purdue.edu/">https://www.gtap.agecon.purdue.edu/</a>		
Asian Development Bank: multi-regional input-output tables (MRIO)	<a href="https://data.adb.org/taxonomy/term/476">https://data.adb.org/taxonomy/term/476</a>		
OECD Trade in Value Added (TiVA) structure	<a href="https://www.oecd.org/sti/ind/measuring-trade-in-value-added.htm">https://www.oecd.org/sti/ind/measuring-trade-in-value-added.htm</a>		
World Input-Output Database (WIOD)	<a href="https://www.oecd.org/sdd/its/44197850.pdf">https://www.oecd.org/sdd/its/44197850.pdf</a>		
European Commission FIGARO initiative	<a href="https://ec.europa.eu/eurostat/web/esa-supply-use-input-tables/figaro">https://ec.europa.eu/eurostat/web/esa-supply-use-input-tables/figaro</a>		

## ANNEX 5 LIST OF INTERVIEWEES

Institution	Country	Name, Surname	Position
ECLAC	Chile	(Mr) José E. Durán Lima	Economic Affairs Officer/Chief/Regional Integration Unit/International Trade and Integration Division
ECLAC	Chile	(Mr) Sebastián Castresana	Senior Statistical Assistant/Regional Integration Unit/International Trade and Integration Division
ECLAC	Mexico	(Mr) Roberto Carlos Orozco Morales	Statistics Assistant/ECLAC Subregional HQs in Mexico
ECLAC	Uruguay	(Mr) Álvaro Lalanne	Officer/Consultant – ECLAC Office in Uruguay
ESCAP	Thailand	(Ms) Dr. Witada Anukoonwattaka	Economic Affairs Officer. Trade Policy and Facilitation Section/Trade Investment and Innovation Division
Consultant	Argentina	(Mr) Andrés Mondaini	FEALAC Project Assistant/Support to the elaboration of IOTs 20211 and 2014 in LAC and Asia Pacific
Consultant/Universidad de Purdue	United States	(Mr) Ángel Aguiar	Consultancy “Impact Evaluation Study of the Bi-regional Agreement between Latin America and Asia Pacific”.
Consultant	Colombia	(Mr) Jaime Vallecilla	Consultancy “Elaboration of national IOT for Colombia”
SIECA	El Salvador	(Mr) Eduardo Espinoza	Director Economic Intelligence Unit Former Director Center for Economic Integration Studies of the Central American Economic Integration
MERCOSUR	Uruguay	(Mr) Esteban Rogel	Technical Advisor – MERCOSUR Secretariat
OECD	France	(Mr) Norihiko Yamano	Administrator/Economist Directorate for Science, Technology and Innovation
Former OECD and Centro de Estudios Monetarios Latinoamericanos (CEMLA)	Mexico	(Mr) Rodolfo Ostolaza	Senior Economic Analyst
JRC–European Commission	Belgium	(Mr) Santacruz Banacloche	Economic Analyst
Asian Development Bank	Philippines	(Mr) Mahinthan J. Mariasingham	Senior Statistician Economic Research and Regional Cooperation Department
Departamento Administrativo Nacional de Estadística (DANE)	Colombia	(Mr) Juan Pablo Cardoso	Economic Measurement Specialist
Colegio de Estudios Superiores de administración (CESA)	Colombia	(Mr) Enrique Giles	Researcher
ProColombia	Colombia	(Ms) Olga Lucía Pérez	Dirección de Cooperación y Convenios/Focal Point Redlbero
Banco Central de Chile	Chile	(Mr) Felipe Avilés	Senior Economist Macroeconomic Statistics Department
Ministerio de Industria, Energía y Minería	Uruguay	(Mr) Damián Pirrocco	Área de Política Industrial/ Dirección Nacional de Industrias
Banco Central-Ecuador		(Mr) Santiago Segovia	Responsable de Promoción Comercial y Pymes de la Secretaría General de la CAN (Comunidad Andina)

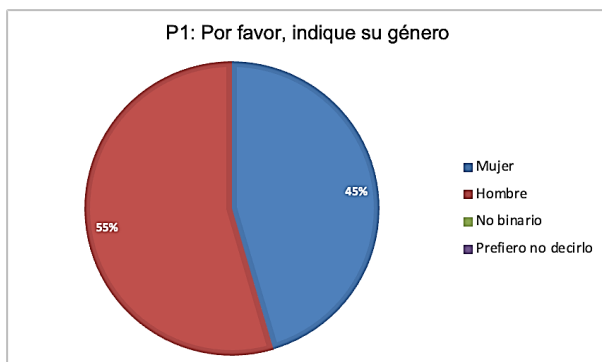
Institution	Country	Name, Surname	Position
Banco Central de Reserva	El Salvador	(Ms) Xiomara Hurtado	Head of the Foreign Trade Department
		(Mr) William Sánchez	Specialist, Department of National Accounts
		(Ms) Yudis Yanette Bonilla	Head of the Department of National Accounts
		(Mr) Wuilfredo Viera	Specialist, Department of National Accounts
Instituto Nacional de Estadística y Geografía	Mexico	(Ms) Gissela Gutierrez	Head of the Foreign Trade Department
Banco Central/General Secretariat of the Andean Community	Ecuador	(Mr) Santiago Segovia	Head of Trade Promotion and SMEs
Instituto Nacional de Estadística	Peru	(Mr) José Luis Robles Franco	Head of the Department of National Accounts National Directorate of National Accounts
		(Mr) Ernesto Mercado Ocampo	Specialist, National Directorate of National Accounts
Developing Trade/Consultant	United States	(Mr) Benjamin Shepherd	Trade Consultant/Researcher Studies: “Measuring Participation in Global Value Chains, and Developing Supportive Policies: A User Guide”/”Value Chain Development for Deeper Integration of East Asia and Latin America”
			Consultant - Study: “Bolstering East Asian-Latin America Value Chains through Digitally Deliverable Services”
Nextrade Group (Founder and CEO)/Consultant	United States	(Ms) Kati Suominen	Senior Economist
ESCAP former staff/Consultant	India	(Mr) Richard Sean Lobo	Advisor At Large ARTNet
ESCAP former Chief of Trade and Investment Division	New Zealand	(Ms) Dr. Mia Mikic	Programme Advisor
Ministry of Foreign Affairs, Republic of Korea/FEALAC Cyber Secretariat	South Korea	(Ms) Crystal Sujung Lee	Policy advisor/Professor
Academia/Indian Institute of Foreign Trade		(Mr) Prof. Biswajit Nag	Advisor
Government of Cambodia/Ministry of Commerce	Cambodia	(Ms) Chanbormey IM	

## ANNEX 6 SURVEY RESULTS

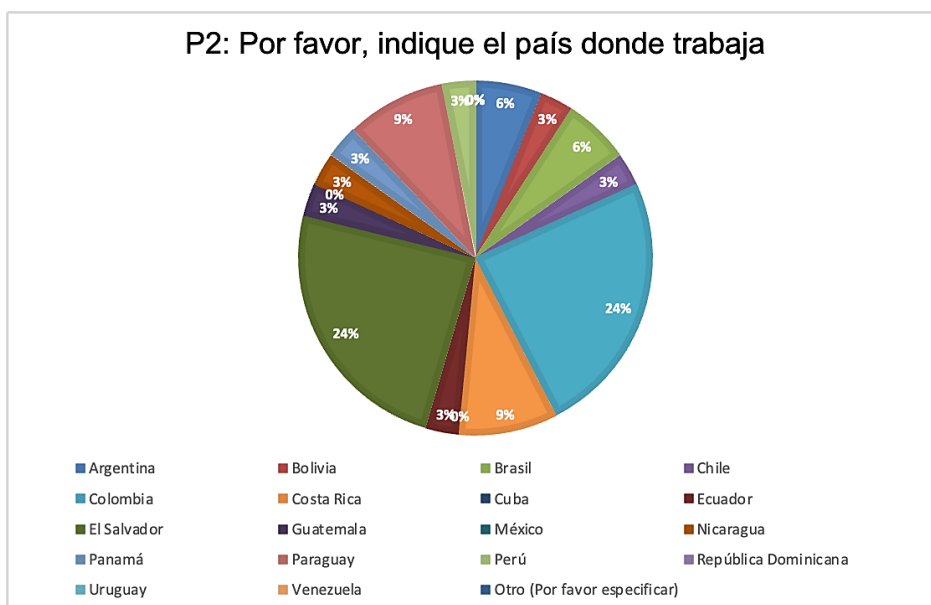
The survey was sent to a total of 489 people whose contact information was obtained from lists of participants in events, workshops and seminars organized by ECLAC in the LAC region. The survey was provided in Spanish and English. Only responses to the Spanish version were received. 118 people opened the survey invitation (24.1%), 262 invitations remained unopened (53.6%) and 108 bounced (22.1%). The response rate achieved was 33 responses (27.9%) based on the 118 invitations that were opened. The following are the results of the survey in Spanish.

### SECCIÓN 1: INFORMACIÓN GENERAL

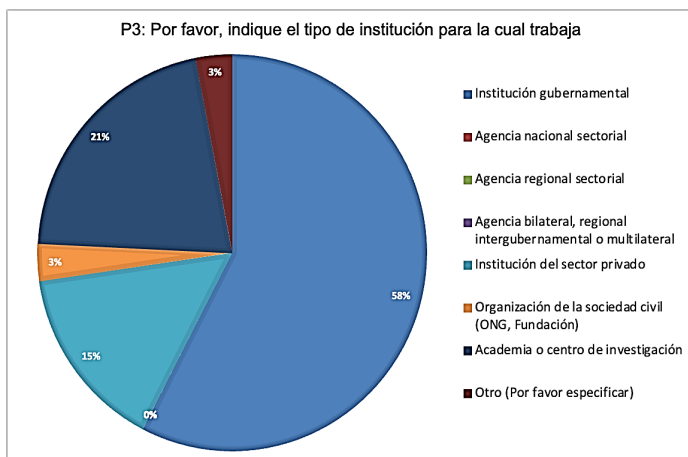
#### 1) Por favor, indique su género



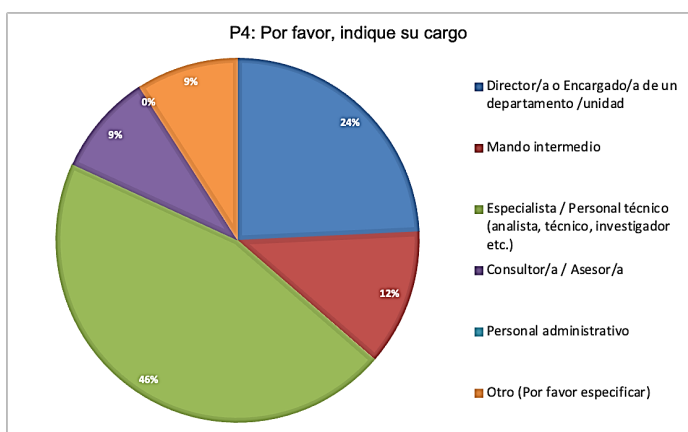
#### 2) Por favor, indique su país:



3) ¿En qué tipo de institución trabaja?



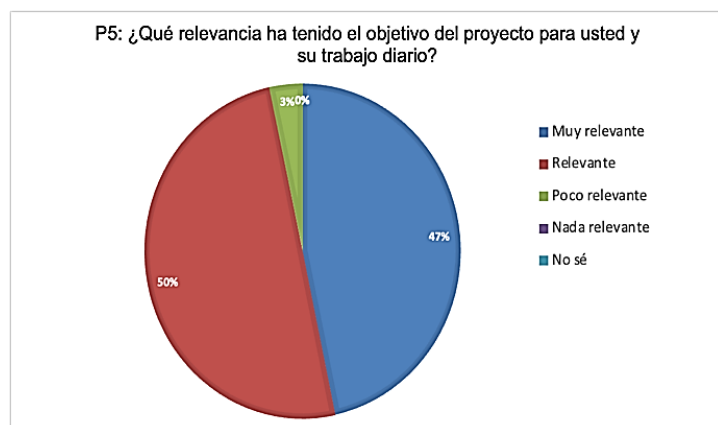
4) ¿Cuál ha sido su cargo en el momento de la participación en actividades del proyecto?



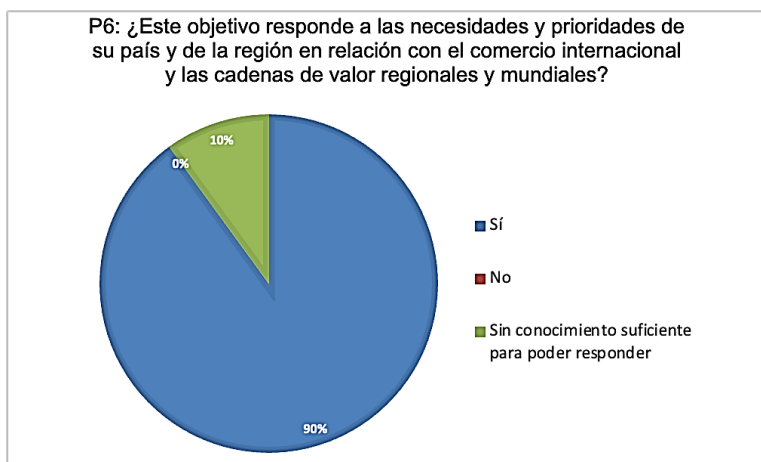
## SECCIÓN 2: RELEVANCIA DEL PROYECTO

5) El objetivo del proyecto era promover una mayor integración entre los países de América Latina y Asia Oriental en las cadenas de valor intrarregionales y birregionales mediante el fortalecimiento de la base de información y las capacidades técnicas para el uso de matrices de insumo-producto y de resultados de los análisis de las cadenas de valor.

¿Qué relevancia tiene este objetivo para usted y su trabajo diario?



- 6) Desde su punto de vista, ¿este objetivo responde a las necesidades y prioridades de su país y de la región en relación con el comercio internacional y las cadenas de valor regionales y mundiales?



**Comentarios adicionales:**

“Mi país se encuentra negociando acuerdos comerciales con China y Corea del Sur (entre otros) por lo que las conclusiones y recomendaciones de los estudios y actividades es de mucha relevancia.”

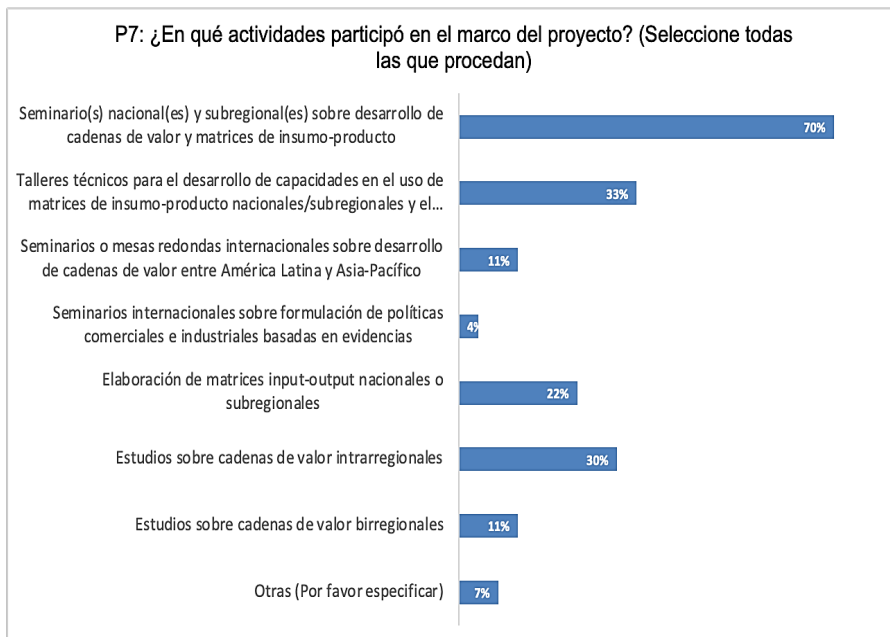
“Hay mayor interés de las autoridades por desarrollar investigaciones sobre esta temática.”

“Se requiere cada vez más datos desagregados y de calidad.”

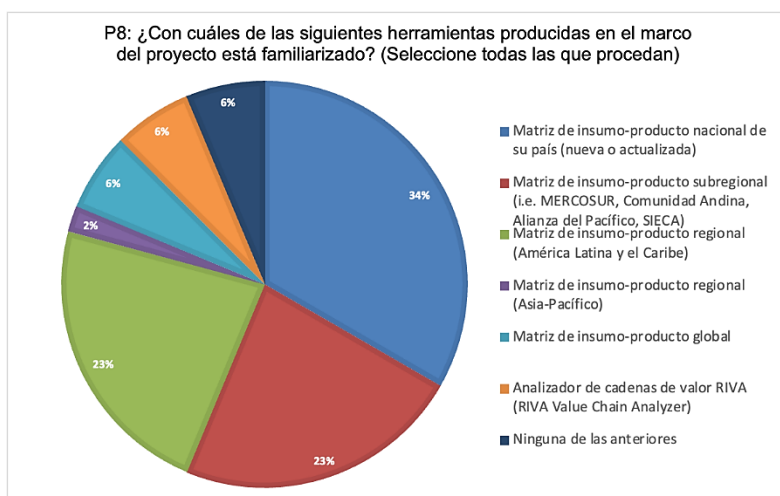
“Prioridades: El sector primario y su encadenamiento con otros sectores como el turismo.”

**SECCIÓN 3: SOBRE LAS ACTIVIDADES DEL PROYECTO**

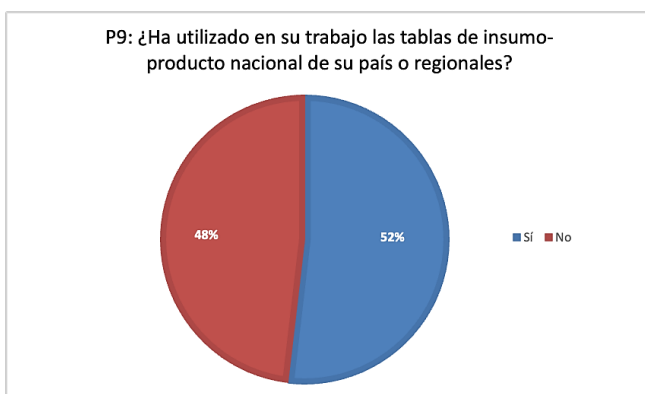
- 7) ¿En qué actividades participó en el marco del proyecto? (Seleccione todas las que procedan)



8) ¿Con cuáles de las siguientes herramientas producidas en el marco del proyecto está familiarizado? (Seleccione todas las que procedan)

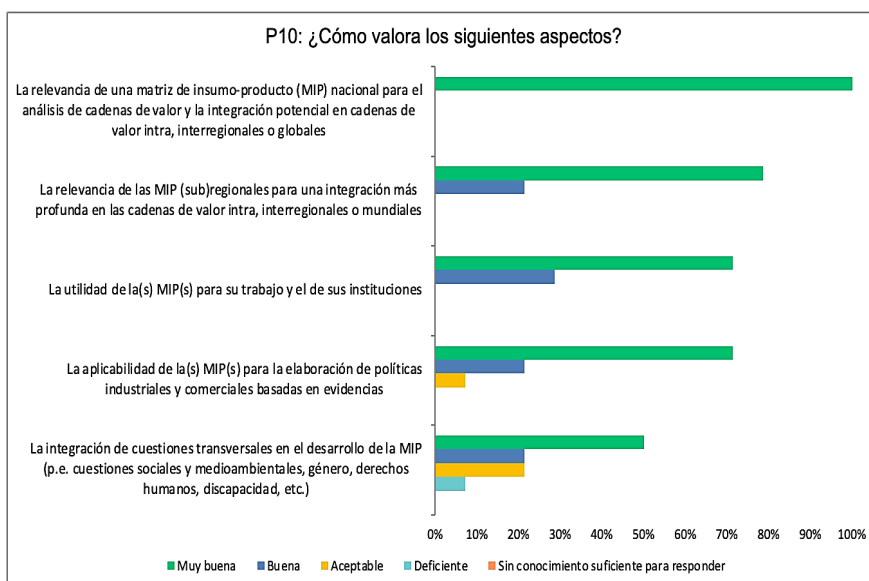


9) ¿Ha utilizado en su trabajo las tablas de insumo-producto nacional de su país o regionales?

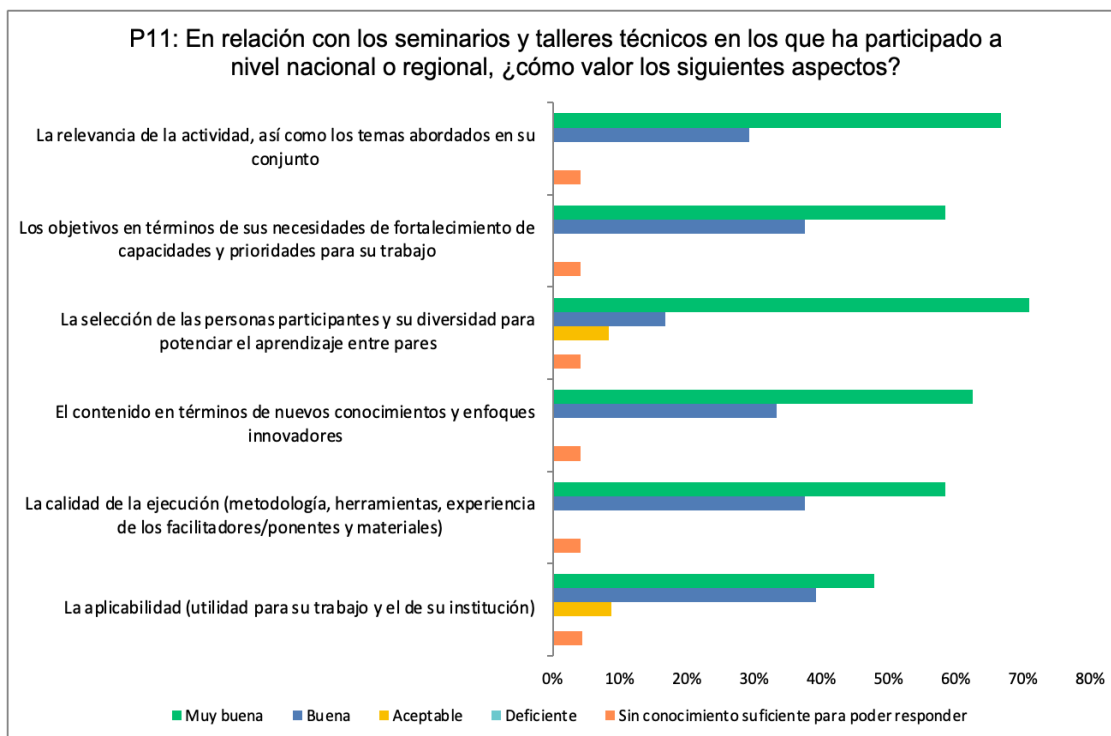


10) ¿Cómo valora los siguientes aspectos?

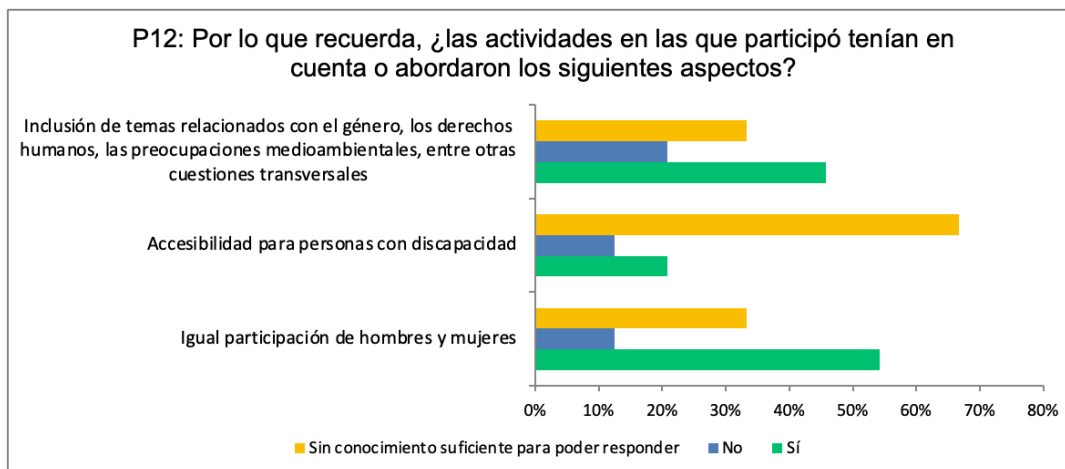
Por favor, proporcione detalles y/o explicaciones relacionadas con su respuesta: (opcional)



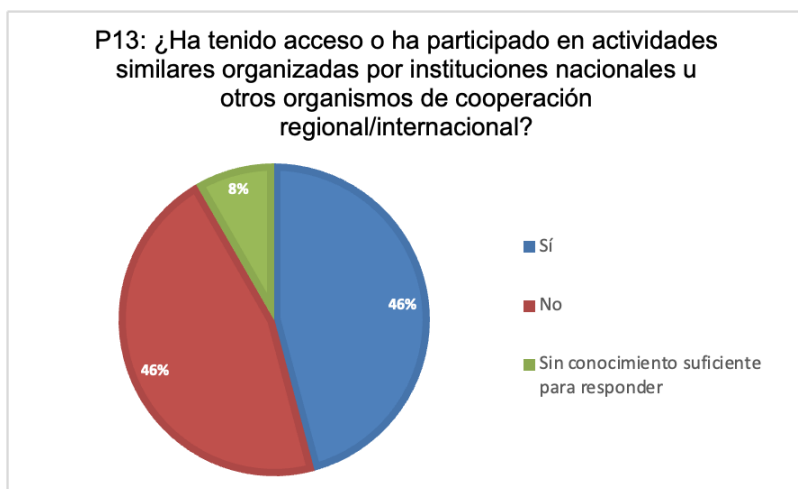
11) En relación con los seminarios y talleres técnicos en los que ha participado a nivel nacional o regional, ¿cómo valor los siguientes aspectos?



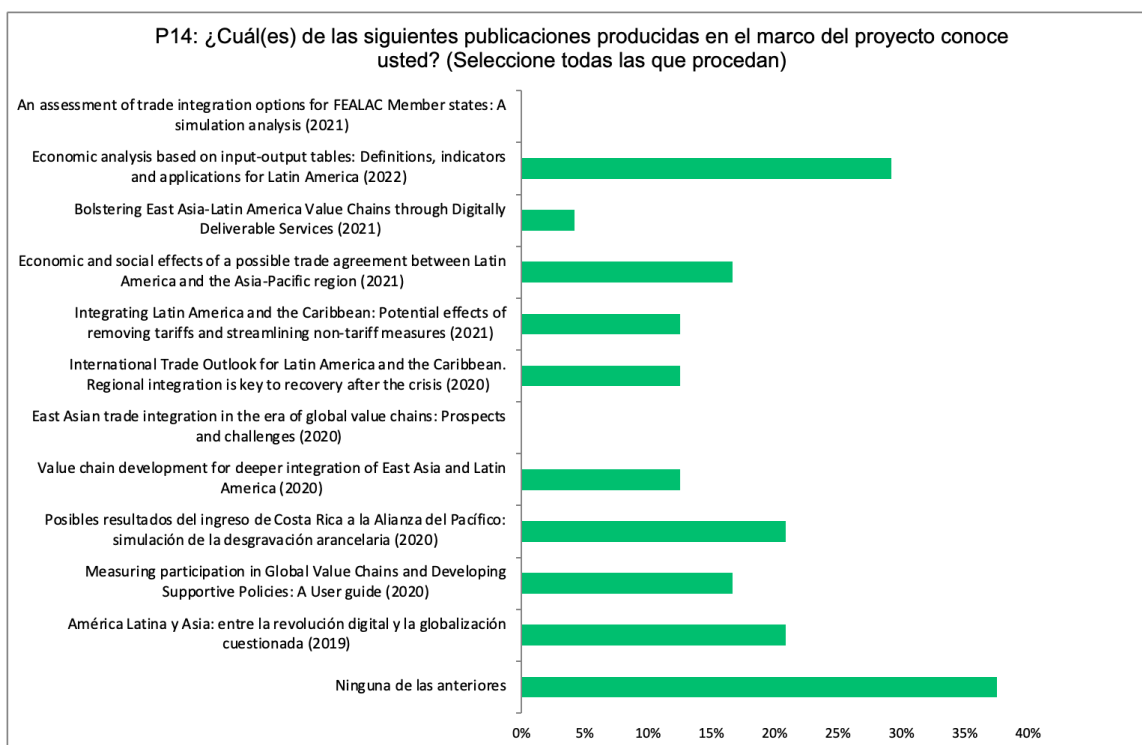
12) Por lo que recuerda, ¿las actividades en las que participó tenían en cuenta o abordaron los siguientes aspectos?



13) ¿Ha tenido acceso o ha participado en actividades similares organizadas por instituciones nacionales u otros organismos de cooperación regional/internacional?



14) ¿Cuál(es) de las siguientes publicaciones producidas en el marco del proyecto conoce usted? (Seleccione todas las que procedan)



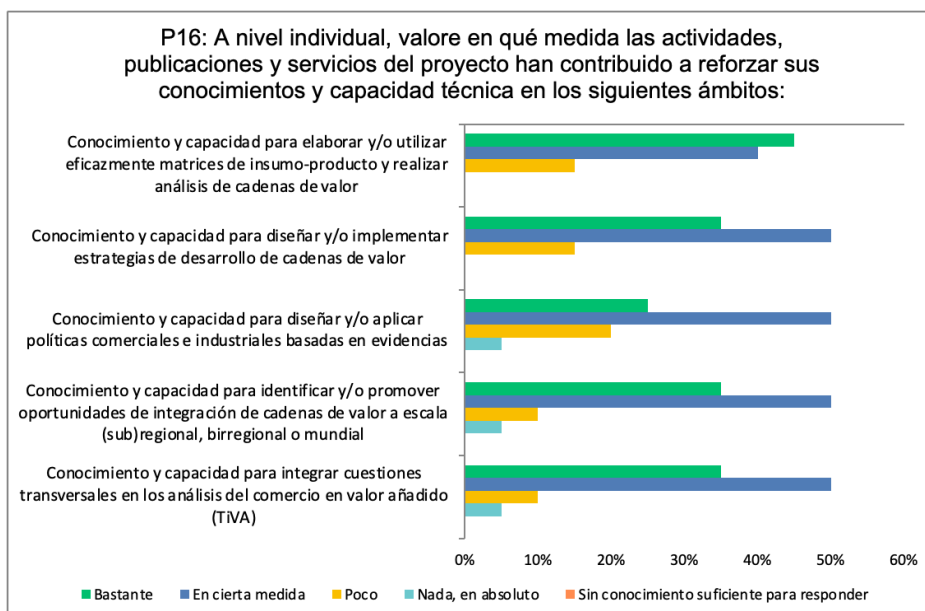
**En caso de “ninguna de las anteriores”, pase automáticamente a P16**

15) En relación con las publicaciones y otros productos basados en el conocimiento que ha recibido o utilizado, ¿cómo valora los siguientes aspectos?

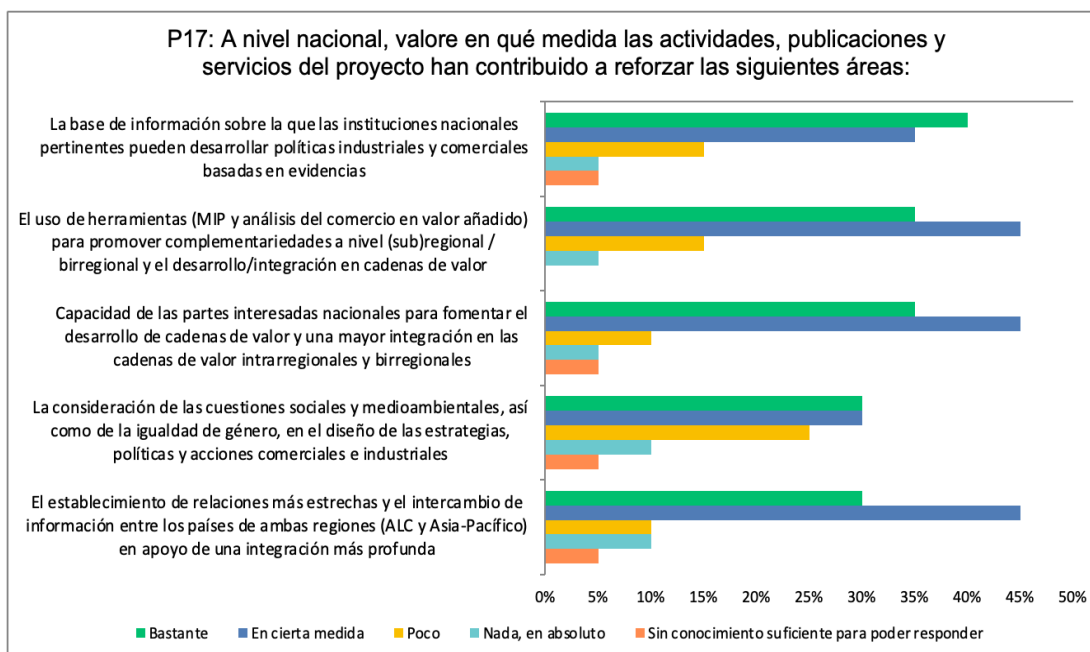


#### SECCIÓN 4: SOBRE LOS BENEFICIOS Y CONTRIBUCIONES

16) A nivel individual, valore en qué medida las actividades, publicaciones y servicios del proyecto han contribuido a reforzar sus conocimientos y capacidad técnica en los siguientes ámbitos:



- 17) A nivel nacional, valore en qué medida las actividades, publicaciones y servicios del proyecto han contribuido a reforzar las siguientes áreas:



- 18) ¿Cuál es el cambio más significativo que puede observar a nivel individual y en su institución como resultado de la participación en las actividades y servicios del proyecto?

(Pregunta abierta)

“Fortalecimiento de los procesos de Networking y gestión del conocimiento.”

“Profundizar en la investigación.”

“Ampliación del entorno comercial.”

“La importancia de las interrelaciones con países de la región, y más específicamente en el bloque Mercosur.”

“La mejor comprensión sobre el impacto del comercio y la integración regional en el desempeño macroeconómico de un país, incluso conocer aquellas actividades en las que la fuerza laboral femenina son de.”

“Aprender a simular a partir de la elaboración de MIP es una de las actividades de mayor provecho.”

“Conocer el mercado de los insumos que se usan para la producción de buses eléctricos en la región.”

“La asignación de todo lo que tiene que ver con respecto a la MIP.”

“Mejor comprensión de los acontecimientos económicos de mi país.”

“Se ha potenciado un mayor interés por desarrollar investigaciones relacionadas con la temática de las cadenas de valor y la integración regional.”

“Entender los usos más avanzados de las MIP reforzó la importancia en la elaboración de los COU que se realizan en mi Departamento.”

“Avances en la investigación sobre encadenamientos productivos.”

- 19) ¿Puede proporcionar un ejemplo en el que las recomendaciones, la orientación o los aportes de la CEPAL / CESPAP proporcionadas a través de actividades y publicaciones se hayan utilizado para informar o influir en acciones específicas destinadas a mejorar la integración en las cadenas de valor intrarregionales o birregionales (p.e., desarrollo de estrategias, alianzas, inversiones, cambios en las políticas comerciales e industriales, facilitación del comercio, etc.)??  
(Pregunta abierta)

“Si, actualmente estamos desarrollando un piloto de bus de H2 verde, en el que se han identificado elementos de integración regional para potenciar las cadenas de valor en la región y fortalezas de los países para potenciar la producción en la región.”

“Investigación en el aula y para elaboración de artículos de investigación.”

“Alianzas y políticas de comercio exterior.”

“Paraguay y Japón amplían el intercambio comercial para potenciar el crecimiento económico.”

“En las negociaciones comerciales actuales llevadas a cabo por mi país con China y Corea del Sur, se consideraron aquellos sectores más preparados para la integración, lo que permitió ubicar en las canastas de desgravación más rápida, lo mismo se hizo con aquellas menos preparadas para plantear mayores plazos de desgravación.”

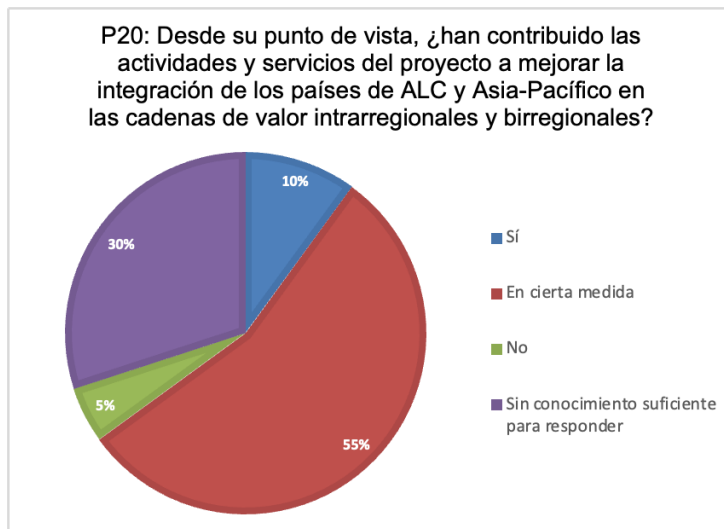
“Asesoría en la confección de la MIP de todos los países para un año futuro específico. Para el desarrollo de políticas conjuntas.”

“Cambios en las políticas comerciales.”

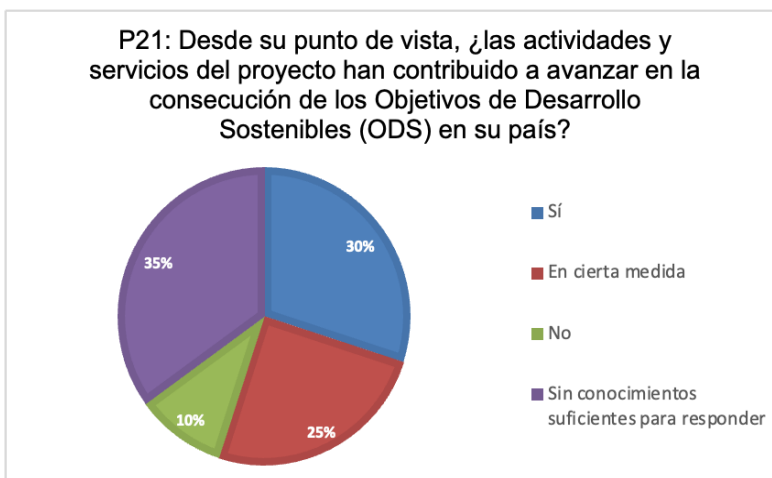
“Profundizar en la investigación, y convocar actores en las regiones o departamentos de mi país para lograr aportes y apoyos.”

“Promoción de un seminario con la participación de gobiernos, empresarios y académicos de los países implicados.”

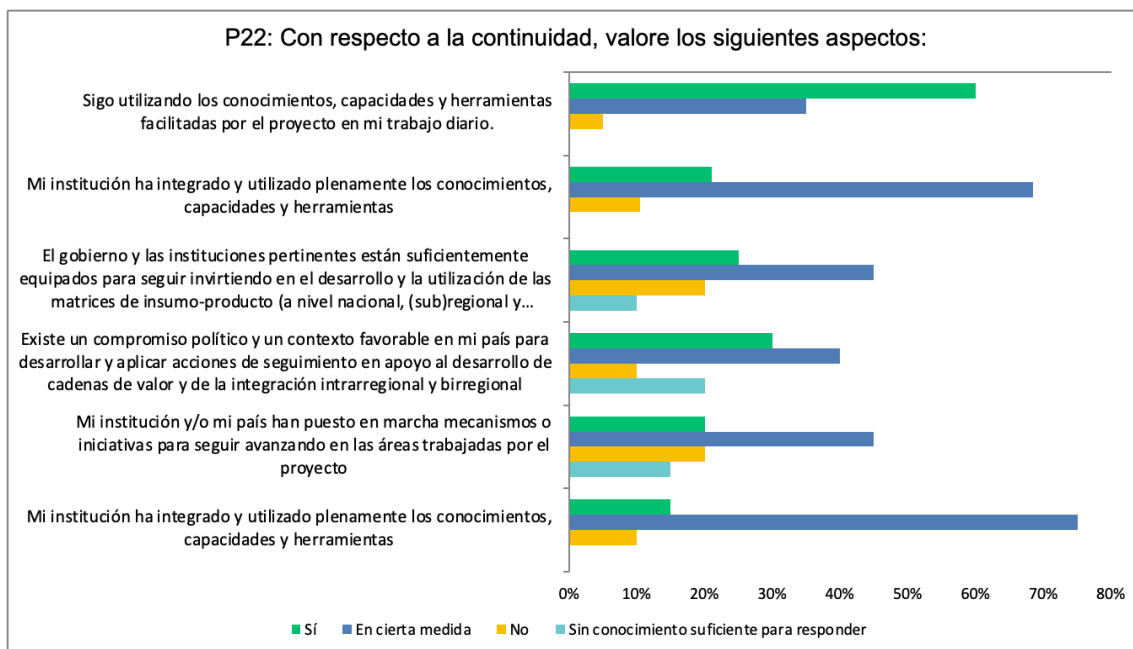
- 20) Desde su punto de vista, ¿han contribuido las actividades y servicios prestados a través del proyecto a mejorar la integración de los países de ALC y Asia-Pacífico en las cadenas de valor intrarregionales y birregionales?



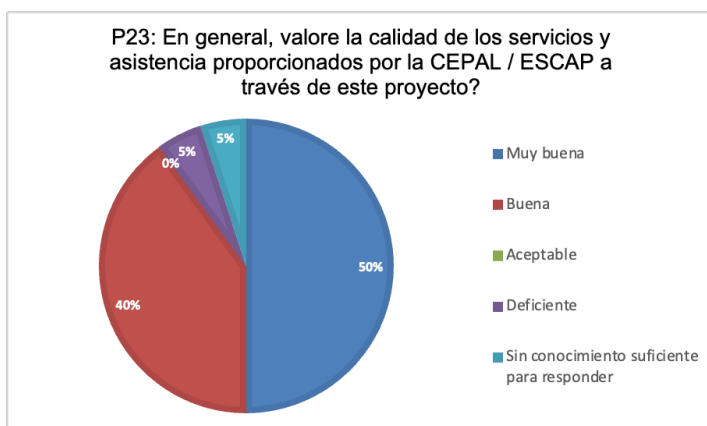
- 21) Desde su punto de vista, ¿las actividades y servicios prestados a través del proyecto han contribuido a avanzar en la consecución de los Objetivos de Desarrollo Sostenibles (ODS) en su país?



22) Con respecto a la continuidad, valore los siguientes aspectos:



23) En general, ¿cuál es su grado de satisfacción con la calidad de los servicios y asistencia prestados por la CEPAL/CESPAP a través de este proyecto?



24) Desde su perspectiva y experiencia, ¿cuál destacaría como el principal valor añadido de la CEPAL/CESPAP y la prestación de servicios y actividades del proyecto?

(Pregunta abierta)

*“Intercambio de experiencias, que favorece la gestión del conocimiento.”*

*“Información de gran interés y profundidad en los temas.”*

*“La integración de los países en un objetivo común, que es la evaluación conjunta de las cadenas de valor.”*

*“El acogimiento y permitir el acercamiento directo a los gobiernos locales.”*

*“La selección del expositor Ariel Luis Wirkierman ha sido excelente, pues ha demostrado dominio pleno de la MIP y el uso de la herramienta R.”*

*“En mi caso, yo había trabajado anteriormente con tablas MIP, pero fue relevante el que las aplicaciones de dichas herramientas se ponga en conocimiento de otras personas o instituciones, quienes pudieron conocer las aplicaciones prácticas de las mismas, más aún en aquellas MIPs regionales o interregionales.”*

*“Los talleres son excelentes. Se aprenda mucho de ellos gracias a sus técnicos.”*

*“En cuanto al proyecto de buses eléctricos en que estuve de asistente en un seminario, lo veo muy valioso para potenciar en la región las cadenas de valor de los insumos de estos vehículos.”*

*“La confección de la matriz para algunos países. Y la promoción de su trabajo.”*

*“Excelente capacidad de liderazgo y coordinación entre los participantes.”*

*“Destacar la importancia de fortalecer capacitación continua y explotar la información recopilada a nivel regional de cara a la formulación de políticas públicas.”*

*“Capacidad de reunir a personas de distintos países, con experiencia, para ampliar conocimientos y experiencias a sus miembros.”*

*“Los informes y datos estadísticos, casos específicos de análisis.”*

25) ¿Tiene alguna recomendación que le gustaría compartir para fortalecer el trabajo o la iniciativa futura de la CEPAL/CESPAP en esta área?

*(Pregunta abierta)*

*“Seguir trabajando en talleres y búsqueda conjunta de recursos para desarrollo de pilotos que contribuyan a ir ampliando el desarrollo de las cadenas de valor.”*

*“Por favor más capacitaciones sobre el tema.”*

*“Mantener activa la dinámica de estas actividades, por lo menos una vez al año.”*

*“Apoyo para la elaboración de la MIPs a partir de las COUs.”*

*“Las aplicaciones del trabajo desarrollado por CEPAL en la agregación de las matrices regionales son muchas, recomendaría que se insista en el tema directamente con los países y gobiernos, involucrando además a elementos clave del sector privado.”*

*“Seguir desarrollando talleres enfocados en automatizar los cálculos y procesos de elaboración de la MIPs.”*

*“Capacitación en la confección de las mismas; su manejo y aplicación con respecto al diseño de políticas pública.”*

*“Desarrollar más capacitaciones presenciales con participación más ampliada de participantes.”*

*“Mejorar la comunicación para el intercambio de opiniones sobre los avances en la consolidación de los resultados, sobre todo al nivel técnico de los participantes.”*

*“Promoción de más talleres y cursos.”*

*“Los cursos e intercambios con diferentes países sobre elaboración de las MIP deben mantenerse de forma periódica.”*

*“Continuar con las iniciativas y apoyo a la creación de cadenas locales y regionales de otros sectores.”*

*“Recomendaría el desarrollo de talleres prácticos sobre la Matriz Insumo producto.”*

## ANNEX 7 EVALUATOR'S REVISION MATRIX

### Evaluation of the FEALAC Project "Value chain Development for deeper integration of East Asia and Latin America"

#### Evaluation Report Feedback Form: Revision 1

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENT	EVALUATOR'S RESPONSE
	The links between findings and conclusions, and between recommendations and conclusions/findings, should be made more explicit so that the reader can follow the logic as to why recommendations are made.	Thank you for this observation. Agreed. The conclusions and recommendations sections were revised accordingly to highlight and clarify the linkages between findings, conclusions and recommendations.
<b>Section 4.1</b>	<p>The findings might provide a more balanced and pragmatic perspective if they underscore that:</p> <p>In this collaborative initiative, the project strategy was influenced by the format of an existing Development Account project that had its own distinct scope and mandate. This variation led to certain complexities for the partner agency in devising parallel implementation strategies. However, the team conscientiously navigated these challenges, making a concerted effort to harmonize regional priorities with the project's collaborative nature. It's a testament to the adaptability and commitment of all involved in ensuring the project's success despite the constraints encountered.</p>	I fully agree with this point. The evaluation confirmed that, despite the design and focus, which was more strongly aligned with the DA project and the ongoing work of ECLAC, the project was flexible enough to respond to both the interests and priorities of the regions and the implementing agencies. The findings section has been revised to highlight and reflect this observation more clearly.
SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENT	EVALUATOR'S RESPONSE
<b>para 11</b>	<p>Suggested changes as per the yellow:</p> <p>"While in Latin America the focus was on activities and services at the national level for the member states, as well as on specific outputs and activities at the subregional and regional levels, in Asia-Pacific the focus was on activities at regional level to promote the capacity of Asian FEALAC member states on formulating intra-regional and inter-regional integration policies."</p>	Accepted and changed.

## SPECIFIC COMMENTS

### Section 3.3. para 28

Calculating the response rate based on the individuals who opened the survey is usual. The response rate is typically calculated as the number of responses received (33) over the total number of stakeholders to whom the survey requests were sent (489).

Yes, that is correct that it is usually calculated based on the number of people to whom the survey was sent. Among the 489, a large number was invalid or no longer active email addresses. There has been also a considerable number of people who have only participated in one activity or activities, which took place early in 2018 (with the DA project still running). That is why the number of actually opened links were considered, in which case the participants were able to read the full introduction. In any case the response rate was low and not representative. The answers were used in the triangulation and to validate the information collected through interviews.

**An explanation was added to the section.**

### Section 4.1

Describing the project design as simple and straightforward does not accurately capture the analysis and issues discussed. Perhaps the project design could be described as primarily focused on producing tools and providing specific interventions, or on operational aspects rather than results oriented.

Key Finding 1: The project design was defined in a simple and straightforward manner, as well as sufficiently broad to respond to the project scope and expected accomplishments, facilitating implementation and adaptation to change. However, it did not serve to its full extent as a results framework that would translate the intervention logic into an implementation plan and basis for project monitoring and evaluation.

Describing the project design as simple and straightforward, which refers mainly to the results logframe rather than the design process, does not mean that the project and its implementation were not complex. The logical framework was sufficiently clear in linking activities and results to EAs in a logical sequence. Nor does it mean that the tools and products developed were simple or it that it was easy to implement the project; on the contrary, they were highly technical and complex. I understand that the description may be misleading.

**The section was revised and adjusted to avoid confusion.**

### Para 33

The statement “the project does not define a specific objective, but has a very broad and ambitious overall objective” is a bit confusing. What would constitute a specific objective?

A classic logic framework defines a general objective, a specific objective, results and activities. The general or overarching objective is situated at a level that is generally not measured through indicators, while the specific objective should be measurable at the end of the project and indicators should be defined. It is situated above the direct outcome-level of the project as the long-term change or impact the project is contributing too, such as the SDGs. In the FEALAC project, the overarching objectives of a deeper integration is not measurable. A specific objective should be could have addressed measurable changes, such as the policy influence of the project to design measures or trade policies based on the inputs of the project, changes in trade negotiation, revision of trade measures, specific resource allocation to improve trade facilitation, etc.

**The statement was rephrased for better clarity.**

## SPECIFIC COMMENTS

<p><b>Para 41-42</b></p>	<p>Please merge paras 41 and 42 to become one para as follow (changes are in yellow):</p> <p>41. The project design in terms of consultation and participation was not a strong point, and although efforts were made in implementation to engage with a wide range of stakeholders and collaborators, the project could have benefited from a more comprehensive dialogue and communication strategy at design. The drafting of the proposal was led primarily by ECLAC, with a strong interest in building on and expanding the work undertaken since 2015 to develop and promote input-output tables for the LAC region. The evaluation found that early exchanges and consultation would have strengthened the planning process. This would also have allowed a better capture of the vision and approaches of both regional commissions.</p>	<p>Accepted and changed.</p>
<p><b>Para 43-45</b></p>	<p>Describing the project as gender or human rights neutral is misleading. When a project is described as gender neutral, it could mean that it made an effort to be inclusive and equitable, treating all individuals equally regardless of their gender identity or expression. However, the analysis shows that the project did not pay attention to these cross-cutting issues.</p> <p><b>Key Finding 3: The project design was gender and human rights neutral</b> and did not define specific actions to address cross-cutting issues within the topics covered and the project's highly technical approach.</p>	<p>The project and its teams adhered to the principles of gender equality, human rights, equal treatment and non-discrimination. However, when applying the analysis based on the categories of the different gender markers, including the UN Sustainable Development Group and the OECD-DAC gender markers, the FEALAC project does not specifically target gender equality. The OECD-DAC establishes a three-point scoring system: (i) not targeted—project has not been found to target gender equality; (ii) significant - Gender equality is an important and deliberate objective, but not the main reason for undertaking the project/program; and (iii) principle - Gender equality is the main objective of the project/program and is central to its design and implementation. program and is central to its design and expected results. Different variables and indicators for the analysis: <a href="https://www.oecd.org/dac/gender-development/Minimum-recommended-criteria-for-DAC-gender-marker.pdf">https://www.oecd.org/dac/gender-development/Minimum-recommended-criteria-for-DAC-gender-marker.pdf</a></p> <p>According to the UN Sustainable Development Group established a 0-3 coding system, the FEALAC project falls into the 1 “limited”. It is also important to note that a number of interviewees used to expression “neutral”, in the sense of not specifically addressing gender issues, but not discriminating in any way. In other analyses, including evaluations, it is common to use the term “gender blindness” to refer to the lack of consideration of gender and other cross-cutting issues. This is a much stronger and negatively associated definition, compared to neutral.</p> <p><b>The section was reviewed and adjusted to avoid misinterpretation.</b></p>

**SPECIFIC COMMENTS**

<b>Para 101</b>	Please, clarify in what sense the judgment is used: “The use of multiregional IOTs or FEALAC IOT has not been yet fully exploited.” From 2021 onwards, there is an increasing of the use of the global matrix. With more time, we could send you a list of references of its use.	From the document review or available project reports, it was not possible to track the use of (sub)regional / global IOTs by target groups or end users. This is why the question was posed in the interviews and the survey. According to the survey, FEALAC’s global IOT was the least known and used. The vast majority of interviewees recognized the importance of the construction and availability of global, regional and bi-regional IOTs, but acknowledged at the same time that they have not used or consulted them extensively for their work. This also applies to subregional integration schemes. The representatives stressed that there is great potential for using these tools to deepen analyses and for decision-making purposes. Thus, there is a need to continue training analysts and staff of these regional institutions. On the other hand, researchers and analysts in the academic sector have taken greater advantage of the tools to conduct analyses and studies. Therefore, the conclusion is that there is still room for further promotion of these tools to foster their understanding, appropriation and use. <b>The section was revised and information was added for clarity.</b>
<b>5. para 132</b>	Suggest change to: “...As for ESCAP, it responded to its role in generating innovative and action-oriented knowledge, but the evaluator felt that the project design made it challenging for ESCAP’s mandates, perspectives and approaches to be adequately represented in this joint endeavor.”	Accepted and changed.
<b>Para 104</b>	I suggest emphasizing that 8 out of 10 respondents stated that the project activities strengthened their analytical capacities in terms of deepening the understanding and identification of their value chains in terms of regional and bi-regional integration within Latin America and the Caribbean and/or Asia Pacific.	Accepted and added.
<b>Para 105</b>	Q17 graph: the fourth listed area is in Spanish, should be in English	Thanks for catching it. Changed.
<b>Para 106</b>	During the 2021-2022 biennium, the use of subregional matrices multiplied, beyond the workshops carried out, these were used for economic impact assessments in Ecuador, El Salvador, Costa Rica, the Andean Community, among others, as far as we know.	Yes, agreed. This was already mentioned in paragraph 109 (old) or 130 (new version). Regarding the Andean Community, it was also mentioned in paragraph 108 (old). This point has been reinforced in the revised version.
<b>Para 106, 159</b>	It is a challenge to move towards the greater promotion of the use of regional matrices, as well as the tools developed. Without a doubt, placing the RIVA application in Spanish will be very useful to continue promoting bi-regional relations. English translation of ECLAC’s manual Economic analysis based on input-output tables: Definitions, indicators, and applications for Latin America is a first step since the indicators are also useful to perform similar analyses in countries of Asia Pacific.	Ok, accepted. The reference to the manual has been added in paragraph 106 (old).

**SPECIFIC COMMENTS**

<b>Para 150</b>	Agree. In our opinion add only: the project did consider as a central axis to apply the theory of change, in the understanding that it is in the interest of ECLAC and ESCAP to be able to contribute directly to the decision-making of the countries' policymakers through appropriate technical tools and supported by the economic structures and realities of countries. Input-Output matrices are, in this sense, the heart of any economic analysis. Without such data, informed decision-making is impossible. A good metric, complemented by timely data, greatly supports policymakers and ECLAC/ESCAP member countries.	Accepted. This statement has been strengthened in the lessons learned and conclusions.
<b>Section 7</b>	Recommendations should clearly identify the target group (e.g. ECLAC or ESCAP or both) for each recommendation and ascertain whether they are actionable. This will help both ECLAC and ESCAP formulate the management response and action plan effectively. It is noted that several recommendations pertain to potential future initiatives or projects that may or may not come to fruition.	Accepted and changed.
<b>Para 154</b>	Please indicate to whom each recommendation is addressed (ECLAC, ESCAP, both?)	Accepted and changed.
<b>Para 155</b>	Agree. The success of the project in responding to the needs of a greater understanding of the economic structure of the countries and articulating issues of interest such as answering questions of economic policy requires a medium-term initiative, which we currently manage with the good reputation of the team. The program could be an extension of joint ECLAC-ESCAP initiatives under the FEALAC umbrella or a new DA Project, linkage with the FEALAC initiative.	Yes, agreed. This statement has been strengthened in recommendation 1.
<b>Recommendation 1</b>	This recommendation appears to be targeted to ECLAC only. Please confirm and identify the target group clearly.	It is mainly for ECLAC regarding the continuity of the work focused on the IOT initiative. However, should there be interest in continuing collaboration with ESCAP and ADB on these issues, it is recommended that an agenda be defined, using theory of change methodology, clearly outlining the different components and interactions with other agencies and showing complementarities. It has been clearly indicated to whom the recommendation is addressed.
<b>Recommendation 2 and 3</b>	These two recommendations also appear to be targeted to ECLAC only.	It has been clearly indicated to whom the recommendation is addressed.
<b>Recommendation 4</b>	Who is targeted for this recommendation?	It has been clearly indicated to whom the recommendation is addressed.

**SPECIFIC COMMENTS**

<b>Recommendation 5 and 6</b>	<p>ESCAP project formulation already requires consideration of communication and dissemination strategy and cross-cutting issues, e.g. gender and disability.</p>	<p>Ok. If it is standardized for all formulations, it is a good approach. The recommendations are also focused on strengthening these aspects, in particular for highly technical projects and those that have a large number of publication and outreach goals. The communication strategy used proved satisfactory, but external stakeholders from both regions agreed that there could be more follow-up and space for interaction. Furthermore, the use of metrics of website traffic, downloads as part of the monitoring strategy can be explored in future initiatives.</p> <p>Both recommendations were revised and improved to reflect these aspects. It has been indicated also to who the recommendations are addressed.</p>
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**Evaluation Report Feedback Form: Revision 2**

**GENERAL COMMENTS**

<b>REPORT SECTION (if applicable)</b>	<b>COMMENT</b>	<b>EVALUATOR'S RESPONSE</b>
<b>Executive summary 19</b>	<p>Please indicate what recommendations apply to which entity. It could be done by putting recommendations in the table, with one column for ECLAC and one for ESCAP, and a check mark if the recommendation applies. No need to go into divisions here</p>	<p>Accepted. Has been changed to a table.</p>
<b>Recommendations Paragraph 153-161</b>	<p>The Programme Planning and Operations Division is the name of the programme division at ECLAC, but not at ESCAP. We suggest to, either be generic in the naming, or to omit the mention of division completely when not needed, for instance:</p> <p>Rec. 1 and Rec. 4            To ECLAC <b>International Trade and Integration Division</b> <del>Trade division</del> (with the support of the Programme Planning and Operations Division).</p> <p>Rec. 2            To ECLAC and ESCAP <del>divisions (with the support of the Programme Planning and Operations Divisions).</del></p> <p>Rec. 3            "To ECLAC and ESCAP <del>(with the support of Programme Planning and Operations Divisions).</del>            Strengthen project cycle management, particularly in terms of risk analysis and defining and implementing a consistent monitoring, evaluation, accountability and learning framework and activities. Ensure sufficient follow-up and quality assurance support from the <del>Program Planning and Operations Division</del> <b>programme division</b> to the implementing divisions <b>of each entity</b> for project progress monitoring and reporting.</p> <p>Rec. 5 and Rec 6.            "To ECLAC and ESCAP <del>divisions (with the support of the Programme Planning and Operations Divisions).</del></p>	<p>Accepted. Has been changed and corrected.</p>



Economic Commission for Latin America and the Caribbean (ECLAC)  
Comisión Económica para América Latina y el Caribe (CEPAL)  
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