



UNITED NATIONS



FINAL ASSESSMENT REPORT

**February
2025**

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

**Support the strengthening of policies to monitor
and promote the participation of MSMEs
in cross-border goods and services e-commerce
for an inclusive and sustainable pandemic response
and recovery in East Asia and Latin America**



FINAL ASSESSMENT REPORT

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

Support the strengthening of policies to monitor
and promote the participation of MSMEs in cross-border
goods and services e-commerce for an inclusive
and sustainable pandemic response
and recovery in East Asia and Latin America

February 2025

This report was prepared by Ariane Corradi, an external consultant, who conducted the evaluation. Ms. Corradi worked under the overall guidance of Sandra Manuelito, Officer-in-Charge of the Programme Planning and Operations Division of the Economic Commission for Latin America and the Caribbean (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 Sara Albornoz Gallegos, Programme Management Assistant.

The evaluator greatly appreciates the support provided by the project stakeholders at ECLAC and at the Economic and Social Commission for Asia and the Pacific (ESCAP), all of whom are involved in the project's implementation. Special thanks are due to the Forum for East Asia-Latin America Cooperation (FEALAC) project managers, Johan Mulder, an Economic Affairs Officer in the International Trade and Integration Division of ECLAC, and Witada Anukoonwattaka, an Economic Affairs Officer in the Trade Policy and Trade Facilitation Section of the Trade, Investment and Innovation Division of ESCAP, for their cooperation throughout the evaluation process and their 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 thanks the project partners, collaborators, participants and beneficiaries for their availability and for the 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.

CONTENTS

EXECUTIVE SUMMARY	vii
1. Introduction	1
1.1 Objective of the evaluation	1
1.2 Key-evaluation questions.....	2
2. Background	4
2.1 General background.....	4
2.2 The FEALAC MSMEs Project	5
3. Methodology	15
3.1 Methodology description.....	15
3.2 Risks, limitations and mitigation strategies.....	16
4. Findings	18
4.1 Relevance	18
4.2 Coherence.....	21
4.3 Efficiency.....	27
4.4 Effectiveness	34
4.5 Sustainability and potential impact.....	45
4.6 Cross-cutting issues on gender, human rights and environmental sustainability	55
4.7 Looking forward.....	56
5. Conclusions	58
6. Lessons learned	60
7. Recommendations	62
8. Annexes	65

TABLES AND FIGURES

Table 1.	Total project budget.....	13
Table 2.	Project budget by output and activity.....	13
Table 3.	Results framework.....	14
Table 4.	Comparison of goals: project document and progress report.....	15
Table 5.	Stakeholder analysis	17
Table 6.	Number of interviews by stakeholder category.....	19
Table 7.	Project outputs	32
Table 8.	Self-assessment of capacity-building and knowledge dissemination events.....	43
Table 9.	Publications and average number of downloads by dissemination activity.....	44
Figure 1.	Project path and main objectives.....	11
Figure 2.	Map of countries that benefited from the FEALAC MSMEs project	12
Figure 3.	Reconstructed theory of change.....	16
Figure 4.	Survey results for relevance.....	25
Figure 5.	Survey results for coherence	29
Figure 6.	Total Marketplace Explorer views until 18 December 2024	40
Figure 7.	Survey results: usefulness of Marketplace Explorers and Regional Digital Trade Regulatory Integration Initiative databases.....	41
Figure 8.	Survey results: advantages of using the project's databases	41
Figure 9.	Average number of publication downloads with and without a dissemination event.....	44
Figure 10.	Survey results: effectiveness of the project's immediate outcomes	45
Figure 11.	Survey results: effectiveness in gender inclusion and inclusion of other vulnerable groups.....	47
Figure 12.	Survey results: achievement of the project's development outcomes	57
Figure 13.	Survey results: the project's impact	58

ACRONYMS

ACRONYM	DEFINITION
ADB	Asian Development Bank
ASEAN	Association of Southeast Asian Nations
B2C	Business-to-consumer
C2C	Consumer-to-consumer
ECA	Economic Commission for Africa
ECLAC	Economic Commission for Latin America and the Caribbean
eLAC	Digital Agenda for Latin America and the Caribbean
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic Commission for Western Africa
FEALAC	Forum for East Asia-Latin America Cooperation
IDB	Inter-American Development Bank
ILO	International Labour Organization
IMF	International Monetary Fund
ICT	Information and communications technology
ITC	International Trade Centre
LACME	Latin America and Caribbean Marketplace Explorer
MSMEs	Micro-, small and medium-sized enterprises
NGO	Non-governmental organization
OECD	Organisation for Economic Co-operation and Development
SDGs	Sustainable Development Goals
SMART	Specific, measurable, achievable, relevant and timely
SMEs	Small and medium-sized enterprises
UNCTAD	United Nations Conference on Trade and Development
WTO	World Trade Organization

EXECUTIVE SUMMARY

1. This evaluation report presents the independent evaluation of the Forum for East Asia-Latin America Cooperation (FEALAC) project “Support the strengthening of policies to monitor and promote the participation of MSMEs in cross-border goods and services e-commerce for an inclusive and sustainable pandemic response and recovery in East Asia and Latin America” (the FEALAC micro-, small and medium-sized enterprise (MSME) project). The project ran from February 2022 until March 2024 and was led by the Economic Commission for Latin America and the Caribbean (ECLAC) in partnership with the Economic and Social Commission for Asia and the Pacific (ESCAP).
2. The objective of this evaluation is to review the relevance, coherence, efficiency, effectiveness and sustainability of the project’s implementation and, more particularly, to document its results in relation to the overall objectives and expected results defined in the project document. In addition, the evaluation identifies the lessons learned and good practices derived during the project’s design and implementation, their sustainability, and the potential for replication in other projects and countries. This end-of-cycle review covers the period spanning the project’s approval in February 2022 through to the uptake of its outputs by beneficiaries and key stakeholders in December 2024. This evaluation was undertaken pursuant to the project document, the ECLAC Evaluation Policy and Strategy and the Terms of Reference of the evaluation, developed by ECLAC.
3. A participatory methodology was adopted with a view to including the perspectives of project managers, United Nations staff involved in implementation, implementation partners, key stakeholders and target beneficiaries. A multi-method approach supported the collection of substantive, comprehensive information and allowed for triangulation of analysis and interpretation based on a desk review and secondary data collected from additional documents, semi-structured interviews, and online, self-administered surveys in English and Spanish. The main findings are set out below.

I. RELEVANCE

4. The FEALAC MSME project addressed FEALAC member countries’ priorities on the measurement of digital trade and e-commerce, the related regulatory policies, and their need to respond to and recover from the coronavirus disease (COVID-19) crisis, by adapting an existing project proposal under discussion to emerging demands and by building on their own regional expertise on the fragility of MSMEs in times of economic and social crisis.
5. Although the needs of women and other vulnerable groups were not explicitly addressed in the project document, they were embedded in the project’s design through its focus on MSMEs, the gender balance among webinar panellists, the online format adopted for knowledge dissemination, the self-paced training model for capacity-building and a specific study on women-led MSMEs in Latin America.

II. COHERENCE

6. Previous work done by the regional commissions on cross-border trade, e-commerce and MSMEs at the regional and country levels informed the establishment of partnerships with local and regional stakeholders, such as universities and regional associations, for the project’s implementation.
7. Robust and strategic coordination with other United Nations entities, especially the Economic Commission for Africa (ECA), the International Trade Centre (ITC), and the United Nations Conference on Trade and Development (UNCTAD), enabled knowledge-sharing and joint outputs related to their specific mandates. The project’s strategic partners included other global entities such as the Organisation for Economic Co-operation and Development (OECD) and the International Monetary Fund (IMF).

8. The project is primarily aligned with Sustainable Development Goal 17, as cross-border e-commerce provides new opportunities for international trade, and also contributes to the achievement of Goal 5, Goal 8 and Goal 10.

III. EFFICIENCY

9. Through their coordinated work, ECLAC and ESCAP efficiently produced comparative and joint outputs with the support of relevant stakeholders at the local, regional and global levels. Duplication of efforts was avoided thanks to the novelty of the theme, continuous shared learning and the careful selection of implementation partners with complementary yet distinct mandates and expertise.
10. These partnerships ensured the reliability, comparability and international standardization of project outputs (e.g., dashboards, databases and country profiles), as well as their cost-effectiveness and timely delivery. Despite uncertainties and barriers linked with the scope of the data to be collected, the FEALAC MSME project successfully delivered 40 outputs, 27.5% of them jointly.
11. Although the funding was deemed sufficient for an ambitious project, funding constraints limited the coverage of Asian countries in the databases produced by the project. Delays in funding availability and in the provision of country-level data were offset by an efficient coordination system and the strong engagement of ECLAC and ESCAP in facilitating contact among different stakeholders. The actual project implementation period was a year and four months, from October 2022 to March 2024.

IV. EFFECTIVENESS

12. The main achievements of the FEALAC MSME project were (a) e-commerce measurement and regulation databases hosted at the Regional Digital Trade Regulatory Integration Initiative were created, with robust data that is comparable across countries and regions; (b) data were produced for FEALAC member countries that had none; (c) governments' role in supporting digital trade and e-commerce was demonstrated, mostly in relation to MSMEs; (d) data were made available on one platform for each project area (e.g., e-commerce measurement and regulatory policies); and (e) ECLAC and ESCAP engaged in cross-regional learning in their areas of expertise.
13. The Marketplace Explorers and the Regional Digital Trade Regulatory Integration Initiative databases are accessible to researchers, global partners, export promotion entities and business associations. In total, the Latin America and Caribbean Marketplace Explorer was viewed 34,400 times on dashboards in Spanish and English and the Asia Marketplace Explorer was viewed 9,000 times. The top advantage for users is the coverage of countries and regions. The challenges in using the data relate to information gaps, data formats and downloading options.
14. Country, regional and thematic reports add value to the knowledge in the databases by translating data into usable information for potential beneficiaries, supporting their specific mandates. This is reflected in the more than 20,000 downloads across all publications, an average of 633 downloads each. Dissemination events markedly increased the number of downloads.
15. Survey respondents indicated that the FEALAC MSME project helped to (a) increase their capacity to measure relevant variables for business-to-consumer (B2C) and consumer-to-consumer (C2C) goods and services digital marketplaces for domestic and cross-border e-commerce; (b) expand their capacity to support MSMEs in engaging in e-commerce; (c) improve their knowledge of central bank policies to support MSMEs interested in and engaging in e-commerce; (d) improve their capacity to monitor and promote MSMEs' participation in e-commerce; and (e) initiate national efforts to reduce regulatory divergence on cross-border e-commerce, including for MSMEs.

16. Women's perception of the project's benefits were statistically higher than men's in relation to women and other vulnerable groups participating in its activities and having their perspectives included in its activities and content.
17. Effectiveness could have been enhanced through more robust and comprehensive involvement of government entities, from the design phase through to implementation. Also, with more financial resources, capacity-building could have been better tailored, tools more suitable and there could have been more on-site events. More information on the resources needed to produce comprehensive, reliable data and to systematically share progress would have enhanced stakeholders' engagement and sense of ownership regarding the project's activities.

V. SUSTAINABILITY AND POTENTIAL IMPACT

18. The sustainability mechanisms that were designed focused on knowledge dissemination activities (e.g., webinars and meetings). Additional activities to ensure knowledge uptake included fostering partnerships with strategic stakeholders, providing training, regularly conducting research and publishing findings, translating country profiles to Spanish and improving data accessibility. These activities were expanded over time, as countries requested more presentations and technical assistance on e-commerce measurement and regulation.
19. There is evidence of knowledge uptake across all categories of beneficiaries, sometimes with an impact on policymaking. Project beneficiaries reported applying the knowledge and skills acquired through the project in organizational and programmatic activities, capacity development, knowledge and skills transfer, academic and research activities, business development, and consulting and international collaboration. Most of the challenges in using the databases related to accessibility and information gaps, whereas the challenges in applying the knowledge acquired related mostly to beneficiaries' institutional and sociocultural barriers.
20. Multiple projects and partnerships deriving from the FEALAC MSME project involve both ECLAC and ESCAP as well as additional regional and global partners. These initiatives demonstrate these implementing entities' reputation on e-commerce and digital trade issues.
21. Sustainability could be improved through more knowledge dissemination activities and strengthened partnerships with strategic stakeholders (e.g., ministries of foreign affairs and global development partners), the production of tailored knowledge products, the provision of capacity-building and technical assistance, improved data accessibility and the establishment of a knowledge hub for project outputs to disseminate knowledge at the country and regional levels.
22. The project achieved its development outcomes, especially according to Spanish-speaking survey respondents, with statistically significant positive results in (a) reviewing domestic and cross-border e-commerce activity by using information from the project; and (b) enhancing their organizations' capacity to include women and other underserved groups in domestic and cross-border e-commerce.
23. Beneficiaries reported the greatest impact on monitoring e-commerce measures and promoting government and private stakeholder policies that sustainably support MSMEs' recovery and long-term competitiveness. Knowledge-sharing and multi-stakeholder and inter-agency collaboration are the main factors that contributed to the project's transformative capacity.

VI. CROSS-CUTTING ISSUES

24. Gender inclusion was embedded in the FEALAC MSME project from its initial assumptions and throughout its life cycle. The inclusion of other vulnerable groups, such as young people and persons with disabilities, was not requested by donors, and was therefore limited.

25. Environmental sustainability was embedded in the project through its predominantly digital format (i.e., for management, implementation of activities and delivery of outputs) and in the use of energy-efficient technology for the dashboards. There is room for a more explicit approach to environmental sustainability through sustainable e-commerce and deeper knowledge of the links between digitalization and sustainable development.

VII. CONCLUSION

26. The COVID-19 pandemic offered ECLAC and ESCAP an opportunity to enhance interregional collaboration under FEALAC by focusing on data production for digital trade and e-commerce, aiming to enhance the capacities of governments and other relevant stakeholders to help MSMEs recover from the crisis through domestic and cross-border e-commerce. Alignment with FEALAC member country priorities was ensured through consultation during the project's design and implementation.
27. The project delivered more outputs than planned and achieved its expected outcomes, including the creation of e-commerce measurement and regulation databases and building capacity among government bodies and other business support services to better support MSMEs in digital trade and e-commerce. Knowledge uptake and potential impact could be inferred from the significant number of downloads of thematic reports, new projects in the pipeline and reports from beneficiaries. The project strengthened the FEALAC mission and the reputation of ECLAC and ESCAP as experts in digital trade and e-commerce.

LESSONS LEARNED

Lesson 1. The engagement of FEALAC member countries is key to ensure that project proposals respond to their needs, data collection remains efficient, and there is a greater probability of knowledge product uptake in programmes and policies.

Lesson 2. Partnerships are essential for the success of a project of this magnitude, while long-term partnerships (e.g., with global and regional organizations, universities and local stakeholders) are a valuable asset for the efficiency, effectiveness, sustainability and impact of project outputs.

Lesson 3. Capacity-building activities, such as training courses and other approaches tailored to governments and specific stakeholders, are key for increasing uptake.

Lesson 4. Building the Marketplace Explorers and the Regional Digital Trade Regulatory Integration Initiative databases was laborious and required training for those who collect and systematize the information.

Lesson 5. The FEALAC MSME project demonstrated that gender issues can be embedded in project activities even when there is no donor requirement to do so.

RECOMMENDATIONS

Recommendation 1. Improve project design with a complete theory of change, making explicit the causal links between activities, outputs, outcomes and intended impact to advance government approaches and policies on digital trade and e-commerce through better measurement and regulation, including establishing specific, measurable, achievable, relevant and timely (SMART) performance indicators to guide project implementation, monitoring and evaluation.

Recommendation 2. Strengthen stakeholder engagement from the outset to improve collaboration and ownership on digital trade and e-commerce issues, especially in large-scale projects covering macro- and micro-level outputs, such as the FEALAC MSME project.

Recommendation 3. Improve digital trade and e-commerce data and information usability and accessibility for relevant stakeholders with the aim of promoting knowledge uptake and increasing the potential impact on measurement and regulation, taking MSMEs into consideration.

1. INTRODUCTION

28. This report presents the independent evaluation of the Forum for East Asia-Latin America Cooperation project “Support the strengthening of policies to monitor and promote the participation of MSMEs in cross-border goods and services e-commerce for an inclusive and sustainable pandemic response and recovery in East Asia and Latin America” (FEALAC MSME project or FEALAC project). The project ran from February 2022 until March 2024 and was led by ECLAC in partnership with ESCAP.

“The Forum for East Asia-Latin America Cooperation (FEALAC) is an inter-regional multilateral forum launched in 1999 with the aim to promote better understanding, political and economic dialogue and cooperation in all areas so as to achieve more effective and fruitful relations and closer cooperation between the two regions”. It mainly consists of regular meetings held at three levels: foreign ministers, senior officials and working-level officials. It is composed of 36 member States, 16 from East Asia and 20 from Latin America.

The FEALAC Cyber Secretariat, based in Seoul, has been operating since 2011. Its objective is to increase cooperation and facilitate communication among its member countries.

Source: Forum for East Asia-Latin America Cooperation. (n.d.). Overview.

<https://www.fealac.org/new/about/overview.jsp>.

29. This evaluation was commissioned by ECLAC on behalf of the United Nations implementing entities and FEALAC member countries and donors. It was conducted by Ms. Ariane Agnes Corradi, an independent consultant and Ph.D. in economic development.
30. The evaluation began in October 2024 and lasted 16 weeks. It encompasses the history of the project’s design (i.e., previous projects and know-how of implementing entities and the COVID-19 pandemic context that provided the timing and opportunity for this project); its consultation, approval and implementation (including challenges and good practices); coordination between ECLAC, ESCAP and the implementation partners; the main achievements from a multi-stakeholder perspective (e.g., governments, think tanks, export promotion organizations and universities); mechanisms for ensuring sustainability; and evidence of potential impact, to the extent possible. This evaluation also describes lessons learned and makes general recommendations for future projects and specific recommendations for MSMEs’ domestic and cross-border e-commerce.
31. The scope of the evaluation was facilitated by the active engagement of multiple stakeholders in the interviews and survey, including United Nations staff who designed and implemented the project’s activities and its implementation partners and beneficiaries.

1.1 OBJECTIVE OF THE EVALUATION

32. The **objective of this evaluation** is to review the efficiency, effectiveness, relevance, coherence and sustainability of the project’s implementation and, more particularly, to document its results in relation to its overall objectives and expected results as defined in the project document. As an **end-of-cycle review**, it covers the period from the project’s approval in February 2022 to the uptake of its outputs by beneficiaries and key stakeholders in December 2024. This evaluation was undertaken pursuant to the provisions of the project document, the ECLAC Evaluation Policy and Strategy and the terms of reference of the evaluation developed by ECLAC.

33. The evaluation followed the evaluation criteria¹ of the OECD Development Assistance Committee for the **relevance, coherence, efficiency, effectiveness, sustainability and potential impact** of the project. The evaluation also identified the **lessons learned and good practices** derived from the design and implementation of the project, their sustainability, and their potential for replication in other countries. The lessons learned and good practices are intended as inputs to the planning and implementation of future projects.
34. This evaluation adhered to the ECLAC guiding principles for evaluations, giving special consideration to assessing the extent to which the project's activities and outputs adopted, respected and promoted a **human rights-based approach**. This included considering whether beneficiaries were treated as equals, the rights of minorities were safeguarded and promoted and civil society was empowered. The evaluation examined the extent to which **gender** concerns—including the needs and priorities of women—were incorporated into project design and implementation, whether women participated on an equal footing, and whether the project empowered women. **Disability inclusion** and **environmental issues** were also evaluated. Moreover, the evaluation process itself, including its design, data collection, reporting and dissemination of findings, was aligned with these principles.
35. The evaluation included an assessment of the project's contribution to achieving the **Sustainable Development Goals** (SDGs).

1.2 KEY EVALUATION QUESTIONS

36. The evaluation questions are grouped according to the evaluation criteria.

RELEVANCE

- (a) How were the activities and outputs delivered in line with the priorities of FEALAC member countries concerning e-commerce in the context of MSMEs?
- (b) To what extent was the project aligned with FEALAC countries' priorities for responding to and recovering from the effects of the COVID-19 crisis?

COHERENCE

- (c) To what extent did the project complement or coordinate with other work undertaken by ECLAC and ESCAP on cross-border trade, e-commerce and MSMEs?
- (d) To what extent did the project complement or coordinate with other work undertaken by other United Nations entities?
- (e) How did the project align with the SDGs?

EFFICIENCY

- (f) How efficient was the coordination between ECLAC and ESCAP in producing comparative and joint outputs and ensuring synergy and the engagement of relevant stakeholders? What mechanisms were set up to prevent duplication of efforts between this and other projects and programmes?
- (g) To what extent did partnering with other organizations (e.g., implementation partners, other United Nations entities and relevant stakeholders) support the timely delivery of project outputs?

¹ Organisation for Economic Co-operation and Development. (n.d.). *Evaluation Criteria*. <https://www.oecd.org/en/topics/sub-issues/development-co-operation-evaluation-and-effectiveness/evaluation-criteria.html>.

- (h) Was funding efficiently allocated for project activities? If not, what were the bottlenecks and how were they managed?

EFFECTIVENESS

- (i) To what extent has the project contributed to the achievement of the expected outcomes referred to in the draft theory of change?
- (j) How do beneficiaries perceive and use the Marketplace Explorers and the Regional Digital Trade Regulatory Integration Initiative databases? What are their advantages and challenges?

SUSTAINABILITY AND POTENTIAL IMPACT

- (k) How were the project's main results and recommendations used or incorporated into the work and practices of beneficiary institutions following the completion of project activities? Examples may include policymaking and capacity-building activities for relevant stakeholders, including MSMEs. To what extent did the project's results and recommendations support an inclusive and sustainable pandemic response and recovery for MSMEs?
- (l) What mechanisms were established to ensure the updating, expansion, follow-up and uptake of the tools and networks created under the project?
- (m) Did the project generate any unexpected effects? For whom and to what extent?

CROSS-CUTTING ISSUES

- (n) To what extent were perspectives on gender equality, protection of human rights and reaching underserved groups (a human rights-based approach) incorporated into the project's design and implementation? What results can be identified in this regard?
 - (o) To what extent were environmental considerations incorporated into the project's design and implementation? How did this affect the results?
37. The report begins by presenting the context in which the project was designed and describing its key components. The evaluator reconstructs the project's theory of change and analyses the main stakeholders. The evaluation methodology and findings are then presented, organized by evaluation criterion. Next, the report presents concluding remarks. The final sections contain lessons learned and recommendations. Detailed documentation to support the findings, conclusions, lessons learned and recommendations is provided in the annexes.

2. BACKGROUND

2.1 GENERAL BACKGROUND

38. The social and economic background of this project is marked by the profound economic impacts of the COVID-19 pandemic, specifically on the economies of FEALAC member countries, including the pressure on MSMEs to move to a digital business model in this crisis-driven context.² As this new global crisis pushed companies, especially MSMEs, to adapt their activities and business models, consumers also adapted their shopping habits, increasing e-purchasing at an unprecedented speed and scope. Electronic and digital commerce surged as businesses and consumers turned to digital channels to maintain their activities. For many MSMEs, e-commerce became essential to sustain their income during the crisis, while for others, it enabled their expansion.³
39. Exports to neighbouring and other countries through e-commerce platforms and other digital channels became a major opportunity for the recovery of MSMEs in the FEALAC economies, enabling them to access new markets and customer segments. MSMEs might also find marketplaces on other continents attractive, especially if they received support to overcome specific export barriers.⁴
40. These barriers hinder traditional cross-border trade but are even more problematic for cross-border e-commerce.⁵ As detailed in the project document, there were significant bottlenecks in Latin America and some East Asian countries, which restricted the push towards digital trade in general and the participation of MSMEs in particular. These factors included difficult and expensive Internet access with large rural-urban gaps, trade facilitation measures with no coordination between border agencies and private operators, companies and consumers that were slow to adopt new technologies and costly and unreliable last-mile delivery. Most preferential trade agreements included few provisions to facilitate digital trade in goods and services. Often, informality and low financial inclusion prevented the expansion of digital cross-border payments, a situation that was compounded by outdated regulations. Moreover, gaps in digital skills and in the uptake of digital technologies were persistent among firms, especially MSMEs.
41. In this context, governments need to step up business support, particularly for MSMEs, to reap the benefits of rapidly growing domestic and international e-commerce markets. Given the expertise of ECLAC and ESCAP, government support could be particularly useful in three areas that represent major challenges for cross-border e-commerce in the FEALAC economies: the availability of data on domestic and international e-commerce marketplaces; cross-border e-commerce regulations; and challenges for MSMEs in cross border e-commerce.
42. Few countries have produced official e-commerce data, while data from private sources is scarce and costly. In this context, ECLAC, in collaboration with ITC, developed a user-friendly online database and dashboard on B2C and C2C goods marketplaces for 33 Latin America and Caribbean countries. Under the FEALAC MSME project, this tool was updated with additional data for Latin America and

² United Nations Conference on Trade and Development. (2024). Independent evaluation of: Global initiative towards post-COVID-19 resurgence of the MSME sector (United Nations Development Account project 2023W) (UNCTAD/OSG/INF/2024/6).

³ Economic Commission for Latin America and the Caribbean. (2022, 1 October). FEALAC project: Promote the participation of MSMEs in cross-border e-commerce. <https://www.cepal.org/en/projects/fealac-project-promote-participation-msmes-cross-border-commerce>.

⁴ Economic Commission for Latin America and the Caribbean and Forum for East Asia-Latin America Cooperation. (2022, 24 May). ECLAC FEALAC Programme: Project Proposal 2021.

⁵ Organisation for Economic Co-operation and Development. (2019). Unpacking E-Commerce: Business Models, Trends and Policies. <https://doi.org/10.1787/23561431-en>.

the Caribbean and a similar dashboard was built for East Asia. From a sustainability perspective, there was a need to strengthen the technical capacity of national statistical offices in selected countries to collect domestic and cross-border e-commerce data. Regular, reliable data would enable FEALAC member countries to better monitor the development and trends of their domestic and international e-commerce landscape and identify areas for policy intervention.

43. Turning to regulations, ECLAC and ESCAP, in collaboration with OECD and the European University Institute, had collected and analysed data on 22 economies in the Asia-Pacific region and 13 in Latin America. The FEALAC MSME project proposed expanding this work to more FEALAC countries and deepening the analysis of e-commerce regulations. This would give stakeholders in FEALAC member countries a better understanding of the regulatory environment for digital trade in their own economies and those of their partners and would help governments to design effective policies and actions to assist domestic firms, especially MSMEs, to fully utilize the opportunities created by digital technology and e-commerce.
44. To identify the challenges for MSMEs in cross-border e-commerce, ECLAC and ESCAP had been monitoring policy initiatives that promote MSMEs' participation in e-commerce since before the FEALAC project.⁶ These initiatives included government support for MSMEs going online for the first time or increasing their online presence; specialized websites providing guidance, information, recommendations and training; marketplaces or mobile applications for MSME sales; and sectoral support programmes, including for creative industries or professional services. These interventions were often coordinated with the private sector, large companies and local business associations, focusing predominantly on the domestic market. Only a few of the strategies that were identified targeted digital exporters or women digital entrepreneurs. A more complete inventory and analysis of these policy initiatives would allow FEALAC countries to better benchmark their own initiatives to those of their peers and fill in possible gaps in their support system.

2.2 THE FEALAC MSME PROJECT

Objectives and capacities of implementing entities

45. The FEALAC MSME project sought to address the three challenges described above for cross-border e-commerce in the context of the COVID-19 crisis response and recovery. **The main objectives of the project** were twofold:
 - (a) To deepen the understanding of policymakers, businesses, researchers and other stakeholders in FEALAC countries regarding the micro and macro dynamics of e-commerce goods and services marketplaces and the challenges and opportunities for MSMEs to participate in this new area of domestic and foreign trade.
 - (b) To propose policy recommendations, based on a review of the policies and regulations on cross-border e-commerce in FEALAC countries, on how to monitor and promote the participation of MSMEs in cross-border goods and services e-commerce.
46. The project was funded by FEALAC and implemented by ECLAC, the lead agency, and by ESCAP. The original proposal, jointly prepared by ECLAC and ESCAP, was submitted to the FEALAC Cyber

⁶ Díaz de Astarloa, B., Mulder, N., Corcuera-Santamaría, S., Weck, W., Barreiros, L., Contreras Huerta, R. and Patiño, A. (2021). Post-pandemic COVID-19 economic recovery: Enabling Latin America and the Caribbean to better harness e-commerce and digital trade. *Discussion Paper*. (00881) M. Gómez (Ed.). <https://doi.org/10.18235/0003436>; Economic and Social Commission for Asia and the Pacific and Asian Development Bank. (2018). *Embracing the E-commerce Revolution in Asia and the Pacific*. <http://dx.doi.org/10.22617/TCS189409-2>.

Secretariat and the FEALAC Steering Committee⁷ in 2021, in response to a FEALAC request for a project that would both address the COVID-19 pandemic and focus on digital trade and e-commerce. The proposal also aligned with the purposes of the FEALAC Multi-Donor Trust Fund⁸ in its pledge to “promote inter-regional cooperation, notably in the areas of trade and investment promotion; [...] public policies and public-private alliances for sustainable growth; and public policies to reduce inequality and enhance social cohesion through an agreement, exchange of letters or other means”.⁹ The original proposal was shared with FEALAC member countries by the FEALAC Cyber Secretariat and discussed by their ministries or departments of foreign affairs. They provided comments on the concept note according to their needs (for more details, see [Relevance](#)). Overall, the comments on the concept note acknowledge the proposal’s relevance, novelty and timeliness. The revised version of the proposal was discussed and approved in an ad hoc meeting of the FEALAC Multi-Donor Trust Fund Steering Committee on 21 February 2022,¹⁰ with the project set to run from July 2022 to December 2023. However, it started in October 2022, when the funds arrived, and ended in March 2024, after a 3-month extension to cope with the challenges in collecting data on digital trade regulation.

47. The project’s design process benefited from the knowledge and capacity gained during previous projects undertaken by the implementing entities, some of which are highlighted in the documentation reviewed¹¹ and the evaluation interviews.
48. ECLAC had already surveyed the e-commerce policies implemented in Latin America, particularly following the onset of the COVID-19 pandemic, showing that 9 of 18 countries surveyed had a national strategy to promote and develop e-commerce.¹²

The FEALAC MSME project is the third project to be approved since the establishment of the FEALAC Multi-Donor Trust Fund, in 2017. The other two were approved in 2018. One addressed reducing inequality in FEALAC member countries and the other addressed value chain development for deeper interregional integration.

Source: Evaluation interviews.

49. The pandemic prompted the development of a national strategy in Argentina, Costa Rica and Mexico, while other countries reported that a strategy was under development. Moreover, ECLAC has worked on e-commerce regulations in 13 countries in the region.¹³ This project would contribute to a more in-depth and geographically comprehensive analysis of the policies and regulations implemented.

⁷ “The Steering Committee shall act as a central advisory body and will play a critical role in identifying priorities projects and activities among others, in accordance with its Terms of Reference (Appendix).” See Forum for East Asia-Latin America Cooperation. (2017). *Terms and Conditions*.

⁸ The FEALAC Multi-Donor Trust Fund was established in 2017 under the Financial Rules and Regulations and directives of the United Nations, in partnership with ECLAC and ESCAP.

⁹ Forum for East Asia-Latin America Cooperation. (2017). *Terms and Conditions*.

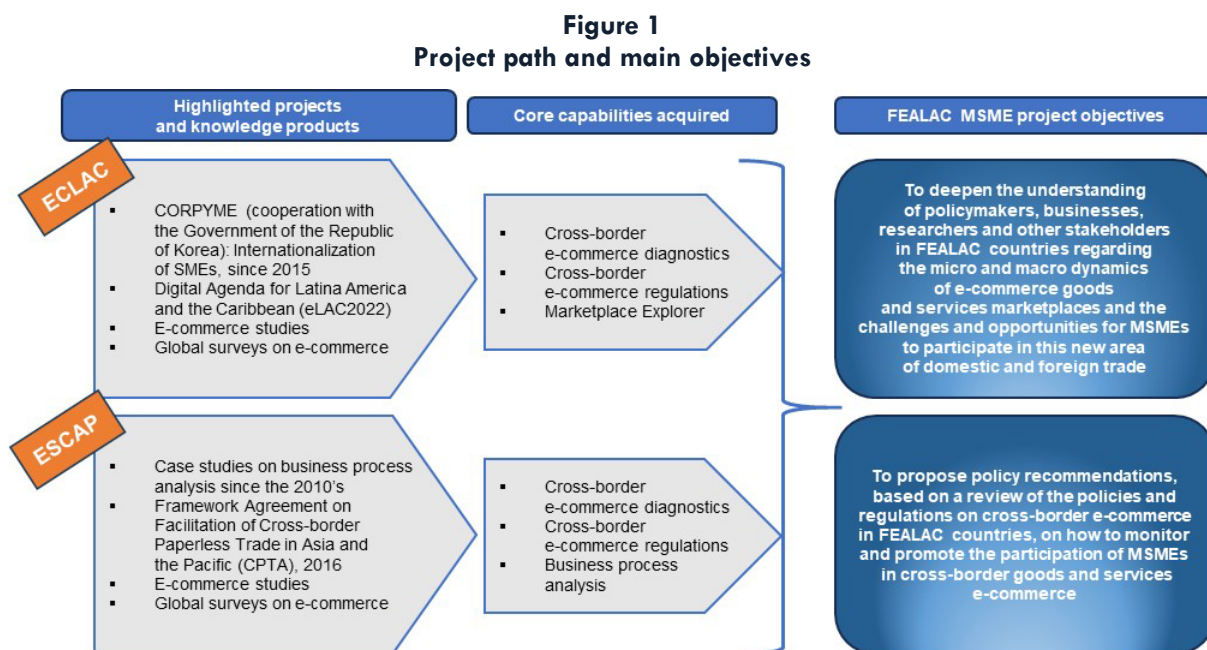
¹⁰ Forum for East Asia-Latin America Cooperation. (2022, 21 February). *Ad-hoc Meeting of the FEALAC Multi-Donor Trust Fund Steering Committee: Tentative Agenda*.

¹¹ Economic Commission for Latin America and the Caribbean. (2021). *Report on the activities of the Commission, 2020* (LC/PLEN.36/4); (2022). *Report on the activities of the Commission, 2021* (LC/SES.39/5); (2023). *Report on the activities of the Commission, 2022* (LC/PLEN.37/4); Economic and Social Commission for Asia and the Pacific. (2019). Selected issues in cross-border e-commerce development in Asia and the Pacific. *Studies in Trade, Investment and Innovation*. (91) (ST/ESCAP/2894).

¹² Díaz de Astarloa, B., Mulder, N., Corcuera-Santamaría, S., Weck, W., Barreiros, L., Contreras Huerta, R. and Patiño, A. (2021). Post-pandemic COVID-19 economic recovery: Enabling Latin America and the Caribbean to better harness e-commerce and digital trade. *Discussion Paper*. (00881) M. Gómez (Ed.). <https://doi.org/10.18235/0003436>.

¹³ Herreros, S. (2019). La regulación del comercio electrónico transfronterizo en los acuerdos comerciales: algunas implicaciones de política para América Latina y el Caribe. *International Trade series*. (142) (LC/TS.2019/42). Economic Commission for Latin America and the Caribbean.

50. ESCAP has conducted research and analysis to provide government policy advice, mainly in collaboration with the Asian Development Bank (ADB) and OECD.¹⁴ ESCAP has also organized capacity-building activities, such as the “Webinar on E-commerce and Paperless Trade”, delivered in 2020.¹⁵ The FEALAC MSME project would also provide an opportunity to explore the impacts of COVID-19 on the development of e-commerce in FEALAC member countries in Asia and their policy implications.
51. ECLAC and ESCAP both participate in the United Nations Global Survey on Digital and Sustainable Trade Facilitation, under which global and regional reports have been produced since 2015.¹⁶ In supporting MSMEs’ pandemic recovery, both regional commissions also worked with UNCTAD, the Department of Economic and Social Affairs, and the other regional commissions on the Development Account project entitled “Global Initiative towards post-COVID-19 resurgence of the MSME sector”.¹⁷
52. Expanding and deepening the regulatory, policy and marketplace analysis of digital trade in FEALAC member countries, with an emphasis on MSMEs, would do much to reduce regulatory divergence and enhance cross-border digital trade among FEALAC economies. This background supported the formulation of the project’s main objectives, as illustrated in figure 1.



Source: Prepared by the author, on the basis of desk review, inception interviews and terms of reference.

¹⁴ Economic and Social Commission for Asia and the Pacific and Asian Development Bank. (2018). *Embracing the E-commerce Revolution in Asia and the Pacific*. <http://dx.doi.org/10.22617/TCS189409-2>; Economic and Social Commission for Asia and the Pacific. (2020). *Regional integration for sustainable development in Asia and the Pacific: ESCAP Digital and Sustainable Regional Integration Index and Indicator Framework: DigiSRII 1.0*.

¹⁵ Hyun Kim, S. (2020, 3 September). *Paperless Trade as e-Commerce Enables* [Presentation]. Webinar on E-Commerce and Paperless Trade. <https://www.carecprogram.org/uploads/ECO3-ESCAP.pdf>.

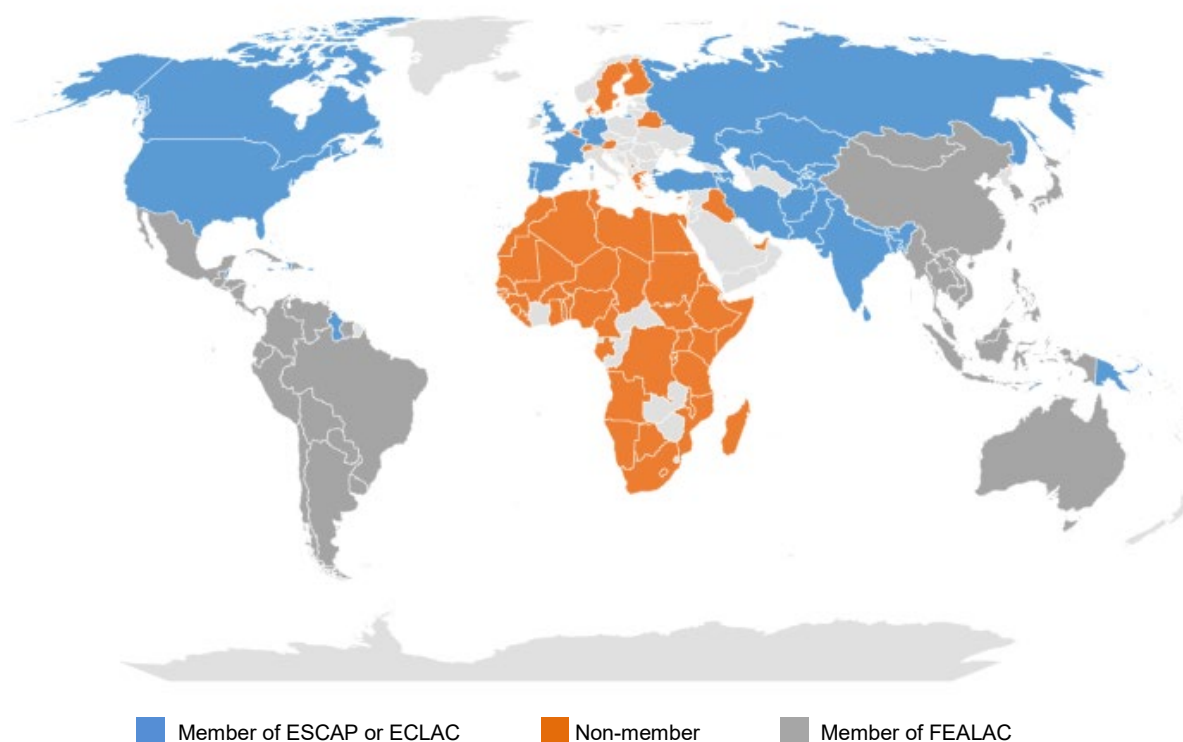
¹⁶ United Nations Regional Commissions. (2015). *Trade Facilitation and Paperless Trade Implementation Survey 2015: Global Report*; (2021). *United Nations Global Survey on Digital and Sustainable Trade Facilitation*. <https://www.untfsurvey.org>.

¹⁷ United Nations Conference on Trade and Development. (n.d.). *Global Initiative towards post-COVID-19 resurgence of the MSME sector*. <https://unctad.org/project/global-initiative-towards-post-covid-19-resurgence-msme-sector>.

Main beneficiaries and target countries

53. The **project's main direct beneficiaries** were governments, policymakers, export promotion organizations and business and industry associations, particularly those working with MSMEs and their e-commerce activities, and the technical and expert staff at relevant institutions (e.g., national statistical offices and specific ministries) in FEALAC member countries in Southeast and East Asia and in Latin America. Beneficiaries were supported through the production of tailored and comparative studies and through online and in-person activities, and efforts were made to bring together participants from both regions despite the considerable time zone differences. The project interventions included producing and disseminating databases and dashboards on marketplaces and regulation, conducting comparative and case studies, preparing guidelines, analysing business processes, providing technical assistance, and delivering training, workshops, seminars and events. In many cases, ECLAC and ESCAP provided direct technical assistance to countries through assessment reports and research studies.
54. This evaluation includes a list of countries covered by the project activities, based on separate lists of event attendees (lists of registrants were not used), panellists' information on event webpages and the tables of contents of all publications. The project's geographical coverage was comprehensive: all FEALAC member countries interacted with the outputs in one way or another, as subjects of country case studies and other types of reports or as panellists or participants in webinars or courses and knowledge dissemination events, and the project's reach extended to non-FEALAC member countries as well, as indicated in figure 2. annex 1 provides a detailed table with beneficiary country names, membership and activities.

Figure 2
Map of countries that benefited from the FEALAC MSME project



Source: Project evaluations and documents.

Note: Countries that are members of FEALAC and are also members of ESCAP or ECLAC are indicated as FEALAC members. The designation "Member of ESCAP or ECLAC" includes both member States and associate members of the regional commissions.

Resources

55. The FEALAC MSME project had a **total budget of US\$ 659,355**, distributed as shown in table 1 (expenditure category) and table 2 (output and activity). By the end of the project, **total spending was US\$ 649,638.01, or 98.5% of the total budget**, with total spending evenly balanced between the implementing entities (US\$ 320,724.13 by ECLAC and US\$ 328,913.88 by ESCAP).

Table 1
Total project budget

Item	US\$
Staff and other personnel costs	392,500
Contractual services	40,000
Travel	105,000
Equipment, vehicles and furniture	18,000
General operating and other direct costs	28,000
Programme support costs (13%)	75,855
TOTAL BUDGET	659,355

Source: Economic Commission for Latin America and the Caribbean.

Table 2
Project budget by output and activity

Output	Activity code and description	Budget (US\$)
1. Comprehensive review of cross-border goods and services e-commerce activity in the FEALAC region	1.1 Virtual workshop	5,000
	1.2 Development of Marketplace Explorers	103,500
	1.3 Studies on the development of domestic and cross-border goods and services e-commerce marketplaces	20,000
	1.4 Regional virtual workshops for national statistical offices and central banks	10,000
2. Analysis of the cross-border goods and services e-commerce ecosystem, with a focus on MSMEs	2.1 Database on the regulatory environment for cross-border e-commerce	85,000
	2.2 Studies comparing regulations on cross-border e-commerce and digital trade	30,000
	2.3 Virtual expert group meeting	5,000
	2.4 Studies on MSMEs' opportunities and challenges for participating in cross-border e-commerce	30,000
	2.5 Studies with country comparisons of support measures to promote the participation of MSMEs in cross-border e-commerce	30,000
	2.6 Workshops and presentations on the opportunities and challenges identified in section 2.4 and the good practices identified in section 2.5	67,500
	2.7 Case studies with detailed business process analyses on MSME goods exports through cross-border e-commerce platforms	70,000
3. Training workshops to promote the effective use of databases and other materials by FEALAC government officials	3.1 Capacity-building workshops to support the effective use of the information generated by the project	77,500
	3.2 Development and dissemination of the online databases developed	50,000
Programme support costs (13%)		75,855
TOTAL BUDGET		659,355

Source: Prepared by the author, on the basis of the project document.

Note: Figures on spending by activity are not available.

Theory of change and logical framework

56. The evaluation determined that FEALAC did not have specific project planning requirements regarding the development of a theory of change or a thorough logical framework with specific indicators. Nonetheless, the project's design initially included efforts to establish a logical framework, complete with key performance indicators. Unfortunately, upon the departure of a key team member from ECLAC, this planning work was discontinued. Consequently, the project document presented only some elements of a theory of change, such as the development issue being addressed, the overall project objectives, the beneficiaries and some elements of a logical framework (for example, goals that could have been translated into outcomes). However, there were challenges in formulating the project outcomes and a comprehensive theory of change, as well as in articulating assumptions¹⁸ and drivers.¹⁹ While the final report included some adjustments, certain areas remained in need of further development. Notably, the project would have benefited from a clearer statement of the planned outcomes, both immediate and strategic, and from specific, defined performance indicators.
57. Table 3 presents the project's results framework and its two objectives. The first is to increase stakeholder understanding of the micro and macro dynamics of e-commerce and marketplaces and the challenges and opportunities for the participation of MSMEs. The second focuses on recommendations for monitoring and promoting MSMEs' participation in cross-border e-commerce through policies and regulations. The evaluation identified two key areas for improvement in the design of the results framework and objectives. First, linking the cross-border e-commerce policy outputs with the higher-level outcomes would have been beneficial. Second, the indicators would have been enhanced by more details on how progress would be measured, including the level of results, the number of countries expected to achieve them and a defined monitoring timeframe. This is further analysed in the findings on efficiency, and one of the report's final recommendations addresses how to strengthen project planning for strategic outcomes.

Table 3
Results framework

Project objectives	
1. To deepen the understanding of policymakers, businesses, researchers and other stakeholders in FEALAC countries regarding the micro and macro dynamics of e-commerce goods and services marketplaces and the challenges and opportunities for MSMEs to participate in this new area of domestic and foreign trade.	
2. To propose policy recommendations, based on a review of the policies and regulations on cross-border e-commerce in FEALAC countries, on how to monitor and promote the participation of MSMEs in cross-border goods and services e-commerce.	
Expected outcomes (absent in the project document, present in the final progress report)	Indicators (only present in the project document)
FEALAC member governments are able to comprehensively review domestic and cross-border e-commerce activity in the FEALAC region, using better and more timely information. (Source: Final assessment report)	FEALAC member governments can comprehensively review domestic and cross-border e-commerce activity in the FEALAC region using better and more timely information on visitor traffic and other elements of B2C and C2C e-commerce goods and services marketplaces.
(Absent)	Enhanced capacity of national institutions to formulate policies to promote sustainable and inclusive e-commerce using databases on the determinants of cross-border digital trade and MSME support policies, as well as examples of micro-based business process analysis case studies.

Source: Prepared by the author.

¹⁸ Assumptions are conditions that are beyond the direct control of the project.

¹⁹ Drivers are the supporting actions or conditions over which the project has some control and which can be facilitated or influenced.

58. The project's goals were initially outlined in the project document and were reflected the indicators²⁰ emphasizing the monitoring of e-commerce activity and the implementation of policies to support MSMEs' engagement in cross-border e-commerce. The first goal aligns with the first indicator in table 3 at the immediate outcome level. The second goal conveys a higher-level project outcome linked with government action taken to implement policies on the basis of the knowledge acquired.
59. These goals were adjusted in the progress report. For the first goal, the change reflects an emphasis on deepening stakeholders' understanding of the dynamics of e-commerce, including the challenges and opportunities for MSMEs. For the second goal, the emphasis was shifted to policy recommendations on how to monitor and promote the participation of MSMEs in cross-border e-commerce. These adjustments reflected a more realistic approach to the intermediate outcomes that was more aligned with the project outputs and the immediate effects expected for beneficiaries. Table 4 contrasts the two sets of goals as presented in the two documents.

Table 4
Comparison of goals: project document and progress report

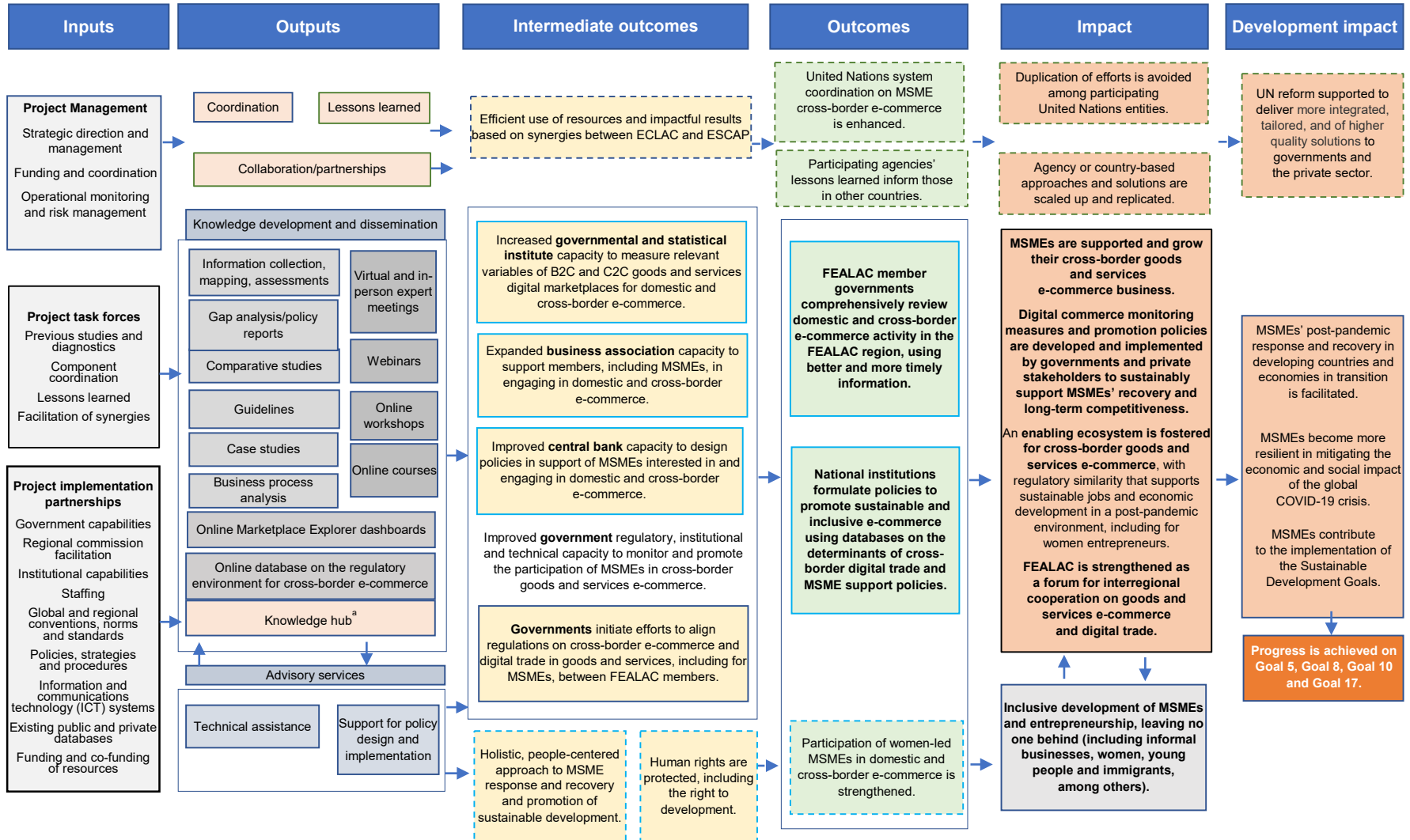
Project document	Progress report
Governments are better able to monitor cross-border e-commerce activity, through user-friendly dashboards with monthly traffic data on domestic and cross-border goods and services e-commerce activity, analytical documents and training activities.	The first goal is to deepen the understanding of policymakers, businesses, researchers and other stakeholders in FEALAC countries of the micro and macro dynamics of e-commerce goods and services marketplaces and MSMEs' challenges and opportunities for participating in this new area of domestic and foreign trade.
National institutions are more effective at implementing policies, and use databases, analytical documents and training activities to promote cross-border e-commerce and the participation of MSMEs in this international trade niche.	The second goal is to make policy recommendations, based on a review of the policies and regulations on cross-border e-commerce in FEALAC countries, on how to monitor and promote the participation of MSMEs in cross-border goods and services e-commerce.

Source: Prepared by the author.

60. The final assessment report does not directly reference the project's goals.
61. Based on this analysis of the project's logic, the stakeholder analysis, the nature and content of the deliverables and key informants' inputs from the interviews, this evaluation reconstructed the project's theory of change, which is presented in figure 3. The reconstructed pathways for achieving the change processes through the outputs, outcomes and potential impact guided this evaluation and are reflected in the methodology and the structure of the findings.

²⁰ Note: These indicators are written in the form of immediate outcomes. While they are presented in the same way in this table as in the project document, the theory of change in figure 3 places them in the "immediate outcomes" column.

Figure 3
Reconstructed theory of change



Source: Prepared by the author on the basis of the desk review, stakeholder analysis and interviews.

^a Economic Commission for Latin America and the Caribbean. (2022, 1 October). *FEALAC project: Promote the participation of MSMEs in cross-border e-commerce*. <https://www.cepal.org/en/projects/fealac-project-promote-participation-msmes-cross-border-commerce>.

Stakeholder analysis

62. This evaluation identified six main categories of stakeholders involved in the FEALAC MSME project, either as contributors or as groups interested in the project's outcomes and evaluation (see table 5). They include United Nations system coordinating entities, FEALAC member countries, other United Nations entities and development partners, export promotion organizations, institutions in academia, government and the financial sector, and MSME chambers of commerce and e-commerce associations.

Table 5
Stakeholder analysis

Project partners and stakeholders	Type and level of involvement in the project
ECLAC and ESCAP	Project implementation. Overall project leadership and coordination by ECLAC. Digital communication and online meetings to monitor project delivery and ensure smooth and steady implementation.
FEALAC member countries (government entities, including but not limited to ministries of foreign affairs, trade and economy) and policymakers	Participation in policymaking capacity-building activities. Contributions to project implementation by providing data as appropriate. In partnership with key stakeholders on MSME development, leading the planning, delivery, evaluation and improvement of effective and appropriate policies and regulations tailored to MSME cross-border e-commerce.
United Nations agencies, funds and programmes and other development partners (ITC, UNCTAD, OECD and IMF)	Technical support and assistance through in-kind contributions for the implementation of activities carried out in areas under their mandates. Access to data under their mandates.
Export promotion organizations (e.g., Ibero-American Network of Export Promotion and Foreign Direct Investment Attraction Agencies (RedIbero), Costa Rican Foreign Trade Promoter (PROCOMER) and World Economic Forum) and export companies (e.g., Nextrade Group and Latin e-Mart)	Contributions to project implementation by identifying barriers to MSMEs' cross-border e-commerce and recommending actions. Participation in capacity-building activities on e-commerce measurement and regulation. Identifying project beneficiaries, as appropriate.
Technical and expert staff in relevant institutions (e.g., national statistics offices and universities)	Production partners and direct users of project outputs. Participation in project implementation by preparing studies and reports, and participation in courses, workshops and webinars. Identifying project beneficiaries, as appropriate.
MSME associations and chambers of commerce	Facilitation of communication among individual businesses, mainly MSMEs, and other stakeholders, such as e-commerce platforms and entities and governments, to improve the business environment and their members' capacity-building practices.

Source: Prepared by the author on the basis of official documents and feedback from evaluation interviews.

Contribution to the SDGs

63. The project reflected the aim of supporting the implementation of the 2030 Agenda, primarily Goal 17, by producing knowledge and promoting capacity-building.²¹ It also aimed to contribute to Goal 5,²²

²¹ Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

²² Goal 5: Achieve gender equality and empower all women and girls. Target 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life. Target 5.a: Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.

Goal 8²³ and Goal 10.²⁴ The main targets to which the FEALAC MSME project contributed are the following:

- Target 17.1: Strengthen domestic resource mobilization, including through international support to developing countries, to improve domestic capacity for tax and other revenue collection.
- Target 17.9: Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the SDGs, including through North-South, South-South and triangular cooperation.
- Target 17.10: Promote a universal, rules-based, open, non-discriminatory and equitable multilateral trading system under the World Trade Organization, including through the conclusion of negotiations under its Doha Development Agenda.
- Target 17.11: Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020.
- Target 17.14: Enhance policy coherence for sustainable development.
- Target 17.16: Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries.
- Target 17.17: Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.
- Target 17.18: By 2020, enhance capacity-building support to developing countries, including for least developed countries and small island developing States, to increase significantly the availability of high-quality, timely and reliable data disaggregated by income, gender, age, race, ethnicity, migratory status, disability, geographic location and other characteristics relevant in national contexts.

²³ Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Target 8.3: Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.

²⁴ Goal 10: Reduce inequality within and among countries. Target 10.2: By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status. Target 10.3: Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.

3. METHODOLOGY

3.1 DESCRIPTION

64. The methodology was participatory. In addition to the perspectives of the project managers, it incorporated the views of other United Nations staff at the implementing entities involved in project implementation, project implementation partners, key stakeholders and beneficiaries. A multi-method approach supported the collection of comprehensive substantive information and allowed for triangulation of analysis and interpretation (see the detailed evaluation matrix in annex 2).
65. This evaluation applied the following methods:
- (a) **Desk review and secondary data collection analysis.** During the inception phase, this included documents (i.e., the project document, progress evaluations, records of consultations during project design and financial details), the project outputs and their effectiveness, and evidence to inform the construction of the theory of change, among other elements. During the data collection phase, the desk review was expanded to include evidence of sustainability and potential impact, external reports on the project, additional contextual information about the FEALAC Multi-Donor Trust Fund and other relevant documentation mentioned by key informants during interviews (see annex 3). The desk review also covered effectiveness indicators, such as the number of website visits and downloads of the project's products.
 - (b) **Semi-structured interviews.** Four inception interviews with United Nations staff and key stakeholders, including the project managers and members of the task forces, set the stage for an in-depth understanding of the project and the fine-tuning of the evaluation methodology. A list of key stakeholder interviewees was established with the assistance of the implementing entities, and 52 invitations were sent. Data collection was supported by a tailored canvas for each group of stakeholders, in Spanish and English, based on their participation and covering all project outcomes. A total of 29 interviews (48.3% involving women) were conducted online using Zoom (see table 6 and annex 4). The interviews covered both regions, with most participants (i.e., those in other international organizations and most of the consultants commissioned to produce knowledge outputs) reporting that they interacted with both ECLAC and ESCAP. For this reason, the interviewees are not broken down by region. Some invitees did not participate, primarily because other colleagues already on the list had deeper knowledge of the project and others had left their jobs as government officials. The total number of interviews increased after reminders were sent and support was provided by the implementing entities, resulting in coverage of all categories of project stakeholders.

Table 6
Number of interviews by stakeholder category

Project partners and stakeholders	Interviewees
FEALAC Cyber Secretariat	1
Project coordination team and task forces at ECLAC and ESCAP	5
Other United Nations staff from implementing entities	2
FEALAC member country entities (e.g., national statistical offices, universities and central banks)	4
Other United Nations staff and development partners (ECA, ITC, UNCTAD and OECD)	4
Non-governmental export promotion organizations (e.g., Redlbero and the eCommerce Institute) and export companies (e.g., Nextrade Group and Latin e-Mart)	6
Technical and expert staff at relevant institutions (e.g., universities and consultants)	5
MSME associations and chambers of commerce	2
TOTAL	29

Source: Prepared by the author.

Note: Stakeholders were grouped by professional affiliation rather than by their role in the project.

- (c) **Online self-administered surveys.** On 27 November 2024, stakeholders and beneficiaries were invited to take part in a survey to assess the evaluation criteria of relevance, coherence, effectiveness, sustainability and potential impact, using the SurveyMonkey platform.²⁵ A reminder was sent out on 2 December. Specific questions assessed the cross-cutting issues of gender and inclusion of other disadvantaged groups. Anonymized demographic questions helped characterize the respondents. The link was sent to 1,828 recipients, from an initial list of 2,116 participants in at least one of the many capacity-building and knowledge dissemination events organized under the project (targeted sampling). ECLAC and ESCAP provided individual participant lists. Lists of registrants were not used and interview participants were excluded. It is noteworthy that there were participants from Latin America in the East Asia events and vice versa, despite the time zone difference and the ability to access the recordings afterwards. These interregional exchanges are reflected in the survey, which covered all types of knowledge products, in both their Spanish and English versions (see annex 6 for a template of the English version). The survey participants included all stakeholder groups, per the stakeholder analysis, as well as indirect beneficiaries, such as business owners or representatives and university students. The survey was available for 10 days and 210 valid surveys were returned (a response rate of 11.5%). Statistics were calculated based on the number of valid responses per question rather than the overall number of respondents. Results are presented in the aggregate and inferential statistics were used to test for significant variation by gender and survey version. However, the survey results represent respondents' perceptions and cannot be generalized to the entire list of survey recipients, to specific groups of stakeholders or to all project beneficiaries.

3.2 RISKS, LIMITATIONS AND MITIGATION STRATEGIES

66. This evaluation faced **constraints or limitations**, which were dealt with by applying the following **mitigation strategies**:
- (a) **Non-systematic monitoring system.** Implementation monitoring was based on a few meetings between ECLAC and ESCAP to coordinate joint activities and share progress on each region's specific outputs. While the implementation partners considered that the post-event assessments were monitoring tools, these assessments did not compensate for the absence of a systematic monitoring system. This affected the evaluation survey owing to the lack of data on participants. For over 300 participants (out of the overall list of 2,116), e-mail addresses were the only information available, which precluded a fuller description of participants and a more tailored approach to sending survey invitations (e.g., by region, gender, language or other factors). **Mitigation:** The survey was launched in Spanish and English, with both links shared by e-mail in the same invitation. Because of this, the evaluation had less tracking information —such as bounce rate, open rate or other data— than if it had been launched directly through the platform.
- (b) **Limited evaluability of indicators.** Because the indicators are broad and do not meet SMART²⁶ criteria, it was challenging to identify evidence that would indicate the extent to which they were achieved. **Mitigation:** Data from the desk review, interviews and survey were triangulated as much as possible, in light of the reconstructed theory of change,²⁷ to assess progress towards

²⁵ The evaluator appreciates the logistical support provided by the Programme Planning and Operations Division of ECLAC during the launch, monitoring and extraction of the survey results, which enhanced the visibility and credibility of the call to participate, and its support during the first round of interview calls.

²⁶ The SMART acronym stands for specific, measurable, achievable, relevant and timely. For instance, a SMART indicator would be "X FEALAC countries will initiate efforts to reduce regulatory divergence in cross-border e-commerce within y months following the end of the project".

²⁷ Methodological note: reconstructing a theory of change a posteriori, as done in this evaluation, affects the findings because it combines planning information from the project document with evaluation data from multiple sources. For instance, the evaluation of the effectiveness criterion relied on the reconstructed theory of change, which was also based on some of the effectiveness data.

- the indicators and objectives in the project document. Still, it was not possible to assess with greater accuracy whether the project underdelivered, fulfilled or overdelivered on specific performance goals.
- (c) **Remote data collection:** The evaluation did not include country visits to allow for in-person interviews and direct observation, which may have limited the collection of evidence at the outcome level, especially on knowledge dissemination and potential impact. **Mitigation:** Complementary data collection methods were used and a wide range of stakeholders were consulted from both regions. For instance, the survey included several open-ended questions to allow for narrative accounts of the use of the knowledge products generated and the related challenges.
 - (d) **Limited availability of informants.** Some stakeholders, mostly at the national level (e.g., government officials, academics and some central bank representatives), were not readily available. Some did not respond to the interview calls and reminders, while others had left the government. **Mitigation:** The evaluator established a long list of potential interviewees, with at least two contacts from each organization in each stakeholder category. This was a successful strategy for securing the opinion of at least one stakeholder per category, with a fair balance between the key informants indicated by ECLAC and ESCAP.
 - (e) **Little time for impact to be observed between the end of the project and the evaluation.** Since the project's activities focused primarily on producing extensive datasets and studies at the country, regional and international levels, its impacts on policymaking (e.g., review of e-commerce policies, reduction of regulatory barriers and others) may be delayed. **Mitigation:** Data triangulation from the desk review, interviews and survey provided clues and documentation that suggest possible future impacts on governments, partners, MSMEs and e-commerce associations, as reported in the sustainability and potential impact sections of the findings.
67. The draft evaluation report was revised by the Programme Planning and Operations Division of ECLAC and by the Evaluation Reference Group.²⁸ The final version of the report incorporates their comments.

²⁸ The Evaluation Reference Group is composed of representatives of the implementing bodies' substantive divisions and offices.

4. FINDINGS

68. This section is organized according to the evaluation criteria. Each subsection highlights the main findings, which are then substantiated using the evidence collected from primary and secondary data sources (the interviews, survey and desk review, respectively).

4.1 RELEVANCE

Key findings

Finding 1: The activities and outputs delivered by the FEALAC MSME project responded to the FEALAC member countries' priorities regarding MSMEs' domestic and cross-border goods and services e-commerce through an interactive consultation process mediated by the FEALAC Cyber Secretariat for Latin America and East Asia.

Finding 2: The project addressed FEALAC member countries' need to respond to and recover from the COVID-19 crisis, first and foremost by adapting an existing project proposal under discussion to the demands of the new context, and secondly by building on their own regional expertise on the fragility of MSMEs in times of economic and social crisis.

Finding 3: While the needs of women and other vulnerable groups were not explicitly addressed in the project document, they were embedded in the project's design through the focus on MSMEs, the gender balance among webinar panellists, the online format adopted for knowledge dissemination, the self-paced training model for capacity-building and a specific study on women-led MSMEs in Latin America.

69. In the context of the COVID-19 pandemic and the consequent acceleration of the digital economy in the form of domestic and cross-border e-commerce, ECLAC and ESCAP received a request from the FEALAC Multi-Donor Trust Fund Steering Committee and the FEALAC Cyber Secretariat to adapt an existing proposal, which was under discussion, to the context of the pandemic, considering the digital economy and regulation issues. The regional commissions, supported by their existing expertise on digital trade and e-commerce, adapted the proposal and shared the new concept note with the FEALAC Cyber Secretariat, which sent it to the FEALAC member countries for feedback. Some ministries and departments of foreign affairs provided comments, expressing their appreciation for the proposed approach owing to its relevance, novelty, timeliness and alignment with other country-level initiatives. These ministries and departments also expressed their needs and suggestions, highlighting elements such as potential implementation partnerships (e.g., with OECD and the Association of Southeast Asian Nations (ASEAN)), the key role of MSME goods and services e-commerce in their digital economy agendas, their efforts in designing e-commerce laws and action plans, the existence of benchmark initiatives on MSME marketplaces (e.g., in the Philippines), concerns about data privacy and protection in e-commerce, and references to country-based studies on e-commerce in the context of COVID-19, some including MSMEs.²⁹ There were requests to prioritize virtual meetings and avoid travel. To varying degrees, ECLAC and ESCAP incorporated all requests and suggestions. The revised version of the proposal was discussed and approved in an ad hoc meeting of the FEALAC Multi-Donor Trust Fund Steering Committee on 21 February 2022.
70. The regional commissions confirmed the priorities and needs beyond those expressed in the written comments on the basis of their ongoing relationships with FEALAC member countries at the country level. Since before the pandemic, the commissions had been holding events on e-commerce and

²⁹ According to an internal document shared with the evaluator.

digital services and providing technical assistance to governments and private sector stakeholders.³⁰ From the perspective of the commission staff involved in the project, governments were interested in improving their digital trade and e-commerce policies, but were reluctant to reveal what they had—or lacked—to other countries. This was a challenge for project managers and implementers, who depended on reliable and timely country data to build databases that were both country-specific and comparable across countries.

71. The relevance of the project was also supported by previous projects developed in each region.³¹ This guided the decisions on which country to select to pilot the knowledge products, which areas to focus on and other matters. Priority was given to FEALAC member countries that had no data on e-commerce at all or were too small to afford a thorough data collection effort (including least developed countries), so that they could benefit from these foundational efforts to support evidence-based policymaking for the first time. According to the project coordinators and the FEALAC Cyber Secretariat, this was perceived as an urgent need in the context of the pandemic response and recovery. This need was addressed in the Marketplace Explorers, country reports³² and country regulation and policy profiles. Local implementation partners confirmed the success of this approach, with the project covering all Latin American countries through the Marketplace Explorer, although they indicated that gaps remained in data on the services sector³³ for the countries most in need. Global implementation partners highlighted the relevance of the project in making new data available, especially on regulations in the services sector,³⁴ providing a better understanding for governments and a reliable basis for analysis and policymaking.
72. The country stakeholders consulted, such as national statistical institutes and chambers of commerce, reported on their previous efforts to generate country-level e-commerce data. They referred to difficulties regarding ambiguous definitions and methodologies and to challenges in data collection and in building a national map of e-commerce activities. For the Colombian stakeholders interviewed, for instance, the FEALAC MSME project provided a methodology with potential in light of their ongoing efforts to harmonize methodologies and definitions on e-commerce statistics. The project demonstrates the advantages of e-commerce and adds value by enabling comparability across countries. It is also relevant because of its focus on MSMEs, which are the most vulnerable businesses in terms of survival rates and barriers to market entry. E-commerce is seen as a viable option for them. This concurs with accounts from implementation partners that the evidence available to policymakers is poor, due to the lack of cross-country comparability and limited information when

³⁰ Bello, O. and Peralta Quesada, L. (Coords.). (2022). Evaluación de los efectos e impactos de la pandemia de COVID-19 en los sectores del turismo y el comercio de Panamá: aplicación de la metodología de evaluación de daños y pérdidas (DaLA). *Project Documents* (LC/TS.2022/117). Economic Commission for Latin America and the Caribbean; Economic and Social Commission for Asia and the Pacific. (2020). Discussion paper on “barriers and opportunities for women-led micro, small, medium enterprises in Samoa”. *Discussion Paper*.

³¹ Economic and Social Commission for Asia and the Pacific. (2017). Building a Resilient Digital Economy: Fostering SMEs in Central Asia. *Asia-Pacific Information Superhighway (AP-IS) Working Paper Series*; Herreros, S. (2019). La regulación del comercio electrónico transfronterizo en los acuerdos comerciales: algunas implicaciones de política para América Latina y el Caribe. *International Trade series*. (142) (LC/TS.2019/42). Economic Commission for Latin America and the Caribbean; Madan, N. (2020). A Review of Access to Finance by Micro, Small and Medium Enterprises and Digital Financial Services in Selected Asia-Pacific Least Developed Countries. *Working Paper Series*. (20/03). Economic and Social Commission for Asia and the Pacific; Economic and Social Commission for Asia and the Pacific. (2020). *Assessment of the Impact of COVID-19 on MSMEs, and especially women-led MSMEs in Viet Nam*; Economic Commission for Latin America and the Caribbean. (2022). *The sociodemographic impacts of the COVID-19 pandemic in Latin America and the Caribbean* (LC/CRPD.4/3).

³² For example, other inclusion criteria specific to different outputs ensured that strategic countries involved in e-commerce, such as Singapore, or countries with a growth trend in that area, such as Thailand and Vietnam, were included in the country briefs.

³³ In contrast to the data on trade in goods, data on trade in services is harder to obtain and track, according to the experts consulted during this evaluation.

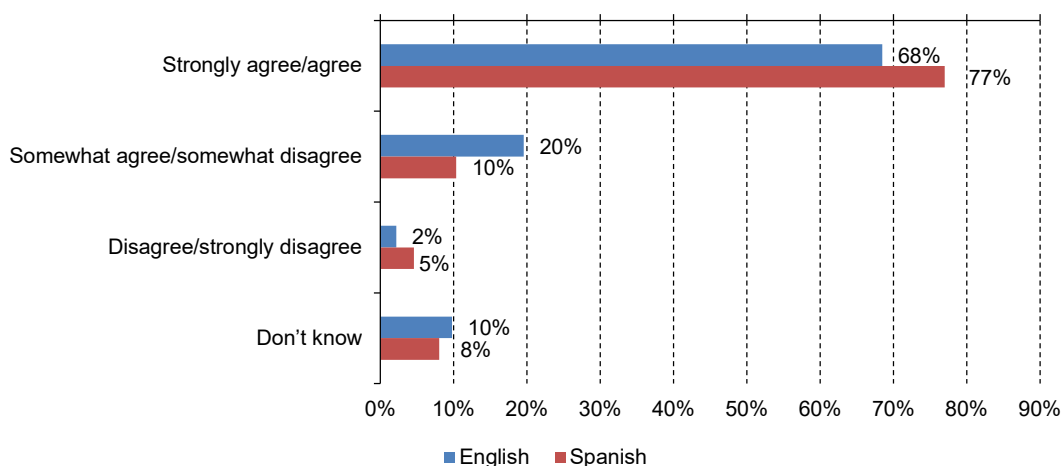
³⁴ The services trade poses particular challenges for cross-country comparison of regulations, the impact of the pandemic on tourism and how quickly it recovered, and the resilience of the digital services trade.

data are only collected from business association members. Countries' inequalities in terms of their e-commerce activities affect metrics (e.g., metrics are often based simply on the number of beneficiaries, which fails to reflect differences in country size and markets) and result in a lack of data on the promotion of successful exporters. Stakeholders in private cross-border trade highlighted that a United Nations project has a greater influence on policymakers and exporters than a project conducted on their own initiative to raise awareness and support export businesses. This seems to be especially the case for Latin American MSME exporters, who lack basic knowledge on the legal processes for exporting to different countries within the region, and more so regarding exports to Asia.

73. In relation to the relevance of the project for women, persons with disabilities, young people and other disadvantaged groups, the project coordinators acknowledged that these groups are key in the MSME context but also that there was no specific donor request to address these groups. Nevertheless, their needs were embedded in the project activities by ensuring a gender balance in the composition of webinar panels and invitations for participation, adopting the online format for knowledge dissemination events (e.g., recorded webinars that could be accessed any time), delivering self-paced training for capacity-building, producing a specific study on women-led MSMEs in Latin America,³⁵ and monitoring gender balance in event participation. While data disaggregated by gender are embedded in the Marketplace Explorers, regulatory data are rarely gender-disaggregated, so the project design was adapted to these data availability challenges as much as possible. United Nations staff in the implementing entities emphasized their previous knowledge of the prevalence of women in small businesses participating in domestic e-commerce, making the project relevant for women by design.
74. There is a shared understanding among project coordinators and implementation partners that the FEALAC MSME project represents an initial exploration of e-commerce issues. It opens the “black box” of knowledge on how goods can be exported and imported between Latin American and East Asian countries, and this knowledge can support the design of more targeted projects in future, including for advancing gender and environmental sustainability to attain a more comprehensive approach. This is reflected in the words of the beneficiaries interviewed, such as national statistical institutes and export promotion organizations. They acknowledged the need for broad coverage in this inaugural project and stressed that efforts had been made at the country and regional levels to include women in e-commerce through capacity-building and trade facilitation, also noting the need, in Latin America, to consider the intersection of ethnicity and gender in MSMEs' vulnerabilities.
75. According to key informants, the project's relevance under the FEALAC framework could have been improved during the design phase by strengthening interregional cooperation through more exchanges with country stakeholders when preparing the proposal, before a draft was submitted for feedback. This would have enhanced the alignment of project and country-level methodologies, helped to identify best practices for scaling up, and enriched the discussion on cross-cutting themes such as gender, young people and digital inclusion, centring the requests of the FEALAC Multi-Donor Trust Fund Steering Committee and enhancing active, direct interaction with countries. The expected results would have included increased government ownership from the project's onset, with greater change and uptake of project outcomes in policymaking. The most recent proposals submitted to the Committee are taking this perspective into consideration.
76. Survey results indicated that 79.8% of respondents (n = 163 valid responses, 105 male, 57 female) agreed or strongly agreed that the project was relevant to their needs in supporting the MSME sector (see figure 4). Statistical t-tests showed no significant differences by gender (t = -.619, n.s.) or by survey version (i.e., Spanish or English) (t = .568, n.s.).

³⁵ Specifically, this responded to the need of Redlbero and its members to fill the knowledge gap on women-led cross-border e-commerce. This study was the first on the subject in the region.

Figure 4
Survey results^a for relevance
 (Percentages)



Source: Prepared by the author.
^a n = 163 valid responses.

4.2 COHERENCE³⁶

Key findings

Finding 4: The FEALAC MSME project built on previous work conducted by the regional commissions, before and during the COVID-19 pandemic, on cross-border trade, e-commerce and MSMEs at the regional and country levels. This informed the establishment of partnerships with local and regional stakeholders, such as universities and regional associations, for project implementation.

Finding 5: There was strong strategic coordination with other United Nations entities to exchange knowledge and generate joint outputs related to their specific mandates, especially the Economic Commission for Africa, the International Trade Centre and the United Nations Conference on Trade and Development. These strategic partnerships included other global players, such as the Organisation for Economic Co-operation and Development and the International Monetary Fund.

Finding 6: The project was aligned with government priorities in FEALAC member countries by consulting with them, from the project design phase through to implementation, to clarify their priorities, collect data, and validate country case studies, databases and other knowledge products.

Finding 7: The project primarily aligns with Goal 17, as cross-border e-commerce provides new opportunities for international trade. It also contributes to the achievement of Goal 5, Goal 8 and Goal 10.

³⁶ This evaluation criterion investigates how well the intervention fits with or creates synergies for better responses to the climate emergency, for example in strategic documents, existing plans, developments from other projects and the SDGs.

77. ECLAC and ESCAP harnessed their expertise from previous studies, projects and technical assistance provided to countries in their respective regions for coherence in designing the FEALAC MSME project. More specifically, ECLAC contributed its extensive expertise on the internationalization of small and medium-sized enterprises (SMEs) and ESCAP contributed its robust knowledge on regulations and business process analysis. This complementary and collaborative approach, beginning from the design phase, led to mutual learning and transferral of expertise between the regional commissions. This evaluation found evidence of this in the outputs delivered (country case studies on e-commerce measurement and country profiles on regulation) and in the opinions of the project managers, members of the FEALAC Cyber Secretariat and implementation partners.
78. Examples of relevant initiatives that informed the FEALAC MSME project, according to key informants, are the Development Account-funded project that ECLAC conducted between 2020 and 2022 entitled “Building back better in tourism-dependent Caribbean economies post-COVID-19”;³⁷ the CORPYME³⁸ project conducted between 2016 and 2023, funded by the Republic of Korea; an action plan to strengthen government capacities to promote the internationalization of SMEs in the Community of Latin American and Caribbean States; the Framework Agreement on Facilitation of Cross-Border Paperless Trade in Asia and the Pacific,³⁹ adopted by ESCAP in 2016 in its resolution 72/4; and a business process analysis, with case studies on Asian countries since 2011.⁴⁰ The FEALAC MSME project aligns with the Digital Agenda for Latin America and the Caribbean (eLAC),⁴¹ a strategy for the use of digital technology for sustainable development through regional integration and cooperation.⁴²
79. These initiatives involved several regional partners, such as the European University Institute, the ASEAN Secretariat, the eCommerce Institute (an umbrella organization of e-commerce associations in Latin America) and Redlbero. These partners supported data collection, analysis, capacity-building and dissemination across the project’s activities, in coherence with their missions, networks and expertise.
80. One unique aspect of the FEALAC MSME project relative to previous initiatives is that it addresses the micro, meso and macro dimensions, through the work done with MSMEs in targeted studies, the identification of sectors in which e-commerce marketplaces operate and the analysis of national regulations, respectively. Another unique aspect is that the project provided e-commerce data for countries that previously had none.
81. Interdepartmental coherence was evident within ECLAC in the internal coordination between the International Trade and Integration Division (the project lead) and the Division of Production, Productivity and Management, on matters of e-commerce measurement and how to use and disseminate the data from the Latin America and Caribbean Marketplace Explorer (LACME) to respond to regional needs. Another example is found in collaboration initiatives on the internationalization of SMEs under eLAC. The two divisions also collaborated on studies that used

³⁷ Economic Commission for Latin America and the Caribbean. (2023). *Report on the activities of the Commission, 2022* (LC/PLEN.37/4).

³⁸ Economic Commission for Latin America and the Caribbean. (n.d.). CORPYME. <https://www.cepal.org/en/projects/corpyme>.

³⁹ Economic and Social Commission for Asia and the Pacific. (2016). *Framework Agreement on Facilitation of Cross-Border Paperless Trade in Asia and the Pacific* (E/ESCAP/RES/72/4).

⁴⁰ Economic and Social Commission for Asia and the Pacific, Economic Commission for Europe and United Nations Network of Experts for Paperless Trade and Transport in Asia and the Pacific. (n.d.). *Business Process Analysis to Simplify Trade Procedures: Case Studies*. <https://unnex.unescap.org/tools/business-process-analysis-simplify-trade-procedures>.

⁴¹ Economic Commission for Latin America and the Caribbean. (2025). *eLAC2026: Agenda Digital de América Latina y Caribe*. <https://elac.cepal.org>.

⁴² Díaz de Astarloa, B., Mulder, N., Corcuera-Santamaría, S., Weck, W., Barreiros, L., Contreras Huerta, R. and Patiño, A. (2021). Post-pandemic COVID-19 economic recovery: Enabling Latin America and the Caribbean to better harness e-commerce and digital trade. *Discussion Paper*. (00881) M. Gómez (Ed.). <https://doi.org/10.18235/0003436>.

- LACME data and by participating in FEALAC MSME project events.⁴³ An implementation partner referred to the different approaches and motivations of the two divisions as an implementation challenge when there was lack of mutual understanding on what to focus on —productive development or international trade— before starting the work with external partners. These challenges appear to have been underlain by data limitations.
82. Another interdepartmental partner was the Division for Gender Affairs of ECLAC, which supported the lead division by revising draft documents from the gender perspective and participated in webinars that included discussions on gender, among other activities.
 83. Turning to coordination with work undertaken by other United Nations entities and global partners, four examples stand out. The first is the collaboration with ECA. This started as a Development Account-funded collaboration between ESCAP, ECA, and ESCWA on trade regulation issues, before the COVID-19 pandemic. Because of the pandemic crisis, project activities were adapted to the online format and unspent funds were reallocated to help countries respond to the crisis. With the remarkable increase in digitalization, the importance of digital trade grew, and collecting data on it became the new priority. Through a pilot study under this ECA-ESCAP partnership, remote methods were used to begin collecting regulatory data on digital trade and e-commerce. The FEALAC fund, through the MSME project, enabled ECLAC to join this partnership and scale up the pilot initiative. A parallel partnership between ECLAC and ECA, specifically on MSME e-commerce, involved the adaptation and translation of a course developed in English and Spanish into Portuguese, using separate funding sources from each regional commission.
 84. Through its Digital Services Trade Restrictiveness Index database,⁴⁴ OECD is part of this ECA-ESCAP-ECLAC partnership on trade regulations, under which tools are being developed to measure and construct databases for regulations on cross-border e-commerce services. This partnership ensures data reliability, cross-country comparability and identification of the negative effects of regulatory barriers on services sectors. In the context of the FEALAC MSME project, five sectors directly relevant to e-commerce were covered, such as the financial and courier sectors. OECD provided the template database, guidelines, data, and training on monitoring adherence to international standards and participated in discussions to support the work of the regional commissions. The regional commissions, in turn, collected data under the OECD framework.
 85. Collaboration was also established with UNCTAD, the leading United Nations entity for e-commerce and the digital economy. The Conference's global initiative "e-trade for All", Partnership on Measuring ICT for Development, and others benefited from partnerships with the regional commissions, which are closer to the countries providing the data for these initiatives. In addition to collaborating on data generation, the FEALAC MSME project added definitions and concepts on digital trade and e-commerce from the second edition of the *Handbook on Measuring Digital Trade*,⁴⁵ published in March 2023, to one of the training courses (i.e., UNCTAD provided a video presentation,⁴⁶ slides and feedback for the course material). The data of UNCTAD and the FEALAC project are complementary, since the former focuses on national statistics and the value added by e-commerce to countries' gross domestic product, while the latter gathers marketplace information by country and sector. This complementarity has the potential to strengthen the support for evidence-based policymaking, as indicated by key informants.

⁴³ The conference on Digital Trade: Building a Competitive Regulatory Environment for Latin America and the Caribbean, held on 21 and 22 September 2023, had participants from both divisions.

⁴⁴ Organisation for Economic Co-operation and Development. (2025). *Services Trade Restrictiveness Index Simulator*. <https://sim.oecd.org/>.

⁴⁵ United Nations Conference on Trade and Development. (2024). *Handbook on measuring digital trade* [Video]. YouTube. <https://www.youtube.com/watch?v=zduoBKM7bgs>.

⁴⁶ <https://www.youtube.com/watch?v=zduoBKM7bgs>

86. Another key United Nations partner was ITC, acknowledged for its worldwide support for SMEs. The work done by ITC and UNCTAD in partnership with ECA on researching marketplaces in Africa to support technical assistance prompted an invitation to collaborate with the FEALAC MSME project. The main role of ITC was to facilitate the Marketplace Explorers in partnership with the Amsterdam University of Applied Sciences, building on the lessons learned from the Africa Marketplace Explorer project. ITC made a nominal financial contribution to the University and was involved in the process, while the FEALAC project financed the advisory work for data collection from the e-commerce marketplaces, developed the interactive dashboards and prepared the analytical reports.
87. All the regional commissions have been collaborating on the United Nations Global Survey on Digital and Sustainable Trade Facilitation,⁴⁷ generating global, regional and subregional reports since 2015.⁴⁸ This collaboration was referred to as further evidence of coherence between the FEALAC MSME project and previous and ongoing initiatives of the implementing entities.
88. At a higher strategic level, the FEALAC MSME project aligns with General Assembly resolution 74/270 on global solidarity to fight the coronavirus disease 2019 (COVID-19),⁴⁹ the Secretary-General's report *Shared responsibility, global solidarity: Responding to the socio-economic impacts of COVID-19*,⁵⁰ the proposed programme budgets of ECLAC for 2021,⁵¹ 2022,⁵² 2023⁵³ and 2024⁵⁴ and the proposed programme budgets of ESCAP for 2021,⁵⁵ 2022,⁵⁶ 2023⁵⁷ and 2024.⁵⁸
89. At the country level, the FEALAC MSME project aligned with government priorities and pandemic recovery plans in multiple ways. The first was through the project design and approval process, when FEALAC member countries presented their priorities and comments on the draft proposal, which were incorporated into the project's design. There was also close collaboration with government bodies to prepare the country case studies, which examined and responded to specific country needs in matters of digital trade and e-commerce. The studies included dialogue with each country, targeted data analysis and validation of results by country officials before publication. One of the key informants noted that the "results cannot be a surprise to governments".
90. Alignment with government priorities and pandemic recovery plans was also reflected in the reliance on country data for the e-commerce regulation databases. Global partners highlighted that this was a bottom-up approach, since the decision regarding which sectors to focus on depended on the data available at the country level (e.g., data on tourism). Using the database, countries can compare

⁴⁷ United Nations (n.d.). *UN Global Survey on Digital and Sustainable Trade Facilitation*. <https://www.untfsurvey.org/>.

⁴⁸ Herreros, S. (2021). *Digital and Sustainable Trade Facilitation in Latin America and the Caribbean. Regional Report 2021* (LC/TS.2021/126). Economic Commission for Latin America and the Caribbean.

⁴⁹ General Assembly of the United Nations. (2020). *Global solidarity to fight the coronavirus disease 2019 (COVID-19)* (A/RES/74/270).

⁵⁰ United Nations. (2020). *Shared responsibility, global solidarity: Responding to the socio-economic impacts of COVID-19*.

⁵¹ General Assembly of the United Nations. (2020). *Proposed programme budget for 2021. Part V – Regional cooperation for development. Section 21 – Economic and social development in Latin America and the Caribbean* (A/75/6).

⁵² General Assembly of the United Nations. (2021). *Proposed programme budget for 2022. Part V – Regional cooperation for development. Section 21 – Economic and social development in Latin America and the Caribbean* (A/76/6).

⁵³ General Assembly of the United Nations. (2022). *Proposed programme budget for 2023. Part V – Regional cooperation for development. Section 21 – Economic and social development in Latin America and the Caribbean* (A/77/6).

⁵⁴ General Assembly of the United Nations. (2023). *Proposed Programme Budget for 2024. Part V – Regional cooperation for development. Section 21 – Economic and social development in Latin America and the Caribbean* (A/78/6).

⁵⁵ General Assembly of the United Nations. (2020). *Proposed programme budget for 2021. Part V – Regional cooperation for development. Section 19 – Economic and social development in Asia and the Pacific* (A/75/6).

⁵⁶ General Assembly of the United Nations. (2021). *Proposed programme budget for 2022. Part V – Regional cooperation for development. Section 19 – Economic and social development in Asia and the Pacific* (A/76/6).

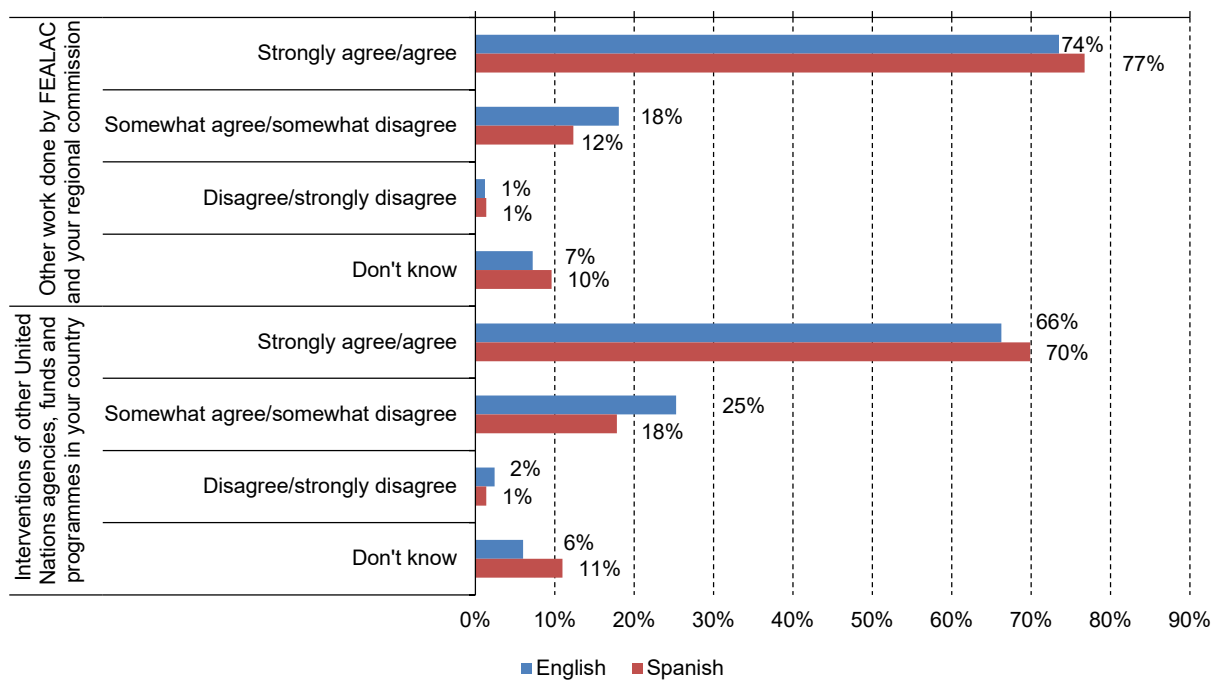
⁵⁷ General Assembly of the United Nations. (2023). *Proposed programme budget for 2023. Part V – Regional cooperation for development. Section 19 – Economic and social development in Asia and the Pacific* (A/77/6).

⁵⁸ General Assembly of the United Nations. (2023). *Proposed programme budget for 2023. Part V – Regional cooperation for development. Section 19 – Economic and social development in Asia and the Pacific* (A/77/6).

their regulations with those of their peers, evaluate the level of the restrictions on e-commerce, track the evolution of regulations and explore options to improve them.

- 91. The project aligns with Goal 17 primarily by strengthening partnerships for sustainable development in areas such as improving domestic capacity to collect taxes and other revenue, using South-South and triangular cooperation for capacity-building, and promoting an equitable and rules-based multilateral trading system. It also contributes to the achievement of Goal 5, Goal 8 and Goal 10.
- 92. The survey results indicated that 81.9% of respondents (n = 143 valid responses, 94 male, 48 female) agreed or strongly agreed that the project was complementary and synergistic with the other work of FEALAC and the regional commissions and that 74.2% (n = 143 valid responses, 94 male, 48 female) agreed or strongly agreed that the project was complementary and synergistic with the interventions of other United Nations agencies, funds and programmes in their countries (see figure 5). Statistical t-tests showed no significant differences by gender (t = .015, n.s., t = -.768, n.s., respectively) or by survey version (i.e., in Spanish or in English) (t = 1.854, n.s., t = 1.344, n.s., respectively).

Figure 5
Survey results^a for coherence
 (Percentages)



Source: Prepared by the author.

^a n = 143 valid responses.

- 93. The survey respondents indicated a wide range of other United Nations agencies, funds and programmes with which the FEALAC MSME project could have partnered to increase synergy and avoid duplication. The top three were the United Nations Development Programme, the International Labour Organization (ILO) and the United Nations Children’s Fund.
- 94. This evaluation noted that the project’s internal coherence could have been improved by developing a logical framework that clearly stated how its activities were linked to the immediate outcomes (e.g., building government capacity to support MSMEs in domestic and cross-border e-commerce), which could have led to strategic outcomes (e.g., revision of trade policies to respond to the needs

- of MSMEs) and could have increased the likelihood of development impact (e.g., MSMEs successfully engaging in digital goods and services trade, in both domestic and cross-border markets). In the context of the theory of change, progress could have been monitored if there had been well-defined indicators (e.g., the number of countries participating in the online course on trade regulation) that informed course corrections during implementation. Key stakeholders noted that there were no clear requirements for continuous planning. An initial effort was made to develop key performance indicators, but this was interrupted by a shortage of personnel.
95. In future, project design could be improved by including other development agencies operating at the country level to promote local engagement and ownership. In addition to the partners already involved in the project, such as ITC, OECD and UNCTAD, key informants in the beneficiary countries indicated that they had been working with agencies such as the United States Agency for International Development, the Sustainable Infrastructure Programme in Asia and the United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) on issues such as trade facilitation and export promotion, e-commerce, and gender inclusion in the digital economy. Partnerships could be strengthened through stronger engagement of the implementing entities in courses and trainings (e.g., participation in debates and presentations) and by ensuring longer-term relationships with implementation partners in universities and other local and regional organizations. This would include keeping communication channels open following the conclusion of a project, sharing information about project outcomes, and building partnerships that could support collaboration in future initiatives rather than one-off consulting relationships. However, the establishment of such partnerships is contingent on the existence of regional institutions with complementary expertise working on the same topic as the project (e.g., the participation of the World Economic Forum in one of the events organized by ESCAP for the FEALAC MSME project).
 96. There is also room for closer alignment with government plans and priorities. The interview informants and the results of the FEALAC survey on suggestions to guide future work aligned with countries' requests to participate from the inception of proposals and throughout implementation and monitoring to better convey their needs and improve ownership. This would require more frequent, direct and intensive interaction with FEALAC member countries and better communication with ministries and departments of foreign affairs.
 97. Some good practices identified under the coherence criterion include harnessing regular and long-term collaboration with global and regional partners, supported by complementary agendas and priorities. This would ensure a sense of continuity and the uptake of lessons learned from previous collaborations, for increased coherence in activity design and more efficient and effective implementation. However, to achieve the expected results, such collaboration needs to be linked with project topics, partners' mandates and the available expertise.
 98. Another good practice, reported by project task forces and local and global implementation partners, was the transfer of knowledge between ECLAC and ESCAP. This learning was gradual and linked with specific project activities, in which one regional commission had more expertise than the other.
 99. Lastly, the commitment to disseminate the project's events, either those jointly produced or those led by either implementing entity, is a good practice to foster wide knowledge dissemination and interregional collaboration, which includes participation by ECLAC and ESCAP staff in each other's events.

4.3 EFFICIENCY⁵⁹

Key findings

Finding 8: Through coordination between ECLAC and ESCAP and with the support of relevant stakeholders at the local, regional and global levels, comparative and joint outputs were efficiently produced. Duplication of efforts was avoided, given the novelty of the theme, continuous exchange of learning and careful selection of implementation partners with different but complementary mandates and expertise.

Finding 9: These partnerships ensured reliability, comparability and international standards in the project's outputs (e.g., dashboards, databases and country profiles), as well as cost-effectiveness and timely delivery. Despite uncertainties and barriers regarding the scope of the data to be collected, the FEALAC MSME project successfully delivered 40 outputs, 27.5% of them jointly.

Finding 10: Although the funding was deemed sufficient for an ambitious project, resource constraints required the databases to be prioritized with regard to coverage of Asian countries. Nevertheless, these countries can also benefit from the other outputs, which provide valuable information. Delays in funding availability and in the provision of country-level data were offset by an efficient coordination system and the strong engagement of the implementing entities in liaising among different stakeholders for timely delivery of most outputs. The actual project implementation period was a year and four months, from October 2022 to March 2024.

Finding 11: Efficiency could have been enhanced by improving communication channels with ministries of foreign affairs and trade, trade promotion organizations, country specialists and focal points, ensuring country-level ownership, which would have improved efficiency through more timely data provision and validation of project outputs (e.g., country briefs, databases and reports) as well as higher uptake of these outputs.

100. Efficient coordination between ECLAC and ESCAP began during the project design phase. Established practice dictates that the decision on which regional commission will lead a project is based on their comparative advantage in a project's topic. This ensures efficiency by building on installed capacity and promoting interregional learning. The time zone difference was dealt with through a combination of synchronous exchanges (i.e., virtual meetings) and asynchronous exchanges (i.e., e-mails, comments on documents and exchange of report templates). There were multiple synchronous interactions to plan activities (e.g., joint publications) and to monitor progress. Live workshops and events, delivered in different time zones to reach as many people as possible, were recorded for asynchronous access.
101. Another efficiency strategy employed was to indicate experts in each region (e.g., an expert indicated by ESCAP to support ECLAC in translating content from Korean to English) and to harness cross-regional capacities within the United Nations system (e.g., a Korean staff member based in Mexico). The project task forces and implementation partners shared an understanding that activities begun or delivered first by one entity improved efficiency for the other, as reflected in the exchange of work practices, templates and feedback throughout implementation. One example was the country briefs on e-commerce traffic trends in East Asia. ESCAP used the Latin American briefs as the basis for their 11 country briefs, which had not initially been planned. This saved time for the ESCAP team in defining what types of economic analyses to conduct, how to structure the reports and in other areas. As a result, the regions' country briefs are similar while being tailored to regional needs.

⁵⁹ This evaluation criterion investigates how well resources were used (e.g., through partnerships and collaboration, allocation of financial and human resources to produce outputs, and delivery rate and timeliness, among other elements).

102. This process resulted in the successful delivery of 40 major outputs,⁶⁰ led by either implementing entity or produced jointly (see table 7, and annex 7 for a detailed account of deliverables). These outputs covered the 20 FEALAC member countries in Latin America and 13 of the 16 in East Asia that had no e-commerce data at all (e.g., Mongolia). Although some of the virtual outputs (i.e., webinars) reached a high number of live participants globally, others had few attendees. However, members of the project task forces noted that, for events with low attendance, a critical mass had been attained and that the right people were in attendance, which is more important than having a large number of irrelevant attendees. The recordings were also made available to expand access. The beneficiaries interviewed (i.e., e-commerce associations) said that they had learned about the project through invitations to attend its webinars, which had motivated their engagement.

Table 7
Project outputs

Activity code and description	Number of outputs	Details
1.1 Virtual workshop to take stock of recent trends in domestic and cross-border e-commerce, present the work of ECLAC and ESCAP and discuss and coordinate project activities		Joint: FEALAC project kick-off webinar “The MSMEs Participation in Cross-border Goods and Services E-commerce in East Asia and Latin America”
1.2 Development of the goods and services B2C and C2C Asia Marketplace Explorer and expansion of the Latin America and the Caribbean Marketplace Explorer to include services	2	Latin America: Latin America and the Caribbean Marketplace Explorer (LACME) East Asia: Asia Marketplace Explorer
1.3 Studies on the development of domestic and cross-border goods and services e-commerce marketplaces, including the factors shaping biregional visitor flows (East Asia and Latin America)	7 (including two sets of country briefs)	Latin America: The landscape of B2C e-commerce marketplaces in Latin America and the Caribbean 33 country briefs in Latin America East Asia: The landscape of B2C e-commerce marketplaces in East Asia, 2024 11 country briefs in East Asia
1.4 Two regional virtual workshops for national statistical offices and central banks to discuss trends and good practices regarding the measurement of domestic and cross-border e-commerce sales and consumption	2	Latin America: Webinar on Measurement of the Digital Economy in Latin America and the Caribbean East Asia: Digital Trade and Investment for Sustainable Development: Building on ESCAP-UNCTAD-UNIDO Report Recommendations
2.1 User-friendly database on the regulatory environment for cross-border e-commerce	2	Latin America: Regional Digital Trade Regulatory Integration Initiative in Latin America and the Caribbean East Asia: Regional Digital Trade Regulatory Integration Initiative in Asia-Pacific Joint website hosting with ECA
2.2 Studies comparing regulations on cross-border e-commerce and digital trade in goods and services between countries in both regions and exploring options to reduce regulatory divergence	8	Latin America: The digital trade policy environment in Latin America and the Caribbean East Asia: Asia-Pacific Digital Trade Regulatory Review 2022: ESCAP-OECD Initiative on Digital Trade Regulatory Analysis Joint: Taking Stock of the Digital Trade and Investment Policies in the Asia-Pacific Region with ESCAP's Regional Digital Trade Integration Index Digital Trade Regulatory Review for Asia-Pacific, Africa, and Latin America and the Caribbean

⁶⁰ This total includes the main deliverables for each activity. There are 44 country briefs in total, one set per region. One workshop was delivered as part of a course, and these two activities are counted as one.

Activity code and description	Number of outputs	Details
2.3 Virtual expert group meeting to discuss the database and reports and make recommendations for future work in this area	2	Joint: Workshop: Regional Digital Trade Integration Index (RDTII): findings and implications from Asia-Pacific, Africa and LAC Digital Trade: Building a Competitive Regulatory Environment for Latin America and the Caribbean
2.4 Two studies on MSMEs' opportunities and challenges for participating in cross-border goods and services e-commerce in selected FEALAC countries, which include policy recommendations	2	Latin America: Estrategias para el éxito de mipymes lideradas por mujeres en el comercio electrónico transfronterizo East Asia: Cross-border e-commerce for SMEs exports: Opportunities, challenges and policy recommendations
2.5 Two studies with country comparisons of support measures for promoting the participation of MSMEs in cross-border e-commerce in the goods and services sector	3	Latin America: Net neutrality exceptionalism: a look into the Pacific Alliance countries during the COVID-19 pandemic and lessons for Asia-Pacific economies East Asia: How Online Courts Effectively Supplement Digital Trade and Contribute to Sustainable Development Goals: Insights from a Case Study of China Digital trade and wealth inequality: Evidence from the Asia-Pacific region
2.6 Workshops and presentations, including during FEALAC events, on the results of the two studies in section 2.4 and the good practices from the studies in section 2.5 of this table	2	Latin America: Workshop: Support Programs to Promote the Participation of SMEs in Cross-border E-commerce East Asia: Online training on cross-border e-commerce for SMEs' export: opportunities, challenges and policy implications
2.7 Case studies on the detailed business process analysis of MSME goods exports through cross-border e-commerce platforms	3	Latin America: Análisis de procesos de una operación de comercio electrónico de la Argentina a México East Asia: Understanding every step of cross-border e-commerce: exporting electronic products from China to Malaysia Joint: Understanding every step of cross-border e-commerce: exporting food products from Chile to China
3.1 Capacity-building workshops to support the effective use of the information generated by the project for the development and implementation of effective policies to promote inclusive and sustainable cross-border e-commerce	4	Latin America: Small informal workshops with MSMEs, organized with trade promotion organizations in Latin America East Asia: Online Research Conference: Inclusive and Sustainable Development through Digital Trade and E-commerce Joint: Training course: Introduction to digital trade regulations in Asia and Latin America
3.2 Development and dissemination of the online databases developed under this project	2	Latin America: Presentation of the Latin America and the Caribbean Marketplace Explorer (LACME) at the eCommerce Institute's national e-commerce days in the Plurinational State of Bolivia Virtual workshop conducted with ITC: Explorando oportunidades para exportar a través de comercio electrónico
TOTAL	40	

Source: Prepared by the author on the basis of Economic and Social Commission for Asia and the Pacific. (2022).

103. The joint outputs include three workshops and expert meetings (activities 1.1, 1.4 and 2.3), six reports (activities 2.2 and 2.7) and two capacity-building events (activity 3.1), accounting for 27.5% of all deliverables. From the perspective of key stakeholders, the joint outputs saved time and resources (human, technological and financial), promoting interregional comparability and learning and improving visibility through better-developed websites (i.e., the Regional Digital Trade Regulatory Integration Initiative website) and through mentions at events in both regions. The regional commission staff interviewed indicated that there was room in future projects for stronger collaboration, with more joint deliverables. Most deliverables were completed on schedule, but data collection challenges, including during the business process analysis, prompted a no-cost extension of three months until March 2024.
104. The implementation partners noted that there had been minor coordination issues in producing the joint outputs, stemming from differences in terminology, regional cultural and working styles and the focus of departments within the same entity. This translated into a lack of clear instructions and barriers to decision-making, resulting in outputs that are not perfectly aligned. Outputs are nevertheless perceived as high-quality and focused on the project's objectives.
105. Partnering with other organizations, within and outside the United Nations system, was an efficient way of building synergies, avoiding duplication, producing comparable outputs under international standards and bringing together expertise in multiple areas. These longstanding strategic partnerships also ensured the timely delivery of outputs and valuable learning opportunities for the regional commissions through regular exchanges, technical support and feedback on knowledge products.
106. Having the same implementation partners (ITC, UNCTAD and the Amsterdam University of Applied Sciences for the Marketplace Explorers, and OECD and ECA for the Regional Digital Trade Regulatory Integration Initiative databases) in building the databases and dashboards ensured cost-effectiveness and standardization of processes, methodologies, data and outputs. Lessons from previous pilot projects conducted in collaboration with these United Nations entities led to more efficient time and resource use during implementation (e.g., improved marketplace architecture to enhance performance, such as download time and the layout of most information). The implementation partners acknowledge that this approach produced data that are useful for interventions beyond those of the FEALAC member countries.
107. The implementation partners acknowledge that the FEALAC MSME project was ambitious, and it was difficult to predict how much work it would involve (e.g., the total number of marketplaces that would compose the databases was unclear and the data collection challenges for the business process analysis were greater than expected). Nevertheless, close collaboration between the implementing entities and the consultants commissioned to prepare each study ensured that the scope remained manageable and the outputs focused and relevant. The implementing entities also liaised with other local and regional partners in contacting consultants to support data collection for specific reports. Partners and consultants appreciated this as a feature of a successful and efficient process.
108. According to the key informants, all these efforts contributed to the timely delivery of outputs. Cooperation among the regional economic commissions—including by sharing consultants for similar outputs—and strategic partnerships compensated for the initial delay in funding, which had been expected by June 2022 but arrived only in September and October 2022. The project deadline was extended by three months, from December 2023 to March 2024, to allow for the conclusion of data collection on a few outputs, such as the business process analysis. The actual implementation period was a year and four months.
109. Turning to efficiency in the financial management of the project, the first noteworthy point is that one contract was agreed between the FEALAC Multi-Donor Trust Fund and the leading implementing entity, instead of individual contracts with each entity. As such, ECLAC received all the resources and transferred the corresponding amount to ESCAP. This reduced administrative costs and the time between approval and implementation. Regarding implementation, the stakeholders interviewed

considered that the resources had been well allocated, covering all relevant activities, with a high execution rate of 98.5% of the total budget and comparable expenditure by each implementing entity. For more details, see the “Resources” section above.

110. Partnerships, which included some co-financing of activities, supported efficient resource use. For the expansion of LACME and the construction of the Asia Marketplace Explorer, ITC financed the technical work of the Amsterdam University of Applied Sciences, while ECLAC financed the team of interns to analyse the website and the consultants to produce the studies and reports. The partnership with the Amsterdam University of Applied Sciences was efficient from the financial and expertise perspective, according to the implementation partners, but extended the time required for implementation owing to academic calendars and other research priorities. Some factors that supported timely delivery of these outputs were the existing dashboard infrastructure from a previous project with ECA, the clarity of the leading United Nations entity on what the data could offer, and the lean methodology, considering the scope and size of these databases.
111. Dividing the cost of maintaining the Regional Digital Trade Regulatory Integration Initiative website between ECA, ESCAP and ECLAC reduced their individual cost and enhanced the website’s quality and visibility.
112. In view of the project’s scope and results, the implementation partners considered that this was not an expensive project. It showcased how well two United Nations entities can collaborate, under funding and time constraints, to make a project feasible. Different implementation partners noted that funding was well-allocated, the cost of labour for students and interns was low and consultants received fair fees.
113. Regarding the efficiency of the team, the project’s managerial structure was lean, with one project manager per region and a total of three task force members to coordinate activities. The use of interns was a cost-effective strategy for collecting data and analysing thousands of marketplaces⁶¹ and hundreds of regulations and laws. Having no data on many countries meant that intensive manual labour and knowledge of multiple languages were required to perform the analytical work. Key informants referred to the challenges of training and coordinating this workforce and the trade-off between improving their professional competencies,⁶² building large-scale, reliable and comparable databases and producing reports. The implementation partners considered that the project’s approach was more efficient than that of previous projects in which they had participated. It ensured decentralized, smooth data collection and demonstrated the benefits of having data collectors on the ground.
114. The ESCAP team, for instance, was fortunate to have a Korean and a Philippine intern to work on the websites in their own languages. For other languages, they relied on free online translation tools. Through this process, they learned how many websites each country has, roughly how long it takes to analyse each one and what analyst profile is needed, which might inform hiring in this area in the future.
115. Monitoring, according to the informants, was not systematic, and relied on periodic exchanges between the two implementing entities, tracked in an Excel spreadsheet. Since the donors had not requested clear indicators, none were included in the project design. Each entity had its own monitoring process for specific outputs, such as recording demographic data for event participants (e.g., country or gender). The regional commissions referred to the satisfaction assessments conducted after workshops, courses and conferences as monitoring tools. While these assessments served to identify the most interesting products, they provided data on effectiveness rather than supporting monitoring for course correction. This lack of monitoring also extended to the use of the knowledge

⁶¹ In East Asia, some 15,000 websites were evaluated to determine whether they constituted a marketplace. There were 1,159 websites in the final Asia Marketplace Explorer <https://ecomconnect.org/page/asia-marketplace-explorer>.

⁶² Interestingly, some of these interns were later hired for other projects by the implementation partners.

- products. The implementing entities said that governments rarely cite United Nations studies in their documents, so it is difficult to track this type of use. In contrast, representatives of national statistical offices and business support services said that citing information sources in their official documents is mandatory, which offers a way to track uptake.
116. Evaluation informants said that the project's life-cycle efficiency could have been improved by increasing countries' ownership, clarifying its benefits for them and making the project less ad hoc. This would have placed it higher among countries' priorities, facilitating data collection, reducing the time spent reaching out to government officials and speeding the delivery of consultants' reports. Some elements would have remained beyond the control of the project's management, such as changes in government and any consequent implementation delays, but overall efficiency would nonetheless have been improved.
 117. One approach to fostering countries' ownership would be to improve communication channels for greater clarity on countries' priorities before proposals are drafted. The project's communication chain was long: implementing entities ECLAC and ESCAP would communicate with the FEALAC Cyber Secretariat, which would communicate with ministries of foreign affairs. They, in turn, would communicate with national stakeholders on the project's topics. Implementing entities therefore lacked certainty on countries' priorities prior to drafting the proposal, and on the extent to which the project's objective was transmitted to in-country stakeholders. This appears to be an overarching area for efficiency improvements in the governance of the FEALAC Multi-Donor Trust Fund. Challenges in managing the Fund affect the work of the Steering Committee, leading to extensive deliberation once a project is submitted. Key informants reported that reaching consensus on topics and needs is a challenge. Since contributions to the Fund are voluntary, certain topics may not be a priority for the ministries of foreign affairs of most member countries. This may underlie the limited number of projects approved since the Fund was established, notwithstanding the efforts made by United Nations entities to coordinate many proposals.
 118. Similar efficiency challenges arose with business associations, as their priorities might not align with the project's topics, leading to delays in inviting their members to participate in its surveys and interviews. They might also have lacked the capacity to reach out to their members, which could have hindered the implementing entities' access to MSMEs.
 119. Events held in June 2024 after the project concluded were confusing for the FEALAC member countries. They lacked clarity regarding the project's deadlines, how such activities were funded or how an online research conference was relevant to the project, and found it difficult to see how it could apply to policymaking. The implementing entities and the FEALAC Cyber Secretariat concur on the need for closer communication channels between the project management team, country specialists and FEALAC focal points to improve the sense of ownership and optimize efficiency throughout the project's design and implementation and the uptake of outputs. One suggestion shared with the evaluation was to have two main lines of communication: one at the technical level, between project implementation teams, and another at the strategic level, between the extrabudgetary units at ECLAC and ESCAP. This would avoid overloading the technical teams and ensure higher country engagement throughout the project life cycle.
 120. At the operational level, the efficiency of specific outputs could have been improved. The bottlenecks identified in relation to the Marketplace Explorers were (a) the lack of investment in making them more user-friendly for specialized users, such as academics, and for policymakers, such as trade and development ministry officials; and (b) the lack of resources to cover more countries in East Asia. Regarding the latter, strategic prioritization was required on which countries to exclude from the marketplace analyses, such as China, whose database was too costly to download because of its size. The widespread use of mobile phone-based transactions also presented a technological challenge for more thorough coverage of East Asian countries, as these transactions cannot be tracked like desktop-based ones. This is a technological barrier for covering the full e-commerce spectrum. Expanded coverage could include transactions involving intangible goods and services, but this would require additional resources.

121. Accessing the marketplace databases for specific studies and reports presented another efficiency challenge. Key informants reported inefficiencies owing to the involvement of different implementation partners. Since the databases are hosted by a private company that charges a subscription fee for country data and not all data are available on the web, there are barriers to accessing older data and high costs for large country datasets. Download requests were handled by the Amsterdam University of Applied Sciences, adding an intermediary and increasing wait times. Consultants reported inconsistencies or a lack of methodological information during data analysis, which they had to discuss with data producers before they could advance. The production of some studies was thus laborious and time-consuming. Some implementation partners felt as if there were different teams working on distinct projects.
122. Implementation partners indicated inefficiencies related to the tightness of some deadlines and to the lack of specific software for designing the business process analysis in Latin America, meaning that much of the related work was done manually.
123. The consultants lacked training on e-commerce regulatory policy, in contrast with the efficient training on data collection and analysis. One alternative suggested by key informants is to allocate more resources to hiring a smaller team of junior research assistants who can analyse project data more efficiently, with more cost-effective team coordination, to ensure the comparability of findings and reports.
124. Key stakeholders acknowledge that the funds for outreach fell short. Although the coverage of online webinars and workshops was global, ownership of knowledge products would have been improved by investing in targeted activities—including more in-person events—for policymakers and other stakeholders at the country level, which might have increased uptake.
125. A good practice on the efficiency front was the deployment of existing infrastructure and data architecture, originally developed for projects in Africa, for the project's dashboards and databases (the Marketplace Explorers and Regional Digital Regulatory Integration Initiative website). This harnessed the initial investments to build these tools in a highly efficient way, making the project's coverage and comparability almost global.
126. Another good practice, according to the implementation partners, was thoroughly discussing a knowledge product prior to beginning work. This improved transparency and the focus on the expected output, avoiding extra work and misunderstandings. When this was not done, informants reported that delivery was delayed, although this was rare.
127. Other good practices in making the most of the resources available included the leaner administrative procedures mentioned above, the use of the same implementation partners by the regional commissions to meet international standards and generate comparable outputs, using teams of interns with native speakers of different languages for the labour-intensive work of collecting data for the databases, hiring the same consultants for equivalent regional knowledge products with the implementing entities taking turns in contracting, limiting travel in favour of broader online coverage, and making knowledge products available online for asynchronous access.

4.4 EFFECTIVENESS⁶³

Key findings

Finding 12: The main achievements of the FEALAC MSME project were (a) e-commerce measurement and regulation databases were created, with robust data comparable across countries and regions; (b) data were produced for FEALAC member countries that had none; (c) governments' role in supporting digital trade and e-commerce was demonstrated, mostly in relation to MSMEs; (d) data were made available on one platform for each project area (e.g., e-commerce measurement and regulatory policies); and (e) ECLAC and ESCAP engaged in cross-regional learning in their areas of expertise.

Finding 13: The Marketplace Explorers and the e-commerce measurement and regulation databases are accessible to researchers, global partners, export promotion entities and business associations. In total, the Latin America and Caribbean Marketplace Explorer was viewed 34,400 times on dashboards in Spanish and English, and the Asia Marketplace Explorer was viewed 9,000 times. The top advantage for users is the coverage of countries and regions. The challenges in using the data relate to information gaps, data formats and the platforms' downloading options.

Finding 14: Country, regional and thematic reports add value to the knowledge in the databases by translating data into usable information for potential beneficiaries, which supports the mandates of government entities, export promotion organizations, business associations, researchers and global organizations. This is reflected in the more than 20,000 downloads across all publications, an average of 633 downloads each. Dissemination events markedly increased the number of downloads.

Finding 15: Survey respondents indicated that the FEALAC MSME project helped to (a) increase their capacity to measure relevant variables for B2C and C2C goods and services digital marketplaces for domestic and cross-border e-commerce; (b) expand their capacity to support MSMEs in engaging in e-commerce; (c) improve their knowledge of central bank policies to support MSMEs interested in and engaging in e-commerce; (d) improve their capacity to monitor and promote MSMEs' participation in e-commerce; and (e) initiate national efforts to reduce regulatory divergence on cross-border e-commerce, including for MSMEs.

Finding 16: Women's perceptions of the project's benefits were statistically higher than men's in relation to women and other vulnerable groups participating in its activities (e.g., gender-balanced invitations) and having their perspectives included in its activities and content (e.g., gender-inclusive reports and data disaggregated by gender). Improvements in gender equality and inclusion are hindered by structural and systemic challenges and rely on conducting research and building knowledge, the provision of financial support, improved communication, capacity-building and value chain interventions.

Finding 17: Effectiveness could have been enhanced through more robust and comprehensive involvement of government entities, from the design phase through to implementation. Also, with more financial resources, capacity-building could have been better tailored and tools more suitable, and more on-site events could have been held. More information on the resources needed to produce comprehensive, reliable data and systematically share progress would have enhanced stakeholder engagement and their sense of ownership in the project's activities.

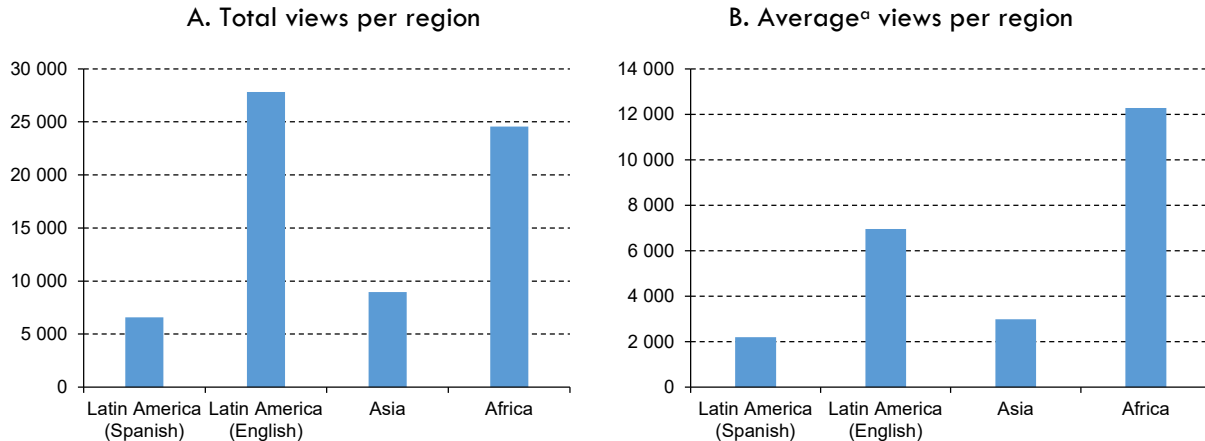
⁶³ This evaluation criterion investigates whether the intervention achieved its planned outcomes (e.g., by increasing capacities, generating knowledge products with high usability, reaching out to relevant stakeholders or in other ways). It refers to the outcome column in the theory of change.

128. The main beneficiaries of the project are the governments of the FEALAC member countries (e.g., their ministries of trade), mainly those that lacked e-commerce data. The project's country-level data, which are comparable across countries and regions, provide evidence for digital trade and e-commerce policymaking in ways that are more attuned to MSMEs' needs. The project supported an understanding of the hurdles and barriers and what governments can do to help to overcome them. Governments can now see whether the key e-commerce players in their countries are domestic or foreign and how this shapes trade patterns and can address the consequences of companies' reliance on platforms rather than local retailers in their value chains, allowing for comparisons between countries where e-commerce is incipient and those where it is more advanced. The findings show that for e-commerce to flourish, governments must support MSMEs and regulate competition through policy action to ensure that small players can also benefit. The evaluation participants agreed that these are the main achievements of the project. Other major achievements reported by all categories of stakeholders are the availability of all the project data on one platform for each area (e-commerce measurement and e-commerce regulation) and the cross-regional learning experienced by ECLAC and ESCAP in their areas of expertise.
129. The Marketplace Explorers and the e-commerce measurement and regulation databases are valuable outputs with interregional comparability. There is a shared understanding that the target audience for these outputs is researchers and global partners (such as ITC, OECD⁶⁴ and UNCTAD) who have the skills to work on data in that format. Export promotion entities and business associations include themselves as direct beneficiaries of these databases, which are sources of information for understanding e-commerce issues, opportunities and challenges and for designing support policies, such as targeted training, for their current and potential members. There is consensus that the transparency of data sources, replicability of methodologies across countries and availability of databases on shared platforms improves visibility, accessibility and comparability for users. Country and regional institutions and global implementation partners acknowledge that they would not have had the financial or outreach capacity to conduct a project of this magnitude, covering the MSME ecosystem and providing tools for research and policymaking.
130. This evaluation identified that the most-viewed dashboard was the English version of LACME, with 27,828 views, of which 40% were for dashboard 3 (figures by individual marketplace). The Spanish version of LACME was viewed 6,568 times. In East Asia, there were 8,958 views of the Marketplace Explorer, of which 36% were for dashboard 1 (key indicators by country).⁶⁵ The corresponding data for the e-commerce measurement and regulation databases were not available because it is hosted by ECA, and the project's implementing entities did not have direct access to those web traffic metrics. Figure 6 compares the total number of views with the average number by database. Data for Africa are included for reference purposes only, as that region is not the subject of this evaluation.

⁶⁴ For instance, the FEALAC MSME project expanded the OECD tools for identifying trade barriers to five service sectors relevant to e-commerce, including the telecommunications, tourism, finance and courier sectors.

⁶⁵ These figures correspond to the period between the launch of the databases and the time of data collection for this evaluation, on 18 December 2024.

Figure 6
Total Marketplace Explorer views until 18 December 2024

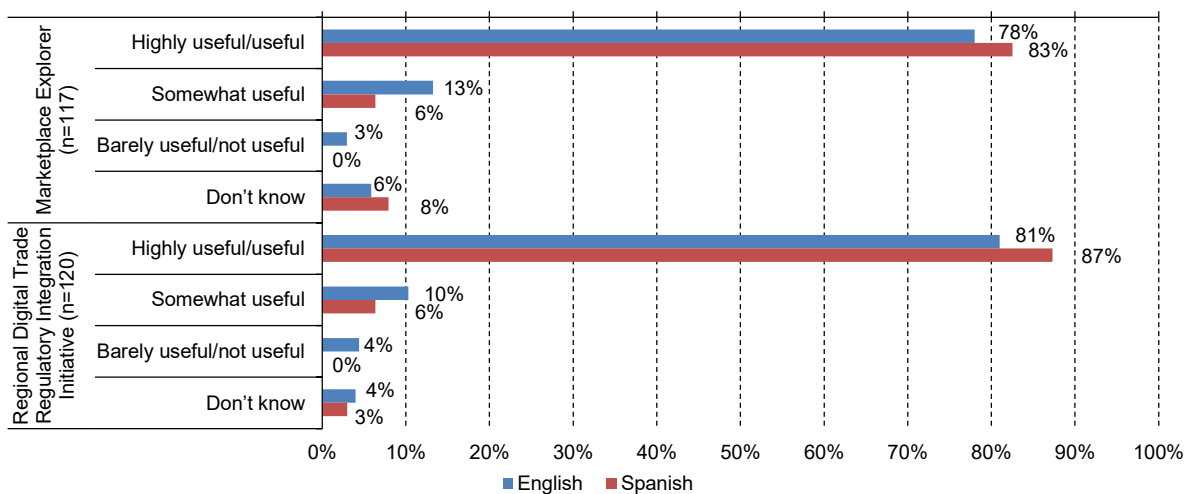


Source: Prepared by the author on the basis of project data.

^a For Latin America, the average includes the number of views for the four dashboards: (1) key indicators by country and region; (2) traffic (trend) analysis; (3) figures by individual marketplace; and (4) cross-border traffic analysis. For East Asia, the average includes the number of views for the three dashboards: (1) key indicators by country and region; (2) traffic (trend) analysis; and (3) figures by individual marketplace.

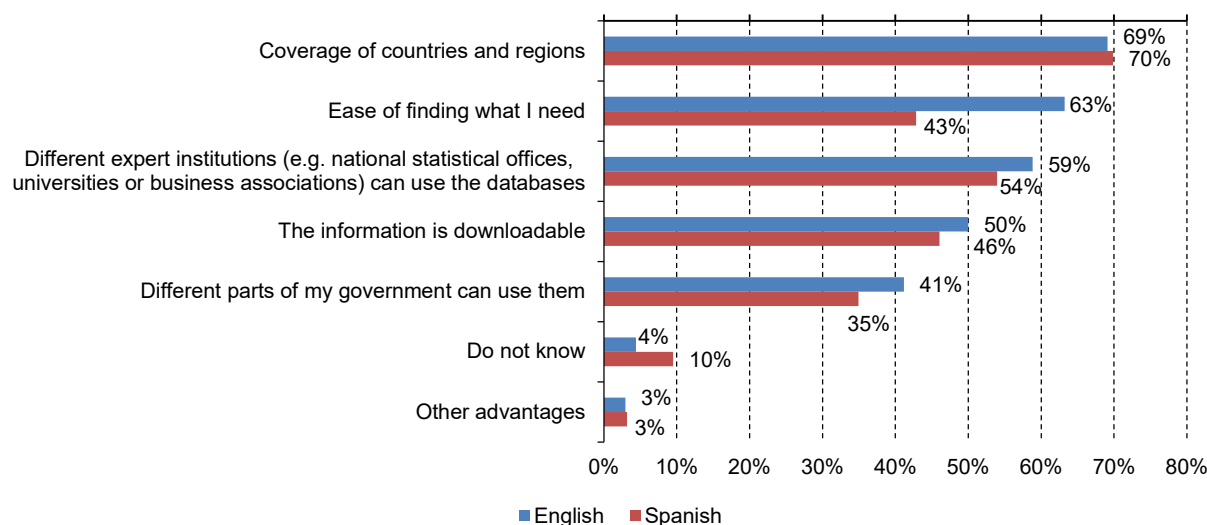
- 131. The survey results confirm the effectiveness of the databases, with at least 78% of all survey participants rating them as useful (see figure 7). No significant statistical differences were found by gender or language version.
- 132. The main advantages of using the databases, according to survey respondents, are the coverage of countries and regions, the ease of information accessibility, and their usability for different expert institutions (see figure 8). Additional advantages reported are their use for research purposes and in the development context, for facilitating decision-making, and in supporting the growth of MSMEs, which in turn supports regional economies. These perceptions triangulate with the data from the interviews with key informants.

Figure 7
Survey results: usefulness of Marketplace Explorers and Regional Digital Trade Regulatory Integration Initiative databases
(Percentages)



Source: Prepared by the author on the basis of survey results.

Figure 8
Survey results:^a advantages of using the project's databases
 (Percentages)



Source: Prepared by the author on the basis of survey results.

^a Respondents were able to select more than one option.

133. Country, regional and thematic reports add value to the knowledge in the databases produced by the project by translating the data into usable information for potential beneficiaries, which supports their specific mandates as government entities (including statistical offices), export promotion organizations, business associations, researchers and global organizations. The main purpose of these knowledge products was to develop tools for users that were more suitable for government bodies and policymakers because they more closely reflected the lived experience of MSMEs. The country briefs, for instance, explored changes in e-commerce before and after COVID-19 and identified products that were primarily imported from other countries through marketplaces, which could inform domestic industrial policies. Export promotion entities emphasized that the case studies and illustrative examples of policies were useful for their work (for example, in demonstrating to exporter MSMEs that subscribing to a marketplace is not enough to increase sales). The knowledge products informed intra- and interregional action, through presentations at events led by the implementing entities, cross-citation in meetings in the two regions, the generation of other knowledge products, and participation in third-party events to present the joint outputs. One global partner said, “This is such positive information that anything could be done [with it].”
134. According to the implementing entities, the attendance rates in knowledge dissemination and capacity-building activities were high, with active participation and high-quality discussions. The beneficiaries highlighted the knowledge gained from exchanging experiences with other countries, including for statistical offices, noting that participation had fostered further interaction with their regional commissions and with project consultants on specific actions they could take. This evaluation systematized the available self-assessments for capacity-building and knowledge dissemination activities. The self-assessments were not standardized, so the same information categories may not be available for all events. Beneficiaries included representatives of governments, the private sector, academia and others. The gender balance was uneven, with female participation ranging from 18.2% to 75%. Participants’ perceptions of these activities were very positive in terms of the overall assessment, content quality and usefulness, enhancement of knowledge and skills, interest in deepening knowledge, and appropriateness of the level of information provided (see table 8).

135. This evaluation analysed the extent to which these reactions could reflect on the metrics for how often the project's knowledge products were accessed, by analysing all the download data available for 32 publications⁶⁶ between their launch date and November 2024. The total number of downloads⁶⁷ was 20,248, with an average of 633 downloads per publication and downloads for each ranging from 102 to 5,583 (see table 9).

⁶⁶ These publications are: (1) The landscape of B2C e-commerce marketplaces in Latin America and the Caribbean; (2) Las estadísticas de comercio internacional de los servicios empresariales, profesionales y técnicos en los países de la Alianza del Pacífico; (3) Comercio electrónico transfronterizo en América Latina y el Caribe: análisis a partir de las visitas a plataformas en línea de comercio entre empresas y consumidores; (4) *The landscape of B2C e-commerce marketplaces in East Asia*; (5) *The landscape of B2C e-commerce marketplaces in Singapore*; (6) *The landscape of B2C e-commerce marketplaces in Viet Nam*; (7) *The landscape of B2C e-commerce marketplaces in Brunei Darussalam*; (8) *The landscape of B2C e-commerce marketplaces in Thailand*; (9) *The landscape of B2C e-commerce marketplaces in the Republic of Korea*; (10) *The landscape of B2C e-commerce marketplaces in the Philippines*; (11) *The landscape of B2C e-commerce marketplaces in Mongolia*; (12) *The landscape of B2C e-commerce marketplaces in Malaysia*; (13) *The landscape of B2C e-commerce marketplaces in Cambodia*; (14) *The landscape of B2C e-commerce marketplaces in Indonesia*; (15) *The landscape of B2C e-commerce marketplaces in Lao People's Democratic Republic*; (16) Panorama del uso de tecnologías digitales para la recolección de datos sobre el comercio de servicios; (17) The Digital Trade Policy Environment in Latin America and the Caribbean; (18) Impuestos e incentivos en el ámbito de los servicios modernos en América Latina y el Caribe; (19) *Regional Digital Trade Integration Index (RDTII) 2.0 economy profiles 2024*; (20) *Digital trade regulatory review for Asia-Pacific, Africa, and Latin America and the Caribbean 2024*; (21) *Regional Digital Trade Integration Index 2.0: A Guide*; (22) *Taking stock of the digital trade and investment policies in the Asia-Pacific region with ESCAP's Regional Digital Trade Integration Index*; (23) *Digital trade regulatory review for Asia-Pacific, Africa, and Latin America and the Caribbean*; (24) Estrategias para el éxito de mipymes lideradas por mujeres en el comercio electrónico transfronterizo; (25) *Cross-border e-commerce for SME exports: opportunities, challenges and policy recommendations*; (26) Digital trade and wealth inequality: evidence from Asia Pacific region; (27) How Online Courts Effectively Supplement Digital Trade and Contribute To Sustainable Development Goals: Insights from a Case Study of China; (28) Net neutrality exceptionality: a look into the Pacific Alliance countries during the COVID-19 pandemic and lessons for Asia-Pacific economies; (29) Análisis de procesos de una operación de comercio electrónico de la Argentina a México; (30) *Understanding every step of cross-border e-commerce: exporting food products from Chile to China*; (31) *Understanding every step of cross-border e-commerce: exporting electronic products from China to Malaysia*.

⁶⁷ The number of downloads was the metric available for most publications across the regions. Another metric was the number of views, but it had more missing data. The number of downloads was thus considered the best proxy for effectiveness in terms of the publications' reach.

Table 8
Self-assessment of capacity-building and knowledge dissemination events

Entities involved	Activity	Respondents	Gender balance	Overall assessment	Content quality	Content usefulness	The activity enhanced knowledge and skills	Participants are interested in deepening knowledge	An appropriate level of information was provided
ECLAC	1.4. Webinar on Measurement of the Digital Economy and Trade in Latin America and the Caribbean (8–11 November 2022)	110 (51.8% central banks; 42.7% statistical offices; 5.5% other organizations)	56.4% female	96.4% good/very good	95.5% good/very good	95.5% good/very good			
ECLAC	2.3 Digital Trade: Building a Competitive Regulatory Environment for Latin America and the Caribbean (22 and 23 September 2023)	13 (Affiliation not available)	Not available	100% good/very good	100% very good	100% useful/very useful		84.6% yes	
ECLAC	2.6 Support Programs to Promote the Participation of SMEs in Cross-border E-commerce (22 March 2024)	19 (Affiliation not available)	Not available	94.7% good/very good	94.7% good/ very good	100% useful/very useful		89.5% yes	
ESCAP	3.1 The Landscape of B2C E-commerce Marketplaces in East Asia (20 June 2024)	11 (45.5% private sector; 27.3% government; 9.1% academia; 9.1% NGOs; 9.1% other)	18.2% female	100% high/ very high satisfaction	-	100% useful/very useful	100% agree/strongly agree		100% agree/strongly agree
ESCAP	3.1 Webinar on Cross-border E-commerce for SMEs' Export: Opportunities, Challenges and Policy Implications (28 March 2024)	8 (27.5% private sector; 25% government; 12.5% academia; 25% other)	62.5% female	100% high/ very high satisfaction	-	82% useful/very useful	100% agree/strongly agree		100% agree/strongly agree
ESCAP	3.1 Online Research Conference Inclusive and Sustainable Development through Digital Trade and E-commerce (26 and 27 March 2024)	4 (50% government; 25% academia; 25% NGOs)	75% female	100% high/ very high satisfaction	-	100% useful/very useful	100% agree/strongly agree		100% agree/strongly agree
ESCAP and ECLAC	3.1 Introduction to Digital Trade Regulations in Asia and Latin America (16 October–26 November 2023)	88 (Affiliation not available)	Not available	94.3% would recommend to a friend	98.9% improved their understanding of digital trade regulation	96.6% useful/very useful		85.4% yes	

Source: Economic Commission for Latin America and the Caribbean.

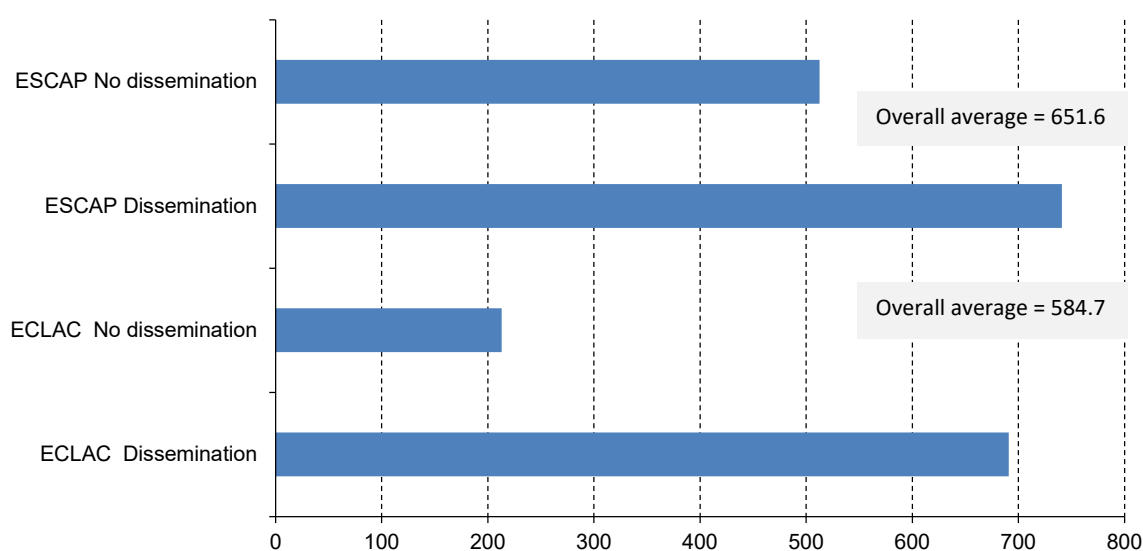
Table 9
Publications and average number of downloads by dissemination activity

Activity code	Number of publications	Number of downloads	Average downloads per publication
1.3	15	11 266	751.07
1.4	2	1 099	549.50
2.2	7	3 895	556.43
2.4	2	861	430.50
2.5	3	714	238.00
2.7	3	2 413	804.33
Total	32	20 248	632.75

Source: Prepared by the author.

136. The most downloaded publications are: *The landscape of B2C e-commerce marketplaces in Cambodia* (5,583 downloads), *Understanding every step of cross-border e-commerce: exporting food products from Chile to China* (2,177 downloads), *The landscape of B2C e-commerce marketplaces in Latin America and the Caribbean* (2,160 downloads), *Digital trade regulatory review for Asia-Pacific, Africa, and Latin America and the Caribbean* (1,670 downloads), and *Regional Digital Trade Integration Index 2.0: A Guide* (1,073 downloads). Downloads of the other publications range from 102 downloads for *Análisis de procesos de una operación de comercio electrónico de la Argentina a México* to 743 downloads for *The landscape of B2C e-commerce marketplaces in East Asia*. A cross-cutting analysis of the number of downloads and the dissemination events indicated that the latter were effective in sharing the project's knowledge and promoting interest in its knowledge products. The average number of downloads of publications with a dissemination event was 724, whereas without dissemination events the average fell to 458. Since some dissemination events were conducted before a publication was available for download, it was not possible to identify the overall trends before and after an event. The evaluation nonetheless found while that the dissemination events held by ESCAP generated more downloads in absolute terms, the events held by ECLAC were more effective in increasing the number of downloads (see figure 9).

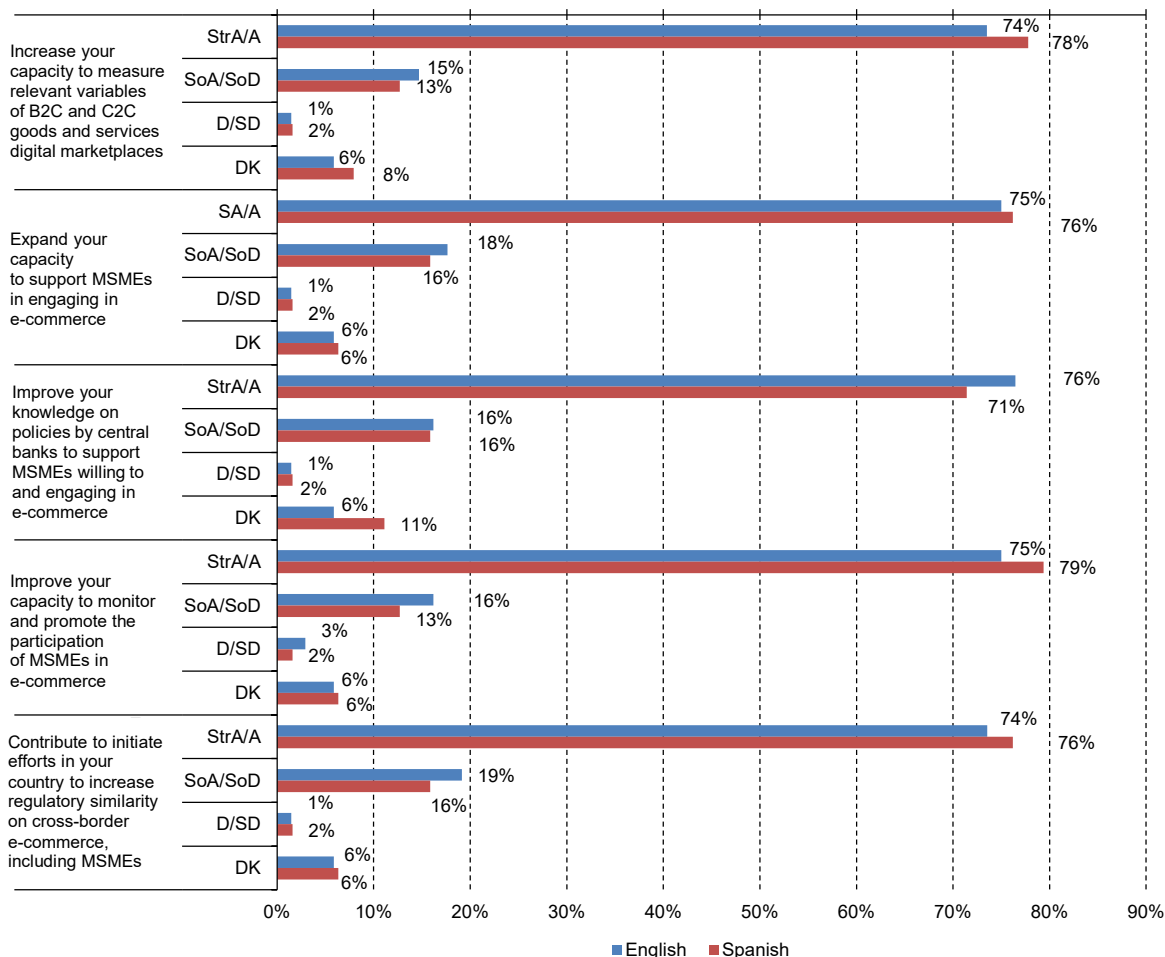
Figure 9
Average number of publication downloads with and without a dissemination event



Source: Prepared by the author.

137. The survey results complement these findings (see figure 10). More than 70% of respondents, in both the Spanish and English versions of the survey, agreed or strongly agreed that the project’s reports, webinars and courses contributed to:
- (a) increasing their capacity to measure relevant variables of B2C and C2C goods and services digital marketplaces for domestic and cross-border e-commerce (n=116 responses, 35% women);
 - (b) expanding their capacity to support MSMEs in engaging in e-commerce (n=117 responses, 34% women);
 - (c) improving their knowledge on central bank policies to support MSMEs interested in and engaging in e-commerce (n=114 responses, 33% women);
 - (d) improving their capacity to monitor and promote the participation of MSMEs in e-commerce (n=117 responses, 34% women); and
 - (e) initiating country efforts to reduce regulatory divergence on cross-border e-commerce, including for MSMEs (n=117 responses, 34% women).

Figure 10
Survey results: effectiveness of the project’s immediate outcomes
 (Percentages)

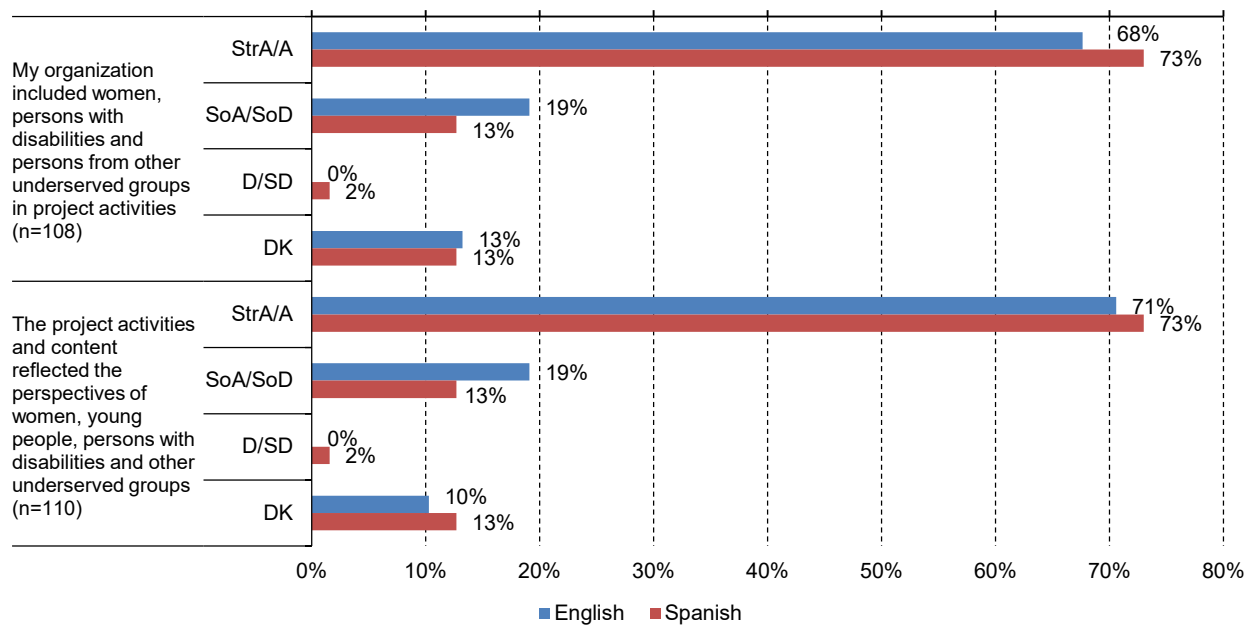


Source: Prepared by the author on the basis of survey results.

Note: StrA/A = strongly agree/agree; SoA/SoD = somewhat agree/somewhat disagree; D/SD = disagree/strongly disagree; DK = do not know.

138. No significant statistical differences were found by gender or survey version.
139. Specifically in relation to working with governments, the implementing entities acknowledge that, even though there was limited uptake of the project's knowledge outputs soon after it ended, the products provide additional information on possible policies. Over time, the availability of this knowledge may influence policymaking, although this is difficult to track.
140. The effectiveness of gender equality and the inclusion of vulnerable groups was viewed through different lenses. From the perspective of project managers, inclusion occurred by design, through the focus on MSMEs (which are characteristically women-led) and through the asynchronous availability of knowledge products. One knowledge product specifically focused on success strategies for women-led MSMEs in cross-border e-commerce, which had unexpected results in that there were no reports by study participants of gender-based barriers to exporting. Women experienced the same barriers as their male counterparts, but this may be linked to their participation in export programmes and their established experience with exporting. However, women tend to self-exclude from existing tools and programmes, so attracting them is key (e.g., through fellowships and targeted invitations). Export promotion entities and chambers of commerce referred to this study as a comprehensive source of information on regional needs and as an input to their programmes, including for gender modules in their training, noting its added value in sharing the broader Latin American context.
141. Another example is the report describing and categorizing online services websites in Latin America and the Caribbean, with data on women and young people. Global implementation partners highlighted the benefits of the project's outputs in supporting women-led businesses in understanding the cost of regulatory barriers and in supporting governments' design reforms targeting groups of MSMEs that lack the internal resources to gain regulatory knowledge, address barriers and take advantage of opportunities.
142. Invitations to capacity-building and knowledge dissemination events were gender-balanced, but attendance depended on external factors. In this regard, survey respondents mostly agreed or strongly agreed that their organizations included women, persons with disabilities and other underserved groups in the project's activities and that they reflected the needs of these groups (see figure 11). Significant statistical differences indicate that women perceived more benefits than men in the extent to which they and other vulnerable groups were included in the project activities ($t=-2.156$, $p<0.05$, $n=39$ women, 68 men) and in the extent to which their perspectives were included in its activities and content ($t=-2.487$, $p<0.05$, $n=37$ women, 72 men). No significant differences were found by survey version.
143. The examples of inclusion provided by survey respondents generally extended beyond the project's activities, but they are reported here as they can provide ideas for future projects. They include (a) capacity-building, through the provision of training, advisory services and networking for all and skill development for persons with disabilities; (b) cross-sectoral collaboration in the form of working groups on customs procedures and businesses for MSMEs and the involvement of sectors at the subnational, national or other levels; (c) accessibility, infrastructure improvements and knowledge management through the development of user-friendly infrastructure, virtual platforms, on-site activities and e-learning tools; (d) gender representation during project implementation, e.g., a female project coordinator from a developing country and the inclusion of female household breadwinners; (e) production of inclusive material, such as studies on gender equality, book characters with disabilities and provision of training in the major local languages.

Figure 11
Survey results: effectiveness in gender inclusion and inclusion of other vulnerable groups
 (Percentages)



Source: Prepared by the author on the basis of survey results.

Note: StrA/A = strongly agree/agree; SoA/SoD = somewhat agree/somewhat disagree; D/SD = disagree/strongly disagree; DK = do not know.

144. Through a survey conducted by the FEALAC Cyber Secretariat, FEALAC member countries indicated that they would appreciate more immediate benefits from the project (e.g., training courses or applicable, country-specific tools). There is a sense that it takes too long to produce relevant outputs that they can use for policymaking. This perception triangulates with the experience of global implementation partners on countries' knowledge gap regarding their desire for reliable data and the resources (e.g., time and money) needed to produce them. Additionally, placing information in the hands of the right people in government is challenging. Project stakeholders concur that the best approach is having products that are tailored by country and providing training courses, continuous follow-up with decision-makers, and support to implement changes in e-commerce policies. Export promotion entities emphasized the need for clarity regarding the target audience for specific knowledge products (e.g., business associations versus MSMEs). In order to move forward with policymaking, FEALAC member countries would need to be involved throughout the project life cycle for systematic engagement with its activities and ownership of project results. Likewise, key informants referred to the added value of having project managers participate more directly in training activities, such as answering countries' questions.

145. Survey participants suggest the following to improve the databases:

- (a) **Improve usability and user experience** (n=8). Databases should be simple, usable and understandable by all, with better navigability, language options and fast connectivity. This resonates with interview outcomes on the need to improve data visualisation and accessibility through a platform that is more user-friendly for researchers (with the autonomy to download data) and policymakers (data visualisation with explanatory texts that support uptake). The Marketplace Explorers are currently built in the visual analytics platform Tableau.

- (b) **Improve output content and formats** (n=7). The Regional Digital Trade Regulatory Integration Initiative databases would be more useful to researchers if they provided yearly information, output data integrated with existing regulatory databases, sex disaggregation, graphical representations, more percentages and more accurate data.
 - (c) **Reduce data gaps** (n=6). Include sales estimates, potential clients, domestic consumption of national production by economic sector, the number of administrative formalities required by country and the associated costs.
 - (d) **Eliminate user fees** (n=2). Data should be open-source and freely accessible, while maintaining high quality.
146. One of the bottom-line aspects for improving overall effectiveness is building knowledge dissemination mechanisms into project activities so that knowledge reaches decision-makers in addition to experts. The FEALAC MSME project had a specific output and activities for knowledge dissemination that generated positive results. Nevertheless, beneficiaries and key informants concur that more is needed. An example would be a dedicated website with all the information about the project (e.g., links to the databases, event announcements and other information). It is noteworthy that the project [website](#) has only partial information about the project and does not function as an information hub for the project as a whole (see more in the “Sustainability” section).
147. Other barriers to effectiveness are the mismatches between the project’s approach and country priorities—for instance owing to domestic trade issues that take precedence over those affecting cross-border e-commerce—and a lack of coordination between ministries of foreign affairs and the operational ministries directly involved in the project’s activities. The latter affects how ministries of foreign affairs perceive their participation in the project.
148. In relation to improvements in gender equality and the inclusion of other underserved groups, survey respondents referred both to factors under and factors beyond the control and planning capacity of the project. They include:
- (a) **Structural and systemic challenges** (n=6). Programmatic mechanisms, political stability, local and international dissemination, government support for communities and new MSMEs engaging in e-commerce.
 - (b) **Research and knowledge production** (n=5). Knowledge of who female researchers are to include them in projects, research on product development and marketing, research on the needs of vulnerable groups and knowledge of the specificities of vulnerable groups.
 - (c) **Financial support** (n=5). More funding for product development, standards, certification, branding and labelling, as well as budgetary resources allocated for inclusion (e.g., hiring persons with disabilities to participate in project activities, supporting female entrepreneurship in specific sectors) and sponsorship for members of vulnerable groups.
 - (d) **Improved communication** (n=4). Communication tailored to vulnerable groups (i.e., in local languages) and sharing information with people with low literacy.
 - (e) **Capacity-building** (n=2). Improved access to training, with opportunities for vulnerable groups and promotion of capacity-building, including when it seems redundant.
 - (f) **Value chain interventions** (n=2). Investment by international organizations and multinational companies in job creation for women, young people and other vulnerable people.
149. A significant good practice reported by key informants was harnessing the COVID-19 pandemic crisis as an opportunity for interregional collaboration through the focus on the emergency common to most FEALAC countries, which increased the probability of multi-stakeholder involvement and the interest in and uptake of the knowledge products. Stakeholders at all levels, from local to global, referred to the novelty, quality and comparability of the data generated and how they can be used in their activities to support MSMEs engaging in e-commerce.

150. Key informants highlighted the training course on digital trade regulations as a good practice in terms of effectiveness. It included a wide range of stakeholders, who experienced the direct benefits of learning from the project. The overall content and the tailored assistance that countries received helped them to incorporate its knowledge in ways that can enhance transformative processes. Similarly, users assessed case studies as useful tools for informing government action (e.g., their embassies' trade strategies) and export promotion entities' interventions (e.g., technical assistance and training) in supporting MSMEs involved in e-commerce, since they provide a grounded perspective on the big picture of digital trade.
151. Another good practice was organizing in-person and hybrid events in Santiago de Chile and Bangkok, at which participants could strengthen ties and learn more from each other in comparison with online events. Implementing entities, partners and beneficiaries reported being impressed by the high quality of discussions at these in-person activities and the potential for further collaboration they generated. The FEALAC Cyber Secretariat also shared its appreciation for this approach and raised the possibility that Cyber Secretariat workshops and FEALAC Steering Committee meetings could serve as spaces for in-person capacity-building.
152. There is consensus that the project established a foundation for future projects on digital trade and e-commerce with more breadth (e.g., covering more countries) and depth (e.g., with a focus on gender inclusion and the inclusion of other vulnerable groups, non-transactional platforms, means of payment and sales data). On the basis of their survey results, the FEALAC Cyber Secretariat acknowledges that even though not all FEALAC member countries were included, the project's outputs benefit them all owing to their comparability with similar countries and to the benchmarking with advanced economies. Policymakers found the project useful and hoped to have their national experts involved in this kind of project in the future. The project gives the regional commissions more tools to support countries' development, including in response to major crises.

4.5 SUSTAINABILITY⁶⁸ AND POTENTIAL IMPACT⁶⁹

Key findings

Finding 18: *The sustainability mechanisms that were designed focused on knowledge dissemination activities (e.g., webinars and meetings). Additional activities to ensure knowledge uptake included fostering partnerships with strategic stakeholders, providing training, regularly conducting research and publishing findings, translating country profiles to Spanish and improving data accessibility. These activities were expanded, as countries requested more presentations and technical assistance on e-commerce measurement and regulation.*

Finding 19: *There is evidence of knowledge uptake across all categories of beneficiaries, sometimes with an impact on policymaking. Project beneficiaries reported applying the knowledge and skills acquired through the project in organizational and programmatic activities, capacity development, knowledge and skills transfer, academic and research activities, business development, and consulting and international collaborations. Most of the challenges in using the databases related to accessibility and information gaps, whereas the challenges in applying the knowledge acquired related mostly to beneficiaries' institutional and sociocultural barriers.*

⁶⁸ The sustainability criterion answers the question: Will the benefits last (e.g., through uptake of knowledge products to improve decision-making, generation of spin-off projects that provide different degrees of continuity to the results achieved, additional financing to keep existing products active or in other ways)?

⁶⁹ The potential impact criterion answers the question: What difference does the intervention make (e.g., in the livelihoods of beneficiaries, in policymaking, in including disadvantaged groups in the economy or in other ways)?

Finding 20: Multiple projects and partnerships deriving from the FEALAC MSME project involve both ECLAC and ESCAP as well as additional regional and global partners to (a) keep the databases up to date; and (b) further the project's results. These initiatives demonstrate the reputation of ECLAC and ESCAP on e-commerce and digital trade issues.

Finding 21: Sustainability could be improved through more knowledge dissemination activities and strengthened partnerships with strategic stakeholders (e.g., ministries of foreign affairs and global development partners), the production of tailored knowledge products, the provision of capacity-building and technical assistance, improved data accessibility and the establishment of a knowledge hub for project outputs to disseminate knowledge at the country and regional levels.

Finding 22: The project achieved its development outcomes, especially according to Spanish-speaking survey respondents, with statistically significant positive results in (a) reviewing domestic and cross-border e-commerce activity by using information from the project; and (b) enhancing their organizations' capacity to include women and other underserved groups in domestic and cross-border e-commerce.

Finding 23: Beneficiaries reported the greatest impact on monitoring e-commerce measures and promoting government and private stakeholder policies that sustainably support MSMEs' recovery and long-term competitiveness. Knowledge-sharing and multi-stakeholder and inter-agency collaboration are the main factors contributing to the project's transformative capacity.

153. Sustainability mechanisms were primarily designed in the context of the knowledge dissemination events, such as the webinars and hybrid and on-site meetings held by the implementing entities and third parties. In addition to the planned events, regular regional meetings presented an opportunity to share the project's outputs with FEALAC member countries. ESCAP included SMEs, enabling them to share their experiences at these meetings.
154. These knowledge dissemination events and other interactions with stakeholders generated multiple country requests for presentations and technical assistance based on the project's results. Examples include a presentation in the ADB-ESCAP-AIC Internet Coalition (AIC) e-Commerce Forum on Advancing Greener and Inclusive Trade through e-Commerce in Asia and the Pacific (16 September 2024), presentations in Argentina (12 November 2024) and Peru (21 November 2024), a presentation at the VII Foro Internacional de Servicios to discuss the situation and challenges of exporting services (26 November 2024), a presentation to the Universal Postal Union on Latin American SMEs in e-commerce with a discussion on what governments and postal systems can do to overcome hurdles (27 November 2024), conversations with Mercado Libre's public policy expert on the barriers faced by SMEs (November 2024), participation in e-commerce days (Mexico and Colombia), organization of events on e-commerce and digital trade in partnership with digital coalitions for SMEs in the Asia-Pacific region, presentations in partnership with the eCommerce Institute in Latin America and yearly seminars on e-commerce in East Asia.
155. Key informants concur that the knowledge dissemination activities raised awareness but consider that more is needed to ensure sustainability and promote impact. Although the online format ensures wide knowledge dissemination, it is less effective for knowledge uptake. Stakeholders said that having decision-makers on site enhances engagement and deepens interactions and is more effective than having their partial participation or that of their representatives in short online events. Examples of additional activities conducted that support sustainability include fostering longstanding partnerships with strategic stakeholders, providing training, regularly conducting research and publishing findings, translating country profiles to Spanish and improving data accessibility. These

activities promote knowledge uptake by implementation partners, export promotion entities, governments and consultants in both regions. The course on digital trade regulation runs repeatedly and a new version is being prepared by ECLAC and ESCAP.

156. UNCTAD has been using LACME in a project on domestic e-commerce in Trinidad and Tobago and in another project on e-commerce readiness in Peru.⁷⁰ The project data complement official statistics by filling the gap on platforms as e-commerce intermediaries. An export promotion agency reports that it has taken a similar approach, using the project's data to complement data from other sources (i.e., national data and their own data) to provide demand-driven services, as has a consultant in Kazakhstan, who is using the project's data along with data from the Ministry of Trade to design the country's digital economy plan.
157. The ITC Global Trade Helpdesk has begun integrating data from the Marketplace Explorers into its database. According to key informants, this initiative is in the pilot stage but may lead to other developments once multiple sources of data are integrated. Chambers of commerce plan to share the project's data on other countries in their discussion tables and to incorporate them into their internal strategic documents. They also plan to disseminate this knowledge to a wider audience in their blogs and to include it in their training initiatives, especially data on female proprietors in domestic and cross-border e-commerce. The project offers tools to show the advantages of e-commerce in contexts in which consumers prefer to pay in cash.
158. Another export promotion entity reported using the LACME marketplace database twice for Latin American projects, in partnership with IDB. One of these projects covered the whole of Latin America and the other focused on women-led companies in Central America. Overall traffic trends and cross-border data were used to analyse their markets' degree of internationalization. A consultant reported using the LACME database in projects to compare the means of payment available to businesses across marketplaces.⁷¹ In another project, they used LACME to analyse marketplaces operating in Argentina, and they have cited LACME in other projects and presentations. Another consultant used the marketplace databases, in combination with other sources of data, for a presentation on e-commerce in Hong Kong.
159. The eCommerce Institute included data from LACME in their global e-commerce information. They will also add the dashboards to their tools for entrepreneurs, communities of practice, and incubator and accelerator programmes for cross-border e-commerce. Likewise, Redlbero will incorporate the findings of the study on women-led MSMEs when they revise their gender strategy.
160. Project task force members reported having seen the project mentioned on research centres' websites in their countries, such as the Republic of Korea and Mongolia.
161. There are multiple examples of how survey respondents were able to use the knowledge and skills acquired through the project in their work, as follows:
 - (a) **Organizational and programmatic applications** (n=9). Advocacy for clustering and formation of cooperatives to pool resources and provide shared services for members and potential members, widely applicable across all programmes, projects and services, including internal and external activities; development of activities with enterprises to promote e-commerce as a sales channel; policy proposals for the improvement of e-commerce; and identification of commercial activities disaggregated by small, medium-sized and large enterprises.

⁷⁰ United Nations Conference on Trade and Development and Economic Commission for Latin America and the Caribbean. (2023). *Perú: Evaluación sobre el estado de preparación para el comercio electrónico* (LC/TS.2023/120).

⁷¹ Gayá, R. (2022). The payment landscape of B2C e-commerce marketplaces in Latin America and the Caribbean. *Production Development series* (230) (LC/TS.2022/167). Economic Commission for Latin America and the Caribbean.

- (b) **Capacity development and knowledge and skills transfer** (n=8). The C2B working group is benefiting from the knowledge shared, dissemination to university students, capacity-building, provision of technical training and its use in courses.
 - (c) **Academia and research** (n=8). Use of the data to write a thesis on e-payments and cross-border trade, incorporation of knowledge into teaching, courses tailored to the needs of organizations, and enrichment of policy recommendations in studies by including gender equity and cross-country comparisons.
 - (d) **Business development** (n=4). Support for clients, intensive use of tools for productivity, access to new technologies, and tailoring of sales through platforms and social networks.
 - (e) **Consulting and international collaboration** (n=2). Use of project data in the World Internet Conference Cross-border E-Commerce Working Group reports and consultancy to governments.
162. Regarding the challenges in using the databases, interview informants indicated that because they are more suited to specialized audiences such as academics and other experts, other users would need more technical information to be able to make good use of the data. Survey respondents provided additional comments, as follows:
- (a) **Accessibility** (n=5). Some countries experienced difficulties with Wi-Fi connections, access permissions and the need for a virtual private network (VPN) to access the Marketplace Explorers. This resonates with interviewee reports of technological bottlenecks in working with the platform (e.g., the webpage hanging or an inability to download everything in one session).
 - (b) **Information gaps** (n=3). A lack of information on issues such as commercialization and potential clients, or statistics broken down by country.
 - (c) **Data format** (n=2). Organizations use different standard databases. This triangulates with interview data, with national statistical institutes highlighting that their methodologies are not the same as those of the project, which creates a barrier to using the project's databases.
 - (d) **Database management** (n=2). Sharing the information from the database with a wider audience, and challenges in having counterparts in each country regularly update data.
163. Other challenges relate to applying the knowledge and skills acquired within the project overall, most of them linked with beneficiaries' internal institutional and sociocultural barriers. They are:
- (e) **Resource and capacity constraints** (n=11). A lack of financial and human resources for outreach to grassroots populations, inability to provide high-quality support and capacity-building, lack of resources to monitor compliance, lack of funding for applying knowledge, lack of technology and budget, and digital literacy gaps among employees.
 - (f) **Technical and knowledge gaps** (n=8). Need to constantly research international best practices and utilize optimal solutions for their needs, lack of skills to influence potential members to transition to the formal economy, lack of technical knowledge and little use of online businesses, difficulties in conducting effective programmes to support members and potential members with market readiness, and a lack of technological proficiency for efficient coordination.
 - (g) **Logistical and time constraints** (n=7). Overlapping activities and schedules, balancing business activities with disabilities and motherhood, and inadequate Internet connectivity, hampering the adoption of e-commerce and cloud solutions.
 - (h) **Sociocultural and educational barriers** (n=6). Female illiteracy, language barriers and resistance to change among business owners and staff that hinders the transition towards digital operations, resistance from business and government bodies in adopting e-commerce as a sales channel because they see it as costly, which hampers the overall effectiveness of these initiatives, and underestimation of the importance of social inclusion for knowledge use.
 - (i) **Political and bureaucratic barriers** (n=2). Lack of interest and excessive bureaucracy among local authorities.

164. An important means of fostering sustainability is keeping the databases up to date,⁷² which will ensure their relevance for policymaking and the continued interest of other stakeholders in using the data. There is consensus that owing to the heavy initial work of building these databases, which took three years, economies of scale can be leveraged through yearly updates and expansion to more countries, especially those from East Asia. In this regard, a staff member of one of the economic commissions highlighted that funding regularity is more important than funding volume. The knowledge accumulated on the number of marketplaces and the level of effort involved in analysing them will ensure more targeted and country-based and thus more cost-effective hiring of research assistants. Importantly, there will be no cost for the ongoing hosting of the Marketplace Explorers' technological infrastructure by the Amsterdam University of Applied Sciences.
165. Key informants said that the marketplace databases should ideally be updated every two to three years, while website traffic data would need yearly updates to remain relevant. Currently, LACME is being updated yearly, and quarterly updates are planned in future. In the short term, the funds to update and maintain LACME were secured from the European Commission through the Digital Development Observatory, in collaboration with the Division of Production, Productivity and Management of ECLAC. A consultant was hired to build an interactive page with the database information. The eCommerce Institute also noted its interest in providing financial support if needed. While ESCAP reported that it aims to expand the marketplace database for Asia to include more East Asian countries, so far, it lacks the required resources. A global implementation partner suggested that the Marketplace Explorers could become sustainable through partnerships with large marketplace players if the latter agreed to provide information systematically.
166. In relation to the e-commerce measurement and regulation databases, legal interns were to be hired beginning in January 2025, in collaboration with OECD, to conduct the updates and potentially expand the sectors covered. They were to receive three to five months of training by ECLAC before starting this work.
167. Other spin-off projects with their own sources of funding that indicate the sustainability of the project include:
- (a) Exchanges between ECLAC, ESCAP and ITC to develop a global marketplace explorer through the Global Trade Helpdesk, which has permanent sponsors. The global marketplace explorer is to be administered by ITC and co-owned by the regional commissions. Once the proposal is ready, it will be submitted to the Budget Unit of ECLAC. Work is under way to bring ECA on board.
 - (b) In early 2025, ECLAC published new country notes based on LACME data from 2023.⁷³
 - (c) ECLAC has supported the Pacific Alliance in promoting e-commerce and the participation of SMEs among its member countries.
 - (d) ECLAC provided technical assistance to Ecuador on trade and digital services for firms in the metropolitan area of Quito.
 - (e) In follow-up to the project, ESCAP provided technical assistance to support the creation of Mongolia's first e-commerce database, with work in 2025 to collect data on digital trade integration, regulation and e-commerce ecosystems and use it in the country's policies.
 - (f) Development of a United Nations Development Account project proposal, in six countries on three continents, on bridging the gender gap in e-commerce and the digital economy, led by ECLAC in partnership with ESCAP and ECA.

⁷² A task force member said that data for the marketplaces in East Asia are only available up to the end of 2022.

⁷³ Economic Commission for Latin America and the Caribbean. (2022, 7 December). *Lanzamiento del Marketplace Explorer de América Latina y el Caribe*. <https://www.cepal.org/es/eventos/lanzamiento-marketplace-explorer-america-latina-caribe>.

- (g) In 2025, ESCAP is supporting ASEAN in monitoring its digital e-commerce agreements.
 - (h) A pilot report on digital trade integration in Kazakhstan,⁷⁴ under the project Enhancing Regional and Global Value Chain Participation of Central Asian Countries to Support Sustainable Development in the Digital Era, funded by the Russian Federation.
 - (i) A services marketplace map, co-funded by FEALAC, is available in a draft version at the time of this evaluation.
 - (j) A study on cross-border services e-commerce regulations in Central America, conducted by ECLAC with inputs from OECD.
 - (k) Coordination between ECLAC and the Government of the Republic of Korea to prepare a plan for the internationalization of SMEs, an initiative approved in December 2023.
 - (l) ECLAC is exploring its participation in a consortium with the World Bank and the World Trade Organization on trade in services for development. This initiative was launched at the WTO Public Forum in September 2024.
 - (m) A draft proposal to explore the joint organization of a second, larger in-person meeting with ECLAC, IDB, WTO and UNCTAD on measurement of domestic and cross-border e-commerce, in June 2025.
 - (n) ESCAP is conducting prospective work with Amazon to design future research and activities in the Asia-Pacific region.
 - (o) ESCAP is conducting prospective work with Cambodia for a project on e-commerce measurement and digital trade regulation.
 - (p) ESCAP is exploring a collaboration with ADB on how e-commerce can support inclusive development. A meeting was held in September 2024, using inputs from the FEALAC MSME project.
 - (q) ECLAC is in discussions with Redlbero and the eCommerce Institute to organize joint events in 2025.
 - (r) ECLAC continues to work with UNCTAD on helping Peru to implement the recommendations of their joint study *Peru: eTrade readiness assessment* and is exploring options to conduct a similar joint study in Paraguay.
168. Considering the highest strategic level of the FEALAC Multi-Donor Trust Fund, the overall sustainability of this interregional collaboration could be improved by mobilizing more countries to participate in project initiatives and by optimizing the relevant approval process. For instance, proposals submitted in July 2023 were revised on the basis of feedback, and were to be presented at the fourth meeting of the FEALAC Multi-Donor Trust Fund Steering Committee, in August 2024, but this meeting was postponed until early 2025. The governance of biregional projects is inherently complex, with multiple layers of cultural and development differences and varying country priorities. In this regard, the latest proposals included a study tour as a capacity-building mechanism to improve knowledge uptake and potential impact.
169. Regarding the FEALAC MSME project, stakeholders agreed that enhancing knowledge dissemination is key for increasing sustainability and they suggested strategies ranging from the strategic to the operational. At the strategic level, communication with focal points in ministries and departments of foreign affairs could improve their knowledge of the project and foster engagement. The FEALAC Cyber Secretariat contributes by sharing the project's outputs in its official communication channels and on social media accounts. Other strategies to enhance knowledge dissemination include leveraging the partnerships established during the project to use and promote relevant frameworks, such as the concepts in the *Handbook on Measuring Digital Trade*, as planned during the June 2025 workshop (see

⁷⁴ Economic and Social Commission for Asia and the Pacific. (2024). *Recommended Actions for Promoting Digital Trade Integration in Kazakhstan*.

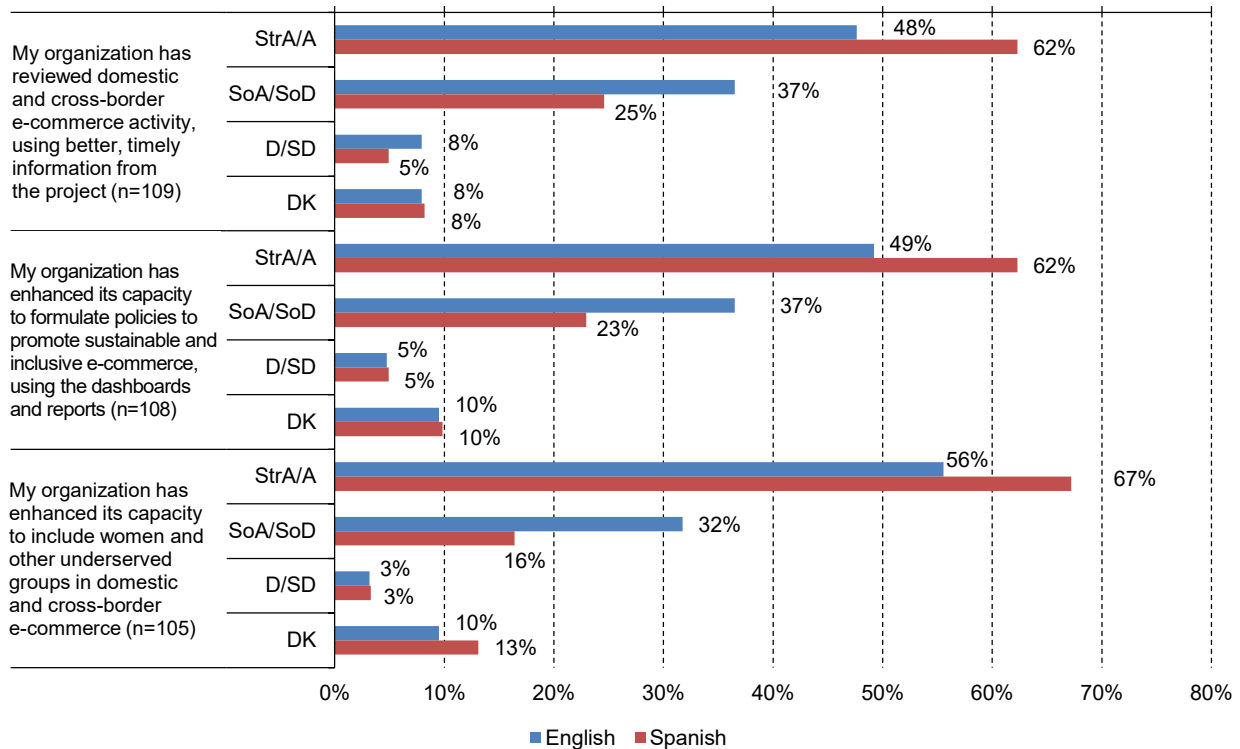
- para. 167 (q) above); including the regional commissions in global initiatives, such as the UNCTAD-OECD-World Bank working group on measuring e-commerce and the digital economy; strengthening the partnership with ITC; and involving WTO, in light of their work on digital trade issues.
170. At a more targeted operational level, capacity-building activities tailored to export promotion agencies could disseminate knowledge and increase uptake by leveraging their multiplier effect on country-level institutions and MSMEs. The webinars organized by ECLAC in collaboration with Redlbero (see para. 167 (q) above) are one such example. E-commerce associations and chambers of commerce are also knowledge multipliers for their members. E-commerce associations said that the regional commissions needed to reach out to regional e-commerce organizations to disseminate report findings and organize discussions, which would boost uptake, promote e-commerce and enhance the exporting skills of MSMEs. These associations are strategic partners for working with government ministries to formulate evidence-based policies to enable the e-commerce ecosystem. In this regard, ECLAC has signed a memorandum of understanding with the Mexican Association of Online Sales. The Commission has also organized joint events and is engaged in discussions with the eCommerce Institute (which brings together most of the region's national e-commerce associations) and with national e-commerce associations (for example in Colombia) to organize national events or participate in their meetings to present or update the results of the FEALAC MSME project.
 171. At the country level, knowledge uptake could be leveraged through networks in the government entities that are most likely to use the project's outputs, such as ministries of trade, information technology, communications, finance and education. Data should also be made available in a more accessible format, which could increase their use and reduce costs. Key stakeholders concur on the need for the project to have a knowledge hub where users can easily locate the information they need. Sustainability could also be improved by producing yearly reports on e-commerce traffic trends and hosting them on a single webpage, with an option to select the period for which users are seeking information. A step in this direction is the publication by ECLAC, in early 2025, of files with e-commerce trends up to 2023 for most Latin American and Caribbean countries.
 172. Country reports are more effective than regional reports in capturing the attention of policymakers. However, e-commerce associations, export promotion entities and implementation partners indicated that follow-up is needed on the report's recommendations, through regular meetings with an action-oriented, pragmatic approach, repeated dissemination of project results and targeted technical assistance to spur change. The actions suggested include having MSMEs and their associations share their experiences with policymakers to enhance real-world understanding; holding a half- or full-day event on cross-border e-commerce in key countries; and organizing a hackathon, with MSMEs as the protagonists and supporting institutions as the facilitators. Key informants said that benchmark success cases inspired MSMEs and other stakeholders to engage in e-commerce. These cases can be mapped in partnership with institutions, such as the eCommerce Institute.
 173. Another approach involves improving communication strategies by sharing information about the project and its event invitations on LinkedIn, other social media platforms and the WTO Public Forum. Focal points in ministries and departments of foreign affairs could receive regular updates on the project's progress. A good practice would be for the implementing entities to systematically cite the FEALAC MSME project in publications and events, to support knowledge-sharing and boost the regional commissions' reputation on matters of domestic and cross-border e-commerce.⁷⁵ Incorporating the project's results into academic curricula is another way to sustain the knowledge produced for future generations of professionals.
 174. In relation to impact, this evaluation acknowledges that the limited time elapsed since the end of the project may hinder efforts to track many of the impact indicators. The evaluation therefore works with the notion of potential impact, based on evidence that may signal impact over the long run. Evidence was found of the project generating further interest, influencing policies, generating

⁷⁵ Economic Commission for Latin America and the Caribbean. (2024). *International Trade Outlook for Latin America and the Caribbean, 2024* (LC/PUB.2024/16-P).

- demands for technical assistance and increasing the reputation of ECLAC and ESCAP on matters of digital trade and e-commerce.
175. Both regional commissions reported a growing number of requests to share the project's results as more stakeholders became aware of it, some resulting in the provision of technical assistance on e-commerce and digital trade for the preparation of national plans (e.g., Cambodia) and the provision of capacity-building (e.g., Mongolia). ECLAC reported more than 10 country requests for seminars, participation and technical assistance. The beneficiaries interviewed confirmed their wish for a more active partnership role with the regional commissions to have their work on e-commerce included in this type of project, which raises their visibility. The eCommerce Institute mentioned the possibility of adding a cross-border category to their eCommerce Awards, which would generate a further 190 awards per year, 10 from each country where they hold their e-Commerce Day events.
 176. Potential impact on business networks was reported by a consultant working with one SME in Uruguay and another in Argentina. Both had participated in the study on women-led exporting MSMEs and a presentation on the study had prompted them to establish contact with each other. The consultant assisted them with this liaison but did not follow up on further developments.
 177. Evidence of policy impact includes the following:
 - (a) The strengthening of the Regional Center for the Promotion of SMEs (CENPROMYPE) in the Dominican Republic.
 - (b) The drafting of the national workplan on e-commerce and digitalization in Kazakhstan with ministries of trade, digitalization and finance, using data from the FEALAC MSME project, to be presented at the next WTO meeting in 2025.
 - (c) The establishment in Peru of a commission to monitor implementation of the recommendations made in the report on e-commerce readiness.
 - (d) A request by Colombia for technical assistance from ECLAC to design digital trade policies.
 178. The impact of the project on the reputation of the implementing entities, as regional e-commerce and digital trade sounding boards, is observed in the activities that may flow from the project, the opinions of beneficiaries and the engagement of global partners. The FEALAC Cyber Secretariat said that the project had helped to achieve the Forum's mission by promoting knowledge on how MSMEs could conduct digital trade and e-commerce within and between both regions. Specific evidence includes follow-up conversations between ECLAC and UNCTAD on holding the next "e-Trade for All" event in Latin America and dialogues between ECLAC and the European Commission on using the project's data on regulations in a digital trade protocol for Latin America and the Caribbean, with a view to supporting relevant regulatory updates in the region. The trade agreement between the European Union and the Southern Common Market (MERCOSUR) seems to offer an opportunity for this initiative. A presentation on the project's results in October 2024 also placed Latin American e-commerce as a priority on the agenda of OECD member countries. ESCAP reported that the project ranked first in Google searches for e-commerce in East Asia and a consultant highlighted the powerful influence of the recommendations for exporters contained in the knowledge products generated by ESCAP.
 179. The survey results on the project's development outcomes are positive overall, with between 48% and 67% of respondents agreeing or strongly agreeing with the three outcome statements (see figure 12). Assessments were more positive in the Spanish version, with a difference of 14 percentage points in the number of respondents who reported that their organizations had reviewed domestic and cross-border e-commerce activity using information from the project ($t=2.374$, $p<.05$). More Spanish speakers reported enhanced capacity to formulate policies to promote sustainable and inclusive e-commerce—including to support MSMEs—using the dashboards and reports, a difference of 13 percentage points ($t=1.797$, n.s.). Similarly, there is a difference of

11 percentage points ($t=2.111, p<.05$), in favour of the Spanish version, on enhanced organizational capacity to include women and other underserved groups in domestic and cross-border e-commerce. There were no significant gender differences.

Figure 12
Survey results: achievement of the project’s development outcomes
 (Percentages)

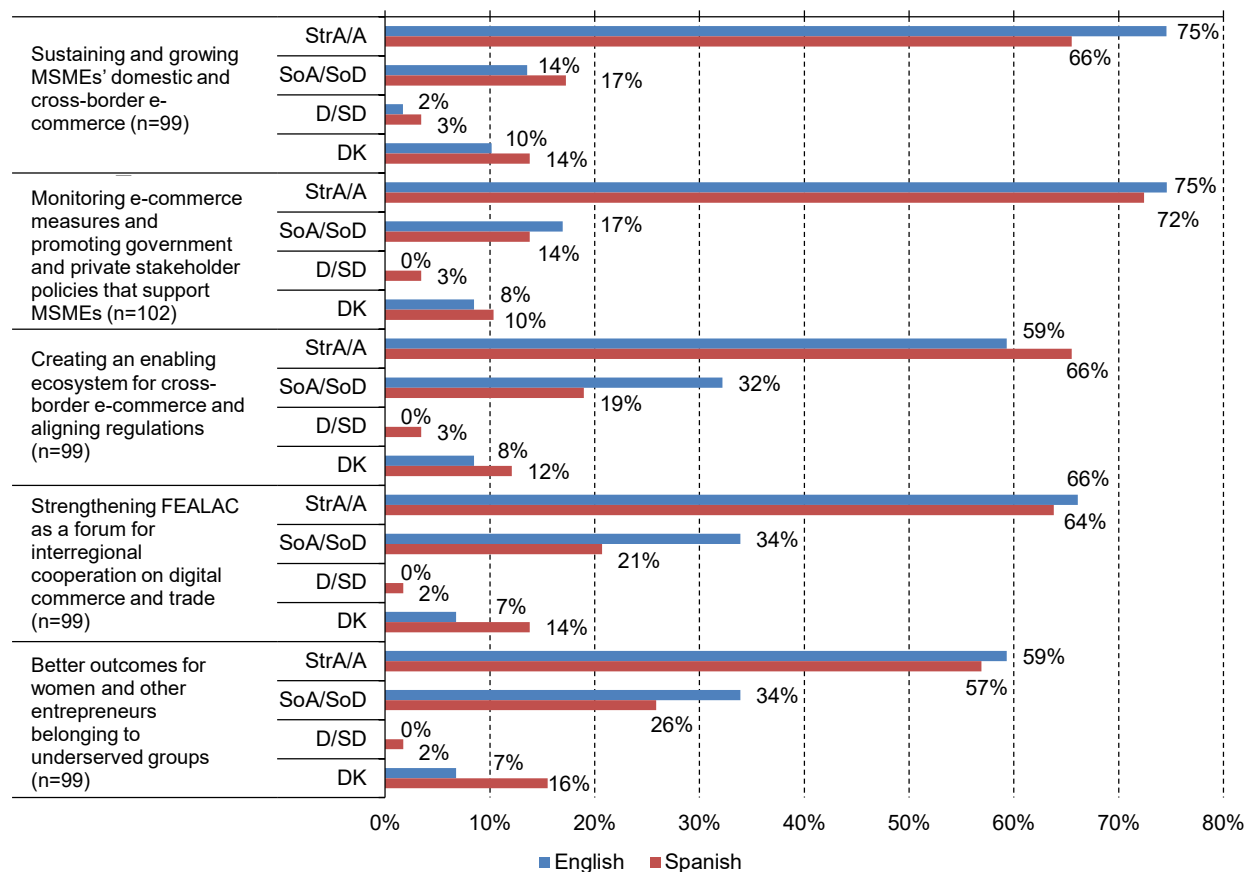


Source: Prepared by the author.

Note: StrA/A = strongly agree/agree; SoA/SoD = somewhat agree/somewhat disagree; D/SD = disagree/strongly disagree; DK = do not know.

180. The survey results regarding impact on specific policies and development of an enabling ecosystem for MSMEs engaged in domestic and cross-border e-commerce were positive overall, with between 57% and 75% of participants responding that they agreed or strongly agreed with the impact statements (see figure 13). Positive responses were highest for the project’s contribution to monitoring e-commerce measures and promoting government and private stakeholder policies that sustainably support MSMEs’ recovery and long-term competitiveness. The greatest discrepancies between the Spanish and English versions of the survey, at 13 percentage points, were found in the “somewhat agree/somewhat disagree” response, with more respondents in this moderate range in the English version. Agreement was lowest regarding the project’s contribution to better outcomes for women and other entrepreneurs belonging to underserved groups. No statistical differences were found by gender or survey version for any of the impact items.

Figure 13
Survey results: the project's impact
 (Percentages)



Source: Prepared by the author.

Note: StrA/A = strongly agree/agree; SoA/SoD = somewhat agree/somewhat disagree; D/SD = disagree/strongly disagree; DK = do not know.

181. Examples of the project's impact reported by survey respondents include the following:

- (a) **The project strengthened or maintained the economy, the labour market and trade** (n=7). Economic activities fully recovered, employment opportunities improved, financial support and digital tools were provided, access to markets and trade networks was enhanced, an ecosystem for the development of domestic and cross-border e-commerce was enabled, MSMEs were helped to transition to e-commerce, operations were maintained during lockdown, and the evidence-based policies supported by the project enhanced access to financial aid and digital infrastructure, fostering economic recovery.
- (b) **The project supported an understanding of the effects of the pandemic and how to adequately respond** (n=3). In the context of an inclusive and sustainable pandemic response and recovery for MSMEs, the project clarified that the lack of appropriate digital trade regulation could increase income inequality and hamper sustainable development.
- (c) **The project promoted multi-stakeholder collaboration at the global, national and local levels** (n=1). The project engaged multifilateral and multisectoral partnerships at all levels.

- (d) **The project created inclusive initiatives and policies** (n=1). The project boosted initiatives for eco-friendly production and resource management and alignment of MSME growth with the SDGs, which improved economic resilience and inclusivity, particularly for women-led and rural enterprises, accelerating the recovery in affected sectors.
182. Survey respondents (n=31) reported that the following factors contributed to the project's transformative capacity:
- (a) **Information and knowledge were shared** (n=14). Topics were relevant, knowledge was gained, the knowledge acquired was used as a reference for decision-making and data analysis, policy knowledge was implemented by other countries, the information presented by the project was considered relevant, and virtual and digital platforms were used to disseminate the information and knowledge.
 - (b) **Multi-stakeholder and inter-agency collaboration enabled policy development** (n=7). Skilled participants, policy frameworks, consultative efforts, integration with regional experts, collective efforts, evidence-based decision-making, policies focused on sustainability, inclusive support mechanisms and financial inclusion.
 - (c) **Economic investment and support** (n=3). The project encourages foreign investment in developing countries.
 - (d) **Beneficiary engagement and support** (n=3). Beneficiaries' willingness to participate and the inclusion of unemployed people in e-commerce activities, improving their quality of life.
 - (e) **Capacity-building and training** (n=2). Continuous training and MSMEs' digital transformation through e-commerce and other technologies enabled access to new markets and improved operational efficiency, particularly after COVID-19. The project's capacity-building activities enhanced digital literacy and fostered business innovation, equipping MSMEs to compete in the digital economy.
 - (f) **Access to markets** (n=2). Openness to international markets and participation in multi-country projects.
183. According to interview informants, the project generated unexpected results. These results included the scope of the lessons learned by ECLAC and ESCAP on how to analyse the types of data used; the discovery that women participating in export promotion programmes faced the same challenges with exporting as men; and the discovery that, of the three regions (Africa, East Asia and Latin America), Latin America is the most open in services e-commerce regulation (with Chile at the forefront). The global reach of the dashboards also exceeded the implementation partners' expectations. For the survey respondents, all these unexpected results are positive, as they improve beneficiaries' living conditions, increase the connection to markets through e-commerce and create employment opportunities for consultants that support MSMEs.

4.6 CROSS-CUTTING GENDER, HUMAN RIGHTS AND ENVIRONMENTAL SUSTAINABILITY ISSUES

Key findings

Finding 24: Gender inclusion was embedded in the FEALAC MSME project from its initial assumptions and throughout its life cycle. The inclusion of other vulnerable groups, such as young people and persons with disabilities, was not requested by donors, and was therefore limited.

Finding 25: Environmental sustainability was embedded in the project's predominantly digital format (i.e., for management, implementation of activities and delivery of outputs) and in the use of energy-efficient technology for the dashboards. There is room for a more explicit approach to environmental sustainability through sustainable e-commerce and deeper knowledge of the links between digitalization and sustainable development.

184. While the extent to which gender equality, protection of human rights and outreach to underserved groups were incorporated into the project was examined in all the findings of the evaluation, this section adds a few more elements. The evaluation found that gender issues are embedded in the work of all local and regional stakeholders such that incorporating the project's gender data into their programmes, training and other services seemed natural to them. Stakeholders gave positive ratings about the extent to which the project included gender (e.g., most interns were women) but also indicated the need for more. The Development Account project to be developed by ECLAC, in collaboration with ESCAP and ECA, to reduce gender gaps in the digital economy and trade, would be a step forward in this regard.
185. However, the inclusion of other vulnerable groups was limited, primarily because the project document did not provide for this approach. Some of its studies break down data on young people in their statistics, but data on other vulnerable groups, such as persons with disabilities and Indigenous persons, are missing. Some staff at the implementing entities believe that these groups experience the same barriers to domestic and cross-border e-commerce as women. However, this evaluation did not find evidence to support that belief. The project proposal responded to FEALAC member countries' priorities, and its primary objective was to provide data where none were available in order to identify and address further needs.
186. Environmental considerations were implicit in some of the project's assumptions, the most central being that e-commerce supports sustainable development. However, as the implementation partners indicated, e-commerce also has an environmental footprint and there is a growing understanding of the link between digitalization and sustainability.⁷⁶ The project's management and implementation approaches, such as the use of virtual rather than in-person coordination meetings and the use of online knowledge dissemination events, are also environmentally conscious. The dashboards are stored in the cloud and all reports are digital. There are therefore no big data costs, which is an energy-efficient approach. The project's results support environmental concerns by focusing on paperless e-commerce. Its results can also shed light on environmental challenges by making trade regulations more transparent and by educating service providers on advising companies on enhancing carbon neutrality.

4.7 LOOKING FORWARD

187. Following the conclusion of the FEALAC MSME project, survey respondents listed several ways in which the United Nations can support MSMEs in e-commerce activities:
- (a) **Providing capacity-building, training and information** (n=22). Continue to provide webinars and use digital platforms, promote study tours to beneficiary countries to expand learning opportunities, support the design of simpler regulatory procedures, and provide technical assistance to expand in-country capacity-building and develop an ecosystem that fosters MSMEs' participation in e-commerce.
 - (b) **Financial support and access to finance** (n=13). Provide funding for participation or projects, with MSMEs in control of their projects, and provide financing to expand capacity-building and develop the e-commerce ecosystem for MSMEs.
 - (c) **Policy advocacy** (n=9). Engage in advocacy to promote MSMEs' participation in e-commerce, continuously improve products to address market requirements, set product quality standards, support MSMEs by facilitating access to affordable digital infrastructure, offer targeted training programmes to build digital skills, promote financial inclusion through microloans and grants, advocate for policies that reduce cross-border e-commerce barriers, enhance cybersecurity, and create digital marketplaces tailored to MSMEs.

⁷⁶ United Nations Conference on Trade and Development. (2024). *2024 Digital Economy Report: Shaping an Environmentally Sustainable and Inclusive Digital Future*.

- (d) **Infrastructure development and government support** (n=6). Plan projects to be implemented in-country and help governments to develop clear frameworks and policy incentives to support the link between producers, vendors and logistics and delivery service providers.
 - (e) **Promote multi-sector and multi-stakeholder collaboration** (n=5). Strengthen partnerships with local governments and the private sector for a more inclusive digital ecosystem, ensuring that even small businesses in rural areas benefit from e-commerce opportunities.
 - (f) **Market access and export readiness** (n=4). Through a multifaceted approach that combines training, infrastructure development, access to finance and policy advocacy, the United Nations can help to create a thriving e-commerce ecosystem for MSMEs. This would foster local economic growth and integrate MSMEs into global value chains, thereby increasing their competitiveness and long-term sustainability. These initiatives would also support MSMEs working in export-oriented sectors by providing digital skills training and access to advanced e-commerce platforms. Their market access could be improved by establishing dedicated trade portals and organizing international trade fairs. Financial support through low-interest loans and investment incentives would be beneficial, along with policy reforms to foster a conducive business environment. Improving logistics infrastructure and promoting sustainable practices in the industry would ensure long-term success in the global e-commerce landscape.
 - (g) **Extra support for vulnerable groups** (n=3). Support women, young people, persons with disabilities and widows. Finance mechanisms to involve women and young people in e-commerce.
188. Survey respondents' concluding remarks (n=25) included compliments on the good work, wishes for the project to expand to other countries, mention of the need to adopt a holistic approach to support MSMEs —with stakeholder engagement, monitoring and evaluation—, making the project sustainable, incorporating statistics used in developed countries into the statistics generated in the project, reporting on the financial challenges for directly and indirectly supporting MSMEs in their countries, mention of the benefits of e-commerce for small island States, and a recommendation to create more room for dialogue to learn from multiple stakeholders.

5. CONCLUSIONS

189. The pandemic context was the backdrop against which ECLAC and ESCAP identified an opportunity to strengthen interregional collaboration under FEALAC through the novel production of data on digital trade and e-commerce, looking at how governments and support institutions (e.g., e-commerce associations and export promotion agencies) could support MSMEs in domestic and cross-border goods and services e-commerce.
190. The FEALAC MSME project responded to its member countries' priorities through interactive consultations facilitated by the FEALAC Cyber Secretariat. In the context of the COVID-19 crisis, the project was adapted by reworking an existing proposal to address the economic vulnerabilities of MSMEs, leveraging regional expertise. While the project did not explicitly address women and vulnerable groups in its documentation, their needs were integrated through a focus on MSMEs, balanced gender representation in webinars, accessible online knowledge-sharing formats, self-paced training and a dedicated study on women-led MSMEs in Latin America.
191. Prior regional work on cross-border trade and e-commerce was leveraged and partnerships were established with local stakeholders, universities and regional associations. Project partners included United Nations entities, such as ECA, ITC and UNCTAD, and global organizations like OECD and IMF, to exchange knowledge and deliver joint outputs. The project aligned with FEALAC member countries' government priorities by involving them in gathering data and validating knowledge products. The project primarily supports Goal 17, by fostering partnerships for sustainable development, and also contributes to Goal 5, Goal 8 and Goal 10 through capacity-building, equitable trade and economic resilience.
192. The coordination between ECLAC and ESCAP was highly efficient, producing 40 outputs, 27.5% of them jointly. The regional commissions leveraged their complementary expertise and avoided duplication. Partnerships ensured reliable and internationally standardized outputs, such as dashboards and databases, despite challenges linked with data scope and funding limitations that restricted broader Asian country coverage. Delays were offset by strong stakeholder engagement, efficient systems and adaptive management, enabling timely delivery within the implementation period of a year and four months (October 2022 to March 2024). In future, the efficiency of other such projects could be enhanced by strengthening communication with ministries of foreign affairs, country specialists and focal points to improve data timeliness and validation and the adoption of outputs.
193. The FEALAC MSME project achieved significant results, including the creation of robust, comparable e-commerce measurement and regulation databases and the pioneering of data collection for some FEALAC countries. It highlighted the critical role of government support for MSMEs in digital trade. Its centralized data platforms, accessible to a wide range of stakeholders, attracted thousands of views, despite challenges related to accessibility and data gaps. Thematic and regional reports added value by translating database insights into practical information. The reports were downloaded more than 20,000 times and engagement was significantly increased through dissemination events.
194. The project enhanced the capacity of governments and other stakeholders to measure, monitor and promote the involvement of MSMEs in e-commerce, helped to reduce regulatory divergence, and highlighted the inclusion of women and vulnerable groups through gender-balanced activities and content. Women's perceptions of project benefits were notably higher than men's, underscoring the importance of inclusive design. Future projects could be improved by stronger involvement of government entities, tailored capacity-building, more on-site events, better resource allocation, and systematic sharing of progress to enhance ownership, data reliability and stakeholder engagement.

195. The actions taken to ensure the sustainability of the project's results included conducting many knowledge dissemination activities, making investments in strategic partnerships, offering training, regularly conducting research and publishing findings, and improving data accessibility. These efforts were complemented by translating country profiles into Spanish and providing technical assistance on e-commerce measurement and regulation at countries' request. Evidence of knowledge uptake includes projects by implementation partners (from local consultants to global organizations) and spin-off projects of the implementing entities with regional and global partners. Beneficiaries applied the skills they acquired to policymaking, organizational activities and academic research. Sustainability can be enhanced by strengthening partnerships, tailoring knowledge products and establishing a centralized knowledge hub for outputs.
196. In terms of potential impact, the project generated significant interest in digital trade and e-commerce, influencing policymaking, building institutional capacities and enhancing the reputation of ECLAC and ESCAP. It supported beneficiaries in monitoring e-commerce measures, promoting inclusive policies, and improving MSMEs' long-term competitiveness. By fostering knowledge-sharing, multistakeholder collaboration and strategic partnerships, the project has positioned itself as transformative in advancing sustainable development and digital trade.

6. LESSONS LEARNED

197. The evaluation identified the following lessons learned, based on its findings.
198. **Lesson 1.** The engagement of FEALAC member countries is key to ensure that project proposals respond to their needs, data collection remains efficient and there is a greater probability of knowledge product uptake in programmes and policies. In the context of the FEALAC Multi-Donor Trust Fund, the engagement of member countries is typically low, wait times are long for feedback and decisions on proposals, and there are no other mechanisms for project feedback and approval. Once a project is approved, the regional commissions interact directly with ministries, such as those of trade and development. However, the interlocutors of FEALAC are the ministries of foreign affairs. This creates an information asymmetry between the stakeholders involved in project approval and those directly participating in its activities. In that regard, frequent and direct communication with ministry and foreign affairs focal points during project implementation may be a way to reduce knowledge gaps. Project stakeholders suggested that other ministries' engagement and ownership could begin at the proposal design phase, by communicating the country-level benefits to raise a project's priority, and could continue throughout implementation and monitoring, with collaboration on data collection and course correction as needed. To streamline these communication channels, key informants raised ideas such as having two lines of communication: one between the project management units of each economic commission and the ministries of foreign affairs, and another between the project implementation managers and other ministries. Another idea is to set up a steering committee and institute regular communication with focal points in the beneficiary countries.

Actors involved: the regional commissions, the FEALAC Cyber Secretariat, ministries of foreign affairs, ministries directly involved in project activities and country focal points.

199. **Lesson 2.** Partnerships are essential for the success of a project of this magnitude, while long-term partnerships (e.g., with global and regional organizations, universities and local stakeholders) are a valuable asset for the efficiency, effectiveness, sustainability and impact of project outputs. Partnerships ensured that deliverables adhered to international standards, were comparable between countries, and were concluded in a timely manner, despite a delay in funding availability. These partnerships brought expertise and lessons learned from previous projects, such as the first versions of the Marketplace Explorer and the regulatory policies database for Africa, solving issues with data collection techniques (by using interns from different countries rather than a centralized team in Amsterdam) and data availability (by using multiple tabs instead of one heavy dashboard page for the Marketplaces). A key factor was having the same partners developing the databases and centralized platforms hosting them. In this regard, involving ECA as a partner was a successful strategy, leveraging gains for the three regional commissions by improving the comparability and visibility of outputs. This also gave the project a global perspective and increased knowledge dissemination and uptake. One bottleneck was having a high number of partners developing different knowledge products, in the sense that their priorities might have differed (e.g., university deadlines vs. the project's) and that they worked on different projects (e.g., when knowledge-sharing between partners was not smooth).

Actors involved: the regional commissions and partners at the global, regional and local levels.

200. **Lesson 3.** Capacity-building activities, such as training and other approaches tailored to governments and specific stakeholders, are key for increasing uptake. Once beneficiaries develop new skills and start using the project's knowledge products, the likelihood of impact on policies and programmes for MSMEs increases. Key stakeholders and beneficiaries consider that on-site events, which last longer and provide room for peer learning, are crucial for a significant level of knowledge uptake. Importantly, participants need to be decision-makers who can effectively act upon what

they learn. Stakeholders, such as export promotion agencies, business associations and chambers of commerce, see themselves as knowledge multipliers, playing a key role in the sustainability and impact of the project's results.

Actors involved: the regional commissions, beneficiaries and decision makers.

201. **Lesson 4.** Building the Marketplace Explorers and the e-commerce measurement and regulation databases was laborious and required training for those who collect and systematize the information. The use of interns in the FEALAC MSME project was cost-effective and allowed for the availability of nationals from different countries, supporting data collection in multiple languages. Key informants agreed that training and coordinating these teams to ensure high quality and comparable outputs involved extra work, but they all considered that there were other gains, such as native speakers working on data from their countries, capacity-building for these young professionals, and, in some cases, employment opportunities.

Actors involved: regional economic commissions and interns.

202. **Lesson 5.** The FEALAC MSME project demonstrated that gender issues can be embedded in project activities even when there is no donor requirement to do so. This approach permeates project teams and knowledge products, providing a more in-depth perspective of the overall mapping of marketplaces and regulation policies. Beneficiaries and implementation partners reported using the gender data in their capacity-building programmes and strategic documents. However, the project would have benefited from a more explicit human rights-based approach beginning from its design phase. Under this approach, opportunities could have been identified for partnering with UN-Women and improving the inclusion of other vulnerable groups, such as MSMEs led by young people or rural and Indigenous entrepreneurs, among other potential gains. Some possible consequences of this inclusion could have been partnering with local organizations to adapt and translate capacity-building materials for these groups and supporting their involvement in e-commerce.

Actors involved: the regional commissions, potential implementation partners and beneficiaries from vulnerable groups.

7. RECOMMENDATIONS

203. Based on the findings, this evaluation makes the following recommendations:

Recommendation 1. Improve project design with a complete theory of change, making explicit the causal links between activities, outputs, outcomes and intended impact to advance government approaches and policies on digital trade and e-commerce through better measurement and regulation, including through the use of SMART performance indicators to guide project implementation, monitoring and evaluation.

204. This recommendation includes taking into consideration gender equality, a human rights approach (involving young people, support for end beneficiaries with low literacy, rural populations, Indigenous Peoples and persons with disabilities), and environmental sustainability, which may not be the primary focus of donors but can be key for generating transformative results. One example is planning knowledge products in local languages. Another is supporting governments and e-commerce associations to take these groups into consideration when drafting digital trade and e-commerce policies and action plans. Especially in projects with many stakeholders, having a theory of change is critical to (a) demonstrate to donors the development contribution of the project through its causal chains, from inputs to activities, outputs, outcomes, potential impact and development goals; (b) guide the project management team throughout the process to maintain the link between the project's activities and the main development goals sought; and (c) inform implementation partners of their role in achieving the project's main objectives. SMART performance indicators complement the theory of change as a monitoring and evaluation tool. They support the management team in tracking delivery rates and quality of outputs, in identifying the need for mutual support in collaborative projects and in implementing any course corrections required. One example would be establishing a target percentage of beneficiary countries that should participate in project training activities on digital trade regulations. This could be tracked by using a standard subscription form for events, which collects relevant demographic and membership data (e.g., country of origin, gender and type of organization) from participants. Such data could inform targeted invitations to courses and other events. Another example would be an outreach indicator based on the number of views or downloads of knowledge products, which could be tracked with a download system that requests general information (e.g., whether those downloading the information are in government, academia or with a business support organization). In the case of the e-commerce measurement and regulation databases and other jointly produced outputs, all the regional commissions and implementation partners involved would benefit from having access to website metrics. These could be made accessible on documents' webpages, including to inform follow-up meetings in specific countries for technical assistance and other spin-off projects. Indicators are also useful for sharing progress with stakeholders and for regular communication with donors. The Excel file adopted during implementation of the FEALAC MSME project could be the starting point for a more thorough monitoring system, with tracking on the basis of future projects' performance indicators.

Responsible stakeholders	Resource requirement	Priority
Project designers at ECLAC and ESCAP	Low	High

Recommendation 2. Strengthen stakeholder engagement from the outset to improve collaboration and ownership on digital trade and e-commerce issues, especially in large-scale projects covering macro- and micro-level outputs, such as the FEALAC MSME project.

205. This recommendation pertains to local, regional and global stakeholders. At the country level, this begins with establishing communication channels with focal points in ministries of foreign affairs throughout a project's life cycle. Early and continuous communication on the benefits of the project with government bodies, who are the main beneficiaries but are also partners in data collection and validation, may raise their interest and engagement. An important part of this is learning from existing initiatives in the country and discussing how the project complements and leverages them. One possible strategy is to establish a project steering committee with a member from the ministry of foreign affairs and a country expert on the project's subject matter, to ensure continuous engagement and inter-agency communication. A similar rationale applies to other stakeholders, such as export promotion agencies, e-commerce associations and chambers of commerce. Continuous exchanges and co-led activities might increase their sense of ownership over project results. They can also support by recruiting project participants, disseminating events and improving service delivery by incorporating the project's knowledge products. In this regard, tailored knowledge products are a demonstrated success strategy for promoting engagement and uptake. Future projects can build on the FEALAC MSME project and strengthen efforts to improve engagement through targeted information-sharing (e.g., with national statistical offices), capacity-building activities for key stakeholders (e.g., trade regulatory agencies), and consistent follow-up on project recommendations tailored to specific stakeholders (e.g., ministries of trade and foreign affairs). This can be achieved through meetings, by providing courses and technical assistance, by repeatedly disseminating results and by co-designing new projects on digital trade and e-commerce. At the global level, ongoing follow-up and spin-off activities, already put in motion by ECLAC and ESCAP, might leverage the FEALAC MSME project's networks with organizations such as ITC, UNCTAD and OECD. Other organizations that could be more actively involved are WTO and the World Bank, which could use their working groups to promote and advance digital trade. Strategic networks could expand to include more development agencies, such as UN-Women, ASEAN, the United States Agency for International Development and other regional institutions, with interventions that could include MSMEs in digital trade and e-commerce to enhance the project's effectiveness and ensure sustainability beyond its lifespan. One way to nurture this large web of partnerships is by holding meetings with select counterparts to share information on the digital trade and e-commerce project pipeline for the year and to seek synergies with a view to collaborating.

Responsible stakeholders	Resource requirement	Priority
Project designers and managers (ECLAC and ESCAP)	Medium	High

Recommendation 3. Improve digital trade and e-commerce data and information usability and accessibility for relevant stakeholders with the aim of promoting knowledge uptake and increasing the potential impact on measurement and regulation, taking MSMEs into consideration.

206. This recommendation builds on suggestions from key informants. First, a knowledge hub where users can locate all project outputs, including links to the databases, reports, country briefs and presentations, would increase accessibility. Second, the reach of knowledge products, such as the dashboards and databases, can expand beyond specialized audiences to technical government officials and MSME support services if they are made available in a more user-friendly and tailored way. The Marketplace Explorers, specifically, would need to be presented on a different platform that is easier to navigate, requires less bandwidth, is free or open-source, has language options, and has more user-friendly data visualisation tools (e.g., filters by year, region and country). Researchers and other expert users should be able to download all the data at once, including the methodological procedures used to produce them. For policymakers and MSME support organizations, better data visualisation, coupled with explanatory texts, would enhance capacity and increase uptake. One benchmark is the United Nations Global Survey on Digital and Sustainable

Trade Facilitation,⁷⁷ which has a tool to compare different economies. To bridge access to information with knowledge uptake and effective policy change, useful strategies would include training on e-commerce measurement and digital trade policies, combined with country briefs and regular follow-up by project managers and implementation partners. These strategies would need to be tailored to specific audiences to maximize relevance and usability. Implementing them could generate a need for technical assistance more specifically targeted to countries' needs and could result in policy amendments, promoting development impact. Lastly, collecting regular feedback from data users on how data are used and on any challenges in that regard is another important source of information to support sustainability and promote impact. These data and information accessibility strategies could help to bridge the gap between knowing what is available and understanding how to use it. Implementing strategies, including training on e-commerce measurement and digital trade policies, also educates policymakers on how resource-intensive it is to produce knowledge that is reliable, meets international standards and provides robust evidence for policymaking. Expanding the content of the databases to other countries—especially in East Asia—and to other sectors and metrics (e.g., sales) is another strategy to increase efficiency and effectiveness and would also keep the data up to date. The cost of expansion can be reduced by applying the expertise developed during the FEALAC MSME project (e.g., targeted hiring of a support team). Regular updates could be supported by cooperation with large marketplaces, in which they periodically provide data on specific metrics.

Responsible stakeholders	Resource requirement	Priority
Project managers at ECLAC and ESCAP	Medium to high	High

⁷⁷ United Nations. (2023). *UN Global Survey on Digital and Sustainable Trade Facilitation*. <https://www.untfsurvey.org/compare-economies>.

8. ANNEXES

ANNEX 1	PARTICIPATION IN THE PROJECT ACTIVITIES BY COUNTRY
ANNEX 2	EVALUATION MATRIX
ANNEX 3	LIST OF SECONDARY SOURCES OF EVIDENCE CONSULTED
ANNEX 4	LIST OF STAKEHOLDERS INTERVIEWED
ANNEX 5	INTERVIEW TEMPLATES (ENGLISH VERSION)
ANNEX 6	SURVEY TEMPLATE (ENGLISH VERSION)
ANNEX 7	OUTPUTS DELIVERED
ANNEX 8	TERMS OF REFERENCE
ANNEX 9	EVALUATOR'S REVISION MATRIX

ANNEX 1

PARTICIPATION IN THE PROJECT ACTIVITIES BY COUNTRY

Country	Member status	1.1: Kick-off webinar	1.2	1.3 Publications	1.3	1.4: Publications	1.4: ESCAP and ECLAC events	2.1	2.2 Publications	2.3: RDTII Workshop	2.5 Publications	2.6: ECLAC SME Bottleneck	2.7 Publications	3.1: 5 trainings/sessions
Afghanistan	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Algeria	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Angola	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Antigua and Barbuda	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Argentina	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Armenia	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Aruba	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Australia	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Austria	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Azerbaijan	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Bahamas (The)	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bangladesh	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Barbados	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Belarus	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Belgium	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Belize	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Benin	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bermuda	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bhutan	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Bolivia	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Botswana	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Brazil	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Brunei Darussalam	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Burkina Faso	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Burundi	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cabo Verde	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cambodia	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Cameroon	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Canada	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Cayman Islands	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Central African Republic	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chad	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Chile	Member FEALAC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
China	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Colombia	Member FEALAC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Comoros	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Congo	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Costa Rica	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Cote D'Ivoire	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cuba	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Curacao	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cyprus	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Democratic Republic of Congo	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Denmark	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Djibouti	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dominica	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dominican Republic	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Ecuador	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Country	Member status	1.1: Kick-off webinar	1.2	1.3 Publications	1.3	1.4: Publications	1.4: ESCAP and ECLAC events	2.1	2.2 Publications	2.3: RDTII Workshop	2.5 Publications	2.6: ECLAC SME Bottleneck	2.7 Publications	3.1: 5 trainings/sessions
Egypt	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
El Salvador	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Eritrea	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Eswantini	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ethiopia	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Finland	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Fiji	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
France	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Gabon	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gambia	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Germany	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Ghana	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Greece	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Grenada	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guatemala	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Guinea	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Guinea-Bissau	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guyana	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Haiti	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Honduras	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Hong Kong	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
India	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Indonesia	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Iran	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Iraq	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Jamaica	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Japan	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Kazakhstan	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kenya	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Kosovo	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kyrgyzstan	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Lao PDR	Member FEALAC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Lebanon	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Lesotho	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Liberia	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Libya	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Madagascar	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Malawi	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Malaysia	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Maldives	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Mali	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mauritania	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mauritius	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Mexico	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Moldovia	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Mongolia	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Montserrat	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Morocco	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Mozambique	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Myanmar	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Namibia	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Country	Member status	1.1: Kick-off webinar	1.2	1.3 Publications	1.3	1.4: Publications	1.4: ESCAP and ECLAC events	2.1	2.2 Publications	2.3: RDTII Workshop	2.5 Publications	2.6: ECLAC SME Bottleneck	2.7 Publications	3.1: 5 trainings/sessions
Nepal	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Netherlands	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
New Zealand	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Nicaragua	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Niger	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Nigeria	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Pakistan	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Panama	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Papua New Guinea	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Paraguay	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Peru	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Philippines	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Portugal	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Puerto Rico	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Republic of Korea	Member FEALAC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Russian Federation	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Rwanda	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sain Kitts and Nevis	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Saint Lucia	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Saint Vincent and the Grenadines	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sao Tome and Principe	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Senegal	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Seychelles	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sierra Leone	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Singapore	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sint Marteen	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Somalia	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
South Africa	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
South Sudan	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Spain	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sri Lanka	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sudan	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Suriname	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sweden	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Switzerland	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Tajikistan	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tanzania	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Thailand	Member FEALAC	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Timor-Leste	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Togo	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trinidad and Tobago	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Tunisia	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Turkey	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Uganda	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
United Arab Emirates	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
United Kingdom	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
United States	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Uruguay	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Uzbekistan	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Vanuatu	Member ESCAP and/or ECLAC	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Venezuela	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Viet Nam	Member FEALAC	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Zambia	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Zimbabwe	Not member	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ANNEX 2

EVALUATION MATRIX

Relevance		
Key questions (and sub-dimensions of inquiry)	Suggested measures of evidence	Suggested sources and methods
<p>How were the activities and outputs delivered in line with the priorities of FEALAC member countries concerning e-commerce in the context of MSMEs?</p>	<ul style="list-style-type: none"> Needs assessments (surveys, reports, minutes from consultations, workshop reports, etc.). Reference to MSMEs cross-border e-commerce in FEALAC's documents (minutes, reports, including those on the COVID-19 response). Country contexts: evidence of articulation between the project's outcomes and countries' priorities. Reference to the MSME e-commerce project in country, programmes, or COVID-focused UN evaluations. Opinion of staff from the implementing UN entities. Opinion of external partners, including other UN organisations, governments, business associations and other stakeholders. 	<p><u>Desk review</u>: surveys, minutes from consultations, workshop reports and presentations, country assessments, PRODOC, progress reports, evaluations.</p> <p><u>Interviews</u>: UN staff, partners, and key stakeholders.</p> <p><u>Survey</u>: key stakeholders and target beneficiaries.</p>
<p>To what extent was the project aligned with the FEALAC countries' priorities for responding to and recovering from the effects of the COVID-19 crisis?</p>	<ul style="list-style-type: none"> Reference to SERPs in project progress reports and outputs. Reference to the MSME e-commerce project in UN PRODOCS and country, programmes, or UN/UNCT annual reports. Reference to the MSME e-commerce project in country, programmes, or COVID-focused UN evaluations. Opinion of UN staff and external partners. 	<p><u>Desk review</u>: Progress reports, project outputs, SERPs.</p> <p><u>Interviews</u>: UN staff, partners, and key stakeholders.</p> <p><u>Survey</u>: key stakeholders and target beneficiaries.</p>
Coherence		
<p>To what extent was the project complementary to or coordinated with other work undertaken by ECLAC and ESCAP on cross-border trade, e-commerce and MSMEs?</p>	<ul style="list-style-type: none"> Evidence of collaboration or joint outputs between the two entities. Evidence of the project (or activities of) being mainstreamed in the workplans of other departments or programmes within implementing UN entities. Evidence of the project (or activities) being reflected in the annual work plans and time commitments of staff from implementing UN entities. Opinion of staff from the implementing UN entities, including Project Design Team and Task Forces. Opinion of external partners, including other UN organisations, FEALAC members, governments, other partners and stakeholders. Reported improvements in the coordination of the post-COVID-19 crisis recovery by implementing UN entities. Evidence of adaptive management and adjustments during project implementation. 	<p><u>Desk review</u>: Strategies and workplans of ECLAC, ESCAP and FEALAC, PRODOCs, progress reports, evaluations.</p> <p><u>Interviews</u>: Staff from ECLAC and ESCAP and key regional and country stakeholders.</p> <p><u>Survey</u>: key stakeholders and target beneficiaries.</p>
<p>To what extent was the project complementary to or coordinated with other work undertaken by other UN entities?</p>	<ul style="list-style-type: none"> Evidence of collaboration or joint outputs with other UN entities, departments or programmes; evidence of other UN departments or programmes referring to or using this MSMEs e-commerce project's outputs. Evidence of synergies between implementing UN entities and overlaps avoided. 	<p><u>Desk review</u>: Strategies and workplans of participating UN entities, PRODOCs, progress reports, evaluations.</p>

Coherence		
	<ul style="list-style-type: none"> Opinion of staff from the implementing UN entities, including Project Design Team and Task Forces. Opinion of external partners, including other UN organisations, governments, other partners and stakeholders. Reported instances of improvements in the coordination of the response to the COVID crisis by implementing UN entities. 	<p><u>Interviews:</u> Staff from participating UN entities and key stakeholders.</p> <p><u>Survey:</u> key stakeholders and target beneficiaries.</p>
How did the project align with the SDGs?	<ul style="list-style-type: none"> Evidence of targeted SDGs in the project as a whole or in specific outcomes. Opinion of staff from the implementing UN entities, including Project Design Team and Task Forces. 	<p><u>Desk review:</u> Strategies and workplans of participating UN entities, PRODOCs, progress reports, evaluations, knowledge outputs.</p> <p><u>Interviews:</u> Staff from participating UN entities and key stakeholders.</p>
Efficiency		
How efficient was the coordination between ECLAC and ESCAP in producing comparative and joint outputs and ensuring synergy and engagement of relevant stakeholders? What mechanisms were set up to ensure no duplication of efforts between this project and other projects/programmes?	<ul style="list-style-type: none"> Evidence of project monitoring meetings; technical meetings of the project coordination and task forces. Evidence of project mainstreaming in participating UN entities' workplans. Evidence of risk assessment and mitigation strategies to avoid duplication of efforts. Opinion of UN staff, including Project Design Team and Task Forces. Opinion of external partners, including governments, FEALAC members and other partners and stakeholders. Reported improvements in the coordination of the post-COVID crisis recovery by participating UN entities. Time taken to develop and deliver planned outputs; evidence of delays. Evidence of adaptive management and adjustments in the course of project implementation. 	<p><u>Desk review:</u> Meeting minutes, progress reports, evaluations, workplans, PRODOCs.</p> <p><u>Interviews:</u> Staff from participating UN entities and key stakeholders.</p>
To what extent has partnering with other organisations (e.g., implementation partners, other UN entities, and relevant stakeholders) supported the timely delivery of the project outputs?	<ul style="list-style-type: none"> Evidence of project monitoring meetings; technical meetings of the project coordination and task forces. Evidence of joint activities, synergies between participating UN entities and with other relevant organisations. Opinion of UN staff, including Project Design Team and Task Forces. Opinion of external partners, including governments and other partners and stakeholders. Reported instances of improvements in the coordination of the post-COVID crisis recovery by participating UN entities. Time taken to develop and deliver planned outputs; evidence of delays. Evidence of adaptive management and adjustments in the course of project implementation. 	<p><u>Desk review:</u> Meeting minutes, progress reports, evaluations, workplans, PRODOCs, post-event assessments by participants.</p> <p><u>Interviews:</u> Staff from participating UN entities and key stakeholders.</p>
Was funding efficiently allocated to the project activities? If not, what were the bottlenecks and how were they managed?	<ul style="list-style-type: none"> Evidence of project spending across activities; technical meetings of the project coordination and task forces. Opinion of UN staff, including Project Design Team and Task Forces. Opinion of external partners, including governments and other partners and stakeholders. Evidence of adaptive management and adjustments in the course of project implementation. 	<p><u>Desk review:</u> Financial monitoring systems, meeting minutes, progress reports, evaluations, workplans, PRODOC.</p> <p><u>Interviews:</u> Staff from participating UN entities, key stakeholders.</p>

Effectiveness

<p>To what extent has the project contributed to the achievement of the expected outcomes?</p>	<ul style="list-style-type: none"> • Evidence of relevant project outputs and reference to relevant project's outputs in policies, SDG related reports, and other national publications on MSMEs cross-border e-commerce (e.g., UN, private sector, national plans, etc.). • Opinion of UN staff, partners, and stakeholders. • Evaluators' expert judgement drawing on all evidence sources. 	<p><u>Desk review:</u> Project outputs, progress reports, assessment questionnaires, evaluations, data from access to databases and dashboards.</p> <p><u>Interviews:</u> UN staff and external partners, key stakeholders.</p> <p><u>Survey:</u> key stakeholders and target beneficiaries.</p>
<p>How do beneficiaries perceive and use the Marketplace Explorers and the Regional Digital Trade Regulatory Integration Initiative databases? What are the advantages? What are the challenges?</p>	<ul style="list-style-type: none"> • Evidence of relevant project outputs and reference to relevant project's outputs in policies, SDG related reports, and other national publications on MSMEs cross-border e-commerce (e.g., UN, private sector, national plans, etc.). • Opinion of UN staff, partners, and stakeholders. • Evaluators' expert judgement drawing on all evidence sources. 	<p><u>Desk review:</u> Project outputs, progress reports, assessment questionnaires, evaluations, data from access to databases and dashboards.</p> <p><u>Interviews:</u> UN staff and external partners, key stakeholders.</p> <p><u>Survey:</u> key stakeholders and target beneficiaries.</p>
<p>Sustainability and potential impact</p>		
<p>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? E.g., policy formulation, capacity building activities to relevant stakeholders, including MSMEs. To what extent did they contribute to an inclusive and sustainable pandemic response and recovery for MSMEs?</p>	<ul style="list-style-type: none"> • Reported contribution made through the project towards impact in each of the outcome areas for intended beneficiaries and in shaping national policies. • Governments and other beneficiaries' perceptions of impact/likely impact. • Governments and other beneficiaries' perception of strengthened capacity. • New approaches and policies adopted and capacity and resources to sustain these. • Evidence of new arrangements, partnerships and funding being put in place to support the scaling up of work implemented or given new prominence as a result of the project. 	<p><u>Desk review:</u> Project outputs, progress reports, evaluations, key stakeholders documentation.</p> <p><u>Interviews:</u> UN staff and external partners, key stakeholders.</p> <p><u>Survey:</u> key stakeholders and target beneficiaries.</p>
<p>What mechanisms were established to ensure the update, expansion, follow-up and uptake of tools and networks created under the project?</p>	<ul style="list-style-type: none"> • Reported contribution made through the project towards sustainability of tools and networks in each of the outcome areas for intended beneficiaries and in shaping national policies. • Governments and other beneficiaries' perception of ownership over the project outputs. • New approaches and policies adopted and capacity and resources to sustain these. • Evidence of new arrangements, partnerships and funding being put in place to support the scaling up of work implemented or given new prominence as a result of the project. 	<p><u>Desk review:</u> Project outputs, progress reports, evaluations, key stakeholders documentation.</p> <p><u>Interviews:</u> UN staff and external partners, key stakeholders.</p> <p><u>Survey:</u> key stakeholders and target beneficiaries.</p>
<p>Were there unexpected effects of the project? To whom and to what extent?</p>	<ul style="list-style-type: none"> • Reported contribution made through the project towards sustainability of tools and networks in each of the outcome areas. • Governments and other beneficiaries' perceptions. • New approaches and policies adopted and capacity and resources to sustain these. • Evidence of new arrangements, partnerships and funding being put in place to support the scaling up of work implemented or given new prominence as a result of the project. 	<p><u>Desk review:</u> Project outputs, progress reports, evaluations, key stakeholders documentation.</p> <p><u>Interviews:</u> UN staff and external partners, key stakeholders.</p> <p><u>Survey:</u> key stakeholders and target beneficiaries.</p>

Effectiveness

Cross-cutting issues

To what extent were perspectives on gender equality, protection of human rights and reaching underserved groups (human rights-based approach) integrated into design and implementation of the project? What results can be identified from these actions?

- Proportion of vulnerabilities disaggregated in outputs, surveys, assessments.
- Evidence of human rights conventions and strategies (e.g. ECLAC Gender Mainstreaming Strategy, CEPALDIS, etc.) referred in the project documentation.
- Evidence of project outputs mainstreaming HRBA principles and LNOB.
- Extent to which partnership agreements and project activities include specific measures advancing gender equality, inclusion, human rights.
- Evidence of vulnerable groups or their representative organisations involved in project implementation and monitoring.
- Opinion of UN staff, governments, and other partners and stakeholders.
- Evaluators' expert judgement drawing on all evidence sources.

Desk review: PRODOC, project outputs, progress reports, assessment questionnaires, evaluations, databases and dashboards data.

Interviews: UN staff and partners, key stakeholders, target beneficiaries, especially chambers of commerce and MSMEs associations.

Survey: key stakeholders and target beneficiaries.

To what extent has the project incorporated environmental considerations into its design and implementation? How did this impact the project results?

- Evidence of environmental considerations referred in the project documentation.
- Evidence of project outputs mainstreaming environmental issues.
- Extent to which partnership agreements and project activities include specific measures regarding environmental sustainability.
- Opinion of UN staff, governments, and other partners and stakeholders.
- Evaluators' expert judgement drawing on all evidence sources.

Desk review: PRODOC, project outputs, progress reports, assessment questionnaires, evaluations, databases and dashboards data.

Interviews: UN staff and partners, key stakeholders, target beneficiaries.

ANNEX 3

LIST OF SECONDARY SOURCES OF EVIDENCE CONSULTED

- CEPAL (August 2022). Evaluación de los efectos e impactos de la pandemia de COVID-19 en los sectores del turismo y el comercio de Panamá: aplicación de la metodología de evaluación de daños y pérdidas (DaLA). Santiago: CEPAL.
- CEPAL (June 2022). Los impactos sociodemográficos de la pandemia de COVID-19 en América Latina y el Caribe. Santiago: CEPAL.
- CEPAL, BID, KAS (2021). Recuperación Económica tras la Pandemia COVID-19 – Empoderar la América Latina y el Caribe para un mejor aprovechamiento del comercio electrónico y digital. Panamá: CEPAL, BID, KAS.
- ECLAC (2021). Informe de actividades de la Comisión, 2020. LC/PLEN.36/4. Santiago: ECLAC.
- ECLAC (2022). FEALAC project: Promote the participation of MSMEs in cross-border e-commerce. Project website. <https://www.cepal.org/en/projects/fealac-project-promote-participation-msmes-cross-border-commerce>. Version in Spanish: <https://www.cepal.org/es/proyectos/proyecto-focalae-promover-la-participacion-mipymes-comercio-electronico-transfronterizo>
- ECLAC (2022). Informe de actividades de la Comisión, 2021. LC/SES.39/5. Santiago: ECLAC.
- ECLAC (2023). Informe de actividades de la Comisión, 2022. LC/PLEN.37/4. Santiago: ECLAC.
- ECLAC (2023). Report on the activities of the Commission, 2022 (LC/PLEN.37/4). Santiago: United Nations Economic Commission for Latin America and the Caribbean.
- ECLAC (2024). Perspectivas del Comercio Internacional de América Latina y el Caribe 2024 – Reconfiguración del comercio mundial y opciones para la recuperación regional. LC/PUB.2024/16-P. Santiago: CEPAL.
- ECLAC (n.d.). Corpyme Project Website. Available at <https://www.cepal.org/es/proyectos/corpyme>
- ECLAC, KAS, IDB (2021). Post-pandemic COVID-19 economic recovery: Enabling Latin America and the Caribbean to better harness e-commerce and digital trade. LC/TS.2021/51. Santiago: ECLAC.
- ECLAC-FEALAC (2021). ECLAC FEALAC programme – Project proposal 2021. ECLAC: Internal document.
- eLAC (2024). eLAC 2024. Agenda Digital para América Latina y Caribe. Institutional website. Available at: <https://elac.cepal.org/>
- ESCAP (2017). Building a Resilient Digital Economy: Fostering SMEs in Central Asia. Asia-Pacific Information Superhighway (AP-IS) Working Paper Series. Bangkok: ESCAP.
- ESCAP (2019). Selected issues in cross-border e-commerce development in Asia and the Pacific. ST/ESCAP/2894. Bangkok: ESCAP.
- ESCAP (2020). Assessment of the Impact of COVID-19 on MSMEs, and especially women-led MSMEs in Viet Nam. Bangkok: United Nations Economic and Social Commission for Asia and the Pacific.
- ESCAP (2020). Discussion paper on “barriers and opportunities for women-led micro, small, medium enterprises in Samoa”. Bangkok: ESCAP.
- ESCAP (2020). Paperless trade as e-commerce enables. Webinar on e-commerce and paperless trade, 3 September 2020. Available at: <https://www.carecprogram.org/uploads/EC03-ESCAP.pdf>
- ESCAP (2020). Regional integration for sustainable development in Asia and the Pacific: ESCP digital and sustainable regional integration index and indicator framework: DigiSRII 1.0. Bangkok: ESCAP.
- ESCAP (2024). Recommended Actions for Promoting Digital Trade Integration in Kazakhstan. Bangkok: ESCAP.
- ESCAP, ADB (2018). Embracing the e-commerce revolution in Asia and the Pacific. Metro Manila: Asian Development Bank. DOI: <http://dx.doi.org/10.22617/TCS189409-2>
- ESCAP, UNECE, UNNEXT (n.d.). Business Process Analysis to Simplify Trade Procedures: Case Studies. Webpage. Available at: <https://unnex.unescap.org/tools/business-process-analysis-simplify-trade-procedures>
- FEALAC (2017). Annex D. Terms and Conditions – FEALAC Multi-Donor Trust Fund. SOM/2017. Forum for East Asia-Latin America Cooperation.
- FEALAC (2022). Ad-hoc Meeting of the FEALAC Multi-Donor Trust Fund Steering Committee. Tentative Agenda. FEALAC.

- Gayá, R. (2022). The payment landscape of B2C e-commerce marketplaces in Latin America and the Caribbean. Production Development series, N° 230 (LC/TS.2022/167). Santiago: Economic Commission for Latin America and the Caribbean (ECLAC).
- Herreros, S. (2019). La regulación del comercio electrónico transfronterizo en los acuerdos comerciales – Algunas implicaciones de política para América Latina y el Caribe. Santiago: CEPAL.
- Herreros, S. (2021). Digital and Sustainable Trade Facilitation in Latin America and the Caribbean. Regional Report 2021 (LC/TS.2021/126). Santiago: ECLAC.
- IMF, OECD, UN, WTO (2023). Handbook on Measuring Digital Trade. 2nd edition. UNCTAD/DTL/ECDE/2023/8. Geneva: United Nations.
- Madan, N. (2020). A Review of Access to Finance by Micro, Small and Medium Enterprises and Digital Financial Services in Selected Asia-Pacific Least Developed Countries. Bangkok: ESCAP.
- OECD. (2019). Unpacking E-Commerce: Business Models, Trends and Policies. Paris: OECD Publishing. <https://doi.org/10.1787/23561431-en>
- OECD. Evaluation criteria. Available at: <https://www.oecd.org/en/topics/sub-issues/development-cooperation-evaluation-and-effectiveness/evaluation-criteria.html#faq>
- UNCTAD (2024). Digital Economy Report - Shaping an environmentally sustainable and inclusive digital future. Geneva: UNCTAD.
- UNCTAD, DESA, ESCWA, ESCAP, ECLAC, ECE, ECA. Global Initiative towards post-Covid-19 resurgence of the MSME sector. Available in: <https://unctad.org/project/global-initiative-towards-post-covid-19-resurgence-msme-sector>
- UNCTAD, ECLAC (2023). Perú - Evaluación sobre el estado de preparación para el comercio electrónico. UNCTAD / DTL / ECDE / 2023 / 5. Geneva: United Nations.
- UNCTAD. (2024). Independent evaluation of: Global initiative towards post-Covid-19 resurgence of the MSME sector (United Nations Development Account project 2023W). UNCTAD/OSG/INF/2024/6. Geneva: UNCTAD. https://unctad.org/system/files/official-document/osginf2024d6_en.pdf
- United Nations (2016). Framework Agreement on Facilitation of Cross-Border Paperless Trade in Asia and the Pacific. New York: United Nations.
- United Nations (2020). Shared responsibility, global solidarity: Responding to the socio-economic impacts of COVID-19. New York: United Nations.
- United Nations (n.d.). UN Global Survey on Digital and Sustainable Trade Facilitation. Website. Available at: <https://www.untsurvey.org/>
- United Nations. General Assembly (2020). Proposed Programme Budget for 2021. Part V – Regional Cooperation for Development. Section 19 – Economic and Social Development in Asia and the Pacific (A/75/6). New York: United Nations.
- United Nations. General Assembly (2020). Proposed Programme Budget for 2021. Part V – Regional Cooperation for Development. Section 21 – Economic and Social Development in Latin America and the Caribbean (A/75/6). New York: United Nations.
- United Nations. General Assembly (2020). Resolution 74/270. Global solidarity to fight the coronavirus disease 2019 (COVID-19). New York: United Nations.
- United Nations. General Assembly (2021). Proposed Programme Budget for 2022. Part V – Regional Cooperation for Development. Section 19 – Economic and Social Development in Asia and the Pacific (A/76/6). New York: United Nations.
- United Nations. General Assembly (2021). Proposed Programme Budget for 2022. Part V – Regional Cooperation for Development. Section 21 – Economic and Social Development in Latin America and the Caribbean (A/76/6). New York: United Nations.
- United Nations. General Assembly (2022). Proposed Programme Budget for 2023. Part V – Regional Cooperation for Development. Section 21 – Economic and Social Development in Latin America and the Caribbean (A/77/6). New York: United Nations.
- United Nations. General Assembly (2023). Proposed Programme Budget for 2023. Part V – Regional Cooperation for Development. Section 19 – Economic and Social Development in Asia and the Pacific (A/77/6). New York: United Nations.

- United Nations. General Assembly (2023). Proposed Programme Budget for 2024. Part V – Regional Cooperation for Development. Section 21 – Economic and Social Development in Latin America and the Caribbean (A/78/6). New York: United Nations.
- UNRC (2015). Trade facilitation and paperless trade implementation survey 2015: Global report. https://www.unescap.org/resources/trade-facilitation-and-paperless-trade-implementation-global-reports?ref=unftsurvey.org&_gl=1*1qjkjbr*_ga*OTY3Nzc2NTA0LjE3Mjk0MzYxNTA.*_ga_SB1ZX36Y86*MTcyOTQzNjE1MC4xLjEuMTcyOTQzNjc2OS4xNS4wLjA
- UNRC (2021). UN global survey on digital and sustainable trade facilitation. Survey website: <https://www.unftsurvey.org/>

ANNEX 4

LIST OF STAKEHOLDERS INTERVIEWED

Organisation	Surname	Name	Gender
Project management and task forces			
ECLAC	Mulder	Nanno	M
ECLAC	Arteaga	Javiera	F
ESCAP	Anukoonwattaka	Witada	F
ESCAP	Dernouh	Silvere	M
ESCAP	Wang	Tengfei	M
Project implementation partners, beneficiaries and other stakeholders			
Colombia Department of National Statistics (DANE)	Cubides	Dayana	F
UNCTAD	Ker	Daniel	M
UNECA	Mevel	Simon	M
Consultant	Almiray	Victor	M
University of Buenos Aires	Astarloa	Bernardo	M
Consultant	Gaya	Romina	F
KAZ Trade	Ainur	Amirbekova	F
ECLAC	Salas	Gabriel P.	M
ECLAC	Mendoza	Bayardo G.	M
International Trade Centre	Howe	James	M
Central Bank of Chile	Rébora	Sebastian	M
Central Bank of Chile	Méndez F.	María Isabel	F
Latin e-Mart Ltd.	Enriquez	Susana M.	F
Robert Schuman Center of Advanced Studies at the European University Institute	Ferracane	Martina F.	F
Thai E-commerce Association	Kulthirath	Pakawachkrilers	F
Cámara Colombiana de Comercio Electrónico	Ramírez Cubillos	Katherine	F
UNCTAD	Fredriksson	Torbjörn	M
OECD	Ferencz	Janos	M
Nextrade Group	Suominen	Kati	F
PROCIMER	Solano	David R.	M
PROCIMER	Veja	Ana Laura	F
eCommerce Institute	Pueyrredon	Marcos	M
eCommerce Institute	Zuca	Natalia	F
Amsterdam University of Applied Sciences (HvA)	Weltevreden	Jesse	M
FEALAC Cyber Secretariat	Chang	Hana	F

ANNEX 5

INTERVIEW TEMPLATES (ENGLISH VERSION)

Implementation entities

ECLAC

FEALAC Project: “Support the strengthening of policies to monitor and promote the participation of MSMEs in cross-border goods and services e-commerce for an inclusive and sustainable pandemic response and recovery in East Asia and Latin America”

Data collection interviews

Date of meeting:

Participants:

Organization:

Location:

Interviewer:

Thank you for your time to meet with me.

I am Ariane Corradi, the independent consultant conducting the evaluation of the FEALAC project on the MSMEs in cross-border goods and services e-commerce. We are now at the data collection phase, for which I would like to count on your contribution. The purpose of this phase is to hear the view of as many stakeholders as possible on some specific aspects of this project.

This interview is confidential, and I will be taking notes for my own use in the evaluation report.

Do you have any questions before we get started?

1. How did you identify the needs for the project activities or products you delivered in target countries?
2. Did you specifically assess the needs of women and vulnerable groups? If positive, how?
3. Is there any evidence of such needs (e.g. demands from Member States, surveys, minutes from consultations, workshop reports, market assessments, past evaluations)?
4. How did the FEALAC MSMEs project's products and activities align with the SERPs?
5. What were the other key activities that your department or other departments in the organisation carried out to support MSMEs during the period 2022-2024? Which departments implemented those activities? How did you synergize these activities with the FEALAC MSMEs project?
6. Is there any evidence of joint activities or outputs? Is there any evidence of complementary activities designed to maximize synergies and avoid overlaps?
7. Were there any other UN organisations outside of the core project partners that carried out activities to support MSMEs between 2022-2024? Which ones and how did you synergize these activities with the FEALAC MSMEs project?
8. Is there any evidence of joint activities or outputs? Is there any evidence of complementary activities designed to maximize synergies and avoid overlaps? What were the good practices?
9. What could have been done differently? Are there any UN partners with which complementarities could have been strengthened?
10. To what extent did the project align with the SDGs? What specific targets were considered?
11. How did you coordinate project activities with the other entity? Were there any opportunities for joint work contributing to reduce implementation costs or scale benefits?
12. What were the good practices in terms of coordinating the FEALAC MSMEs project?
13. What were the challenges? What could have been done differently?
14. How did the collaboration with implementation partners (e.g., UN entities, export promotion organisations, universities etc.) support the timely delivery of the project outputs?
15. What were the good practices?
16. What were the challenges?
17. How efficient was the funding allocation for this project?
18. Were there bottlenecks? How were they managed?
19. What could have been done differently?
20. What would you highlight as the most significant outcomes of the project in the following areas (as relevant)?
 - a. (i) Increased capacity to measure relevant variables of B2C and C2C goods and services digital marketplaces for e-commerce
 - b. (ii) Expanded capacity of business associations to support their members, including MSMEs, in engaging in e-commerce
 - c. (iii) Improved policies by central banks to support MSMEs willing to and engaging in e-commerce
 - d. (iv) Improved governments' regulatory, institutional, and technical capacity to monitor and promote the participation of MSMEs in e-commerce
 - e. (v) Initiated efforts by governments to increase regulatory similarity on cross-border e-commerce, including MSMEs.

21. What examples or evidence would demonstrate such outcomes?
22. Who were the primary beneficiaries of the project?
23. What has been the usage of the databases and dashboards developed by the project?
24. What has been the feedback from beneficiaries on the advantages of using these databases? Would there be best examples?
25. Are there any challenges faced by beneficiaries in using them?
26. Have the project outputs and recommendations been used or incorporated into the work and practices of the beneficiaries (e.g., governments, central banks, national statistics offices, universities etc.)? Can you share evidence of it?
27. Has the project advanced partnerships amongst project participants, national institutions and MSMEs associations in support of sustainable results?
28. How did the project contribute to leverage funding and financing of government and other resource partners (multilateral, bilateral, etc.)?
29. What were the enabling factors that contributed to make the project transformative?
30. What mechanisms were established to ensure the update and expansion of the dashboards and databases created under the project?
31. What mechanisms were established to follow-up with direct (and maybe indirect) beneficiaries to ensure the uptake of tools and networks created under the project?
32. Were there unexpected effects of the project to institutional partnerships and project beneficiaries?
33. If so, what were they, to whom and to what extent these effects could be observed? Could you share evidence of this?
34. To what extent have women, people with disabilities and from other marginalised groups been engaged in the project design and implementation (including outreach and selection process, types of leadership roles, decision making, among others)?
35. How did this approach influence the project results?
36. To what extent have the project design and implementation incorporated environmental considerations (e.g., environmental sustainability, traveling, energy, green business)?
37. How did this approach influence the project results?

After the conclusion of this data collection, I will be analysing all data generated through interviews, surveys and additional desk review to compose an evaluation report until the end of the year that will receive feedback from the ECLAC and ESCAP for its final version and further dissemination.

Thank you for your attention.

Implementation partners

ECLAC

FEALAC Project: “Support the strengthening of policies to monitor and promote the participation of MSMEs in cross-border goods and services e-commerce for an inclusive and sustainable pandemic response and recovery in East Asia and Latin America”

Data collection interviews

Date of meeting:
Participants:
Organization:
Location:
Interviewer:

Thank you for your time to meet with me.

I am Ariane Corradi, the independent consultant conducting the evaluation of the FEALAC project on the MSMEs in cross-border goods and services e-commerce. We are now at the data collection phase, for which I would like to count on your contribution. The purpose of this phase is to hear the view of as many stakeholders as possible on some specific aspects of this project.

This interview is confidential, and I will be taking notes for my own use in the evaluation report.

Do you have any questions before we get started?

1. What was your role in the project? (Development of Marketplace Explorer (LAC and East Asia), output 3.1, 1.2)

RELEVANCE

2. How were the needs of national beneficiaries regarding e-commerce indicators' measurement and regulatory policy identified?
3. Did you specifically assess the needs of women and vulnerable groups? If positive, how?
 - a. Who was consulted and what evidence is there (e.g. surveys, minutes from consultations, workshop reports)?

COHERENCE

4. How did the FEALAC MSMEs project's products and activities delivered in your country respond to the SERPs?
5. Did you cooperate with different departments from ECLAC and ESCAP in this project? If positive, did these UN entities synergize their inter-departmental collaboration while working with you?
 - a. What were the good practices?
 - b. What could have been done differently?
6. Among the range of activities that your organisation carried out to support MSMEs during the period 2022-2024, did you synergize any of these interventions with the FEALAC MSMEs project?
 - a. Is there any evidence of joint activities or outputs? Is there any evidence of complementary activities designed to maximize synergies and avoid overlaps? What were the good practices?
 - b. What could have been done differently?
7. To what extent did the project align with the SDGs? What specific targets were considered?

EFFICIENCY

8. Did ECLAC and ESCAP coordinate adequately project implementation?
 - a. What were the good practices?
 - b. What could have been done differently?
9. How did the project coordination support the timely delivery of the project outputs?
 - a. What were the good practices?
 - b. What were the challenges?
10. How efficient was the funding allocation for this project?
 - a. Were there bottlenecks? How were they managed?
 - b. What could have been done differently?

EFFECTIVENESS

11. What would you highlight as the most significant outcomes of the project in the following areas (as relevant)?
 - a. (i) Increased capacity to measure relevant variables of B2C and C2C goods and services digital marketplaces for e-commerce
 - b. (ii) Expanded capacity of business associations to support their members, including MSMEs, in engaging in e-commerce
 - c. (iii) Improved policies by central banks to support MSMEs willing to and engaging in e-commerce
 - d. (iv) Improved governments' regulatory, institutional, and technical capacity to monitor and promote the participation of MSMEs in e-commerce
 - e. (v) Initiated efforts by governments to increase regulatory similarity on cross-border e-commerce, including MSMEs.
12. What examples or evidence would demonstrate such outcomes?
13. Who were the primary beneficiaries of the project?
14. What has been the usage of the databases and dashboards developed by the project? Any metrics that he could share?
15. What has been the feedback from beneficiaries on the advantages of using these databases?
 - a. Would there be best examples?
 - b. Are there any challenges faced by beneficiaries in using them?

SUSTAINABILITY AND POTENTIAL IMPACT

16. Have the project outputs and recommendations been used or incorporated into the work and practices of the beneficiaries (e.g., governments, central banks, national statistics offices, universities etc.)? Can you share evidence of it?
17. Has the project advanced partnerships amongst project participants, national institutions and MSMEs associations in support of sustainable results?
18. How did the project contribute to leverage funding and financing of government and other resource partners (multilateral, bilateral, etc.)?
19. What were the enabling factors that contributed to make the project transformative?
20. What mechanisms were established to ensure the update and expansion of the dashboards and databases created under the project?
21. What mechanisms were established to follow-up with direct (and maybe indirect) beneficiaries to ensure the uptake of tools and networks created under the project?
22. Were there unexpected effects of the project to institutional partnerships and project beneficiaries?
 - a. If so, what were they, to whom and to what extent these effects could be observed? Could you share evidence of this?
23. To what extent have women, people with disabilities and from other marginalised groups been engaged in the project design and implementation (including outreach and selection process, types of leadership roles, decision making, among others)?
 - a. How did this approach influence the project results?
24. To what extent have the project incorporated environmental considerations (e.g., environmental sustainability, traveling, energy, green business)?
 - a. How did this approach influence the project results?

FINAL QUESTION

25. Is there anything you would like to add about this project that we did not talk about?

After the conclusion of this data collection, I will be analysing all data generated through interviews, surveys and additional desk review to compose an evaluation report until the end of the year that will receive feedback from the ECLAC and ESCAP for its final version and further dissemination.

Thank you for your attention.

Target beneficiaries

ECLAC

FEALAC Project: “Support the strengthening of policies to monitor and promote the participation of MSMEs in cross-border goods and services e-commerce for an inclusive and sustainable pandemic response and recovery in East Asia and Latin America”

Data collection interview
Date of meeting:
Participants:
Organization:
Location:
Interviewer:

Thank you for your time to meet with me.

I am Ariane Corradi, the independent consultant conducting the evaluation of the FEALAC project on the MSMEs in cross-border goods and services e-commerce. We are now at the data collection phase, for which I would like to count on your contribution. The purpose of this phase is to hear the view of as many stakeholders as possible on some specific aspects of this project.

This interview is confidential, and I will be taking notes for my own use in the evaluation report.

Do you have any questions before we get started?

1. Tell me a bit about how you got involved in the project and what role you played in it.

RELEVANCE

2. Did the FEALAC MSMEs project respond to a national or sectoral agenda or priority?
3. Were your needs assessed, and did they inform project activities? If positive, how?

COHERENCE

4. Did you receive support from different departments of the implementing agencies?
 - a. If positive, is there any evidence of complementary activities designed to maximize synergies and avoid overlaps? What were the good practices?
 - b. What could have been done differently?
5. Did you receive support from other UN organisations? If positive, is there any evidence of complementary activities designed to maximize synergies and avoid overlaps with the project's implementing entities?
 - a. What were the good practices?
 - b. What could have been done differently?

EFFICIENCY

6. Could you observe the extent in which partnerships between ECLAC/ESCAP and implementation partners contributed to the timely delivery of the project outputs?

EFFECTIVENESS

7. What would you highlight as the most significant outcomes of the project in the following areas (as relevant)?
 - a. (i) Increased capacity to **measure relevant variables of B2C and C2C goods and services digital marketplaces** for e-commerce
 - b. (ii) Expanded **capacity of business associations** to support their members, including MSMEs, in engaging in e-commerce
 - c. (iii) Improved **policies by central banks to support MSMEs** willing to and engaging in e-commerce
 - d. (iv) Improved **governments' regulatory, institutional, and technical capacity** to monitor and promote the participation of MSMEs in e-commerce
 - e. (v) Initiated efforts by **governments to increase regulatory similarity on cross-border e-commerce**, including MSMEs.
8. What examples or evidence would demonstrate such outcomes?
9. Who were the primary beneficiaries of the project?

10. How have you been using the Marketplace Explorers and the Regional Digital Trade Regulatory Integration Initiative databases?
 - a. What advantages do you see in having these dashboards available?
 - b. Are there any challenges?
 - c. What could be improved?

SUSTAINABILITY AND POTENTIAL IMPACT

11. Have the project's outputs and recommendations been used or incorporated into your organisation's work and practices?
 - a. Can you share evidence of it?
12. How did the project contribute to leverage funding and financing of government and other resource partners (multilateral, bilateral, etc.)?
13. Do you find that UN entities managed adequately the need for pandemic crisis response and the search for longer-term effects?
14. What were the enabling factors that contributed to make the project transformative?
15. What mechanisms has your organisation established to follow-up and use the tools and networks created under the project?
16. What could be improved to increase uptake of the project's knowledge products?
17. Were there unexpected effects of the project to your organisation?
 - a. If so, what were they, to whom and to what extent these effects could be observed?
 - b. Could you share evidence of this?
18. To what extent has your organisation included women, people with disabilities and from other marginalised groups in the project activities (including outreach and selection process, types of leadership roles, decision making, among others)?
 - a. How did this approach influence the project results?
19. To what extent has the project incorporated environmental considerations (e.g., traveling, energy, green business)?
 - a. How did this approach influence the project results in your organisation?
20. Would you like to add something else that I haven't asked?

After the conclusion of this data collection, I will be analysing all data generated through interviews, surveys and additional desk review to compose an evaluation report until the end of the year that will receive feedback from the ECLAC and ESCAP for its final version and further dissemination.

Thank you for your attention.

ANNEX 6

SURVEY TEMPLATE (ENGLISH VERSION)

FEALAC MSMEs Project 2022-2024 Survey for target beneficiaries (Governments, MSMEs Associations, Chambers of Commerce, Export Promotion Organisations, etc.)

Introduction

As part of the independent end-of-cycle evaluation of the Forum for East Asia-Latin America Cooperation (FEALAC) project “Support the Strengthening of Policies to Monitor and Promote the Participation of MSMEs in Cross-Border Goods and Services E-Commerce for an Inclusive and Sustainable Pandemic Response and Recovery in East Asia and Latin America” ([link to project website](#)), jointly implemented by ECLAC and ESCAP, we invite you to take this survey to share your views on the support provided through the project and what has happened since.

Overall, the project aimed to

- a) deepen the understanding of policymakers, businesses, researchers, and other stakeholders in FEALAC countries regarding the micro and macro dynamics of e-commerce goods and services marketplaces and the challenges and opportunities for MSMEs to participate in this new area of domestic and foreign trade.
- b) propose policy recommendations - based on a review of policies and regulations on cross-border e-commerce in FEALAC countries – on how to monitor and promote the participation of MSMEs in cross-border goods and services e-commerce.

Activities related to knowledge development and dissemination and advisory services. Knowledge products included the creation of the online dashboards on marketplace explorers – one for [Latin America and the Caribbean](#) and another for [East Asia](#) – and the development of online databases on the regulatory environment for cross-border e-commerce – one for [Latin America and the Caribbean](#) and another for [East Asia](#). Other knowledge products included policy reports, comparative studies, guidelines, case studies, business process analysis, virtual and in-person expert meetings, webinars, online workshops and online courses. Advisory services included technical assistance on matters of e-commerce measurement and regulation.

All survey responses are anonymous and will not be attributed to individuals. The survey responses will be managed entirely by the independent evaluator and the results will be presented in an aggregate format.

We hope you can take about 15 minutes to complete the survey. Your feedback is important in helping the United Nations plan and deliver future projects!

Please proceed to the very end and click "Submit" on the last page. If you have any questions or difficulties with the survey, do not hesitate in contacting us at evaluacion@cepal.org.

Thank you for participating!

Demographics

1. What type of organization do you represent?
 - Government
 - National Statistics Institute
 - University
 - Micro, Small or Medium Enterprise (MSME)
 - Other private sector, such as Business or industry association, Chamber of commerce
 - Export promotion organisation
 - Other (please specify): _____
2. What country do you represent?
(SCROLL-DOWN LIST)
3. What is your gender?
 - Male
 - Female
 - Other/Prefer not to say
4. Do you identify as part of any of the following groups?
 - Youth
 - Indigenous
 - Person with disabilities
 - Survivor of violence (domestic, gender-based, other)
 - Other vulnerable group: please specify

Relevance of the project

1. To what extent do you agree that the FEALAC MSMEs project was relevant in responding to your needs for supporting the MSME sector?

Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Do not know
-----------------------	--------------	-----------------------	--------------------------	-----------------	--------------------------	--------------------

Coherence of project design

2. To what extent do you agree that the FEALAC project was complementary and synergistic with the other work of FEALAC and the Economic Commission in your region (i.e., ECLAC or ESCAP – according to survey version)?

Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Do not know
----------------	-------	----------------	-------------------	----------	-------------------	-------------

3. To what extent do you agree that the FEALAC project was complementary and synergistic with the interventions of other United Nations organisations in your country?

Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Do not know
----------------	-------	----------------	-------------------	----------	-------------------	-------------

4. Were there any UN organisations with which the FEALAC MSMEs project could have increased synergies or avoided overlaps at country level? (if positive, please specify which UN organisations):

Usefulness of the project

5. To what extent do you agree that the project reports, webinars and courses contributed to...

Objectives	Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Do not know
increase my capacity to measure relevant variables of B2C and C2C goods and services digital marketplaces for e-commerce.							
expand my capacity to support MSMEs in engaging in e-commerce.							
improve my knowledge on policies by central banks to support MSMEs willing to and engaging in e-commerce.							
improve my capacity to monitor and promote the participation of MSMEs in e-commerce.							
contribute to initiate efforts in my country to increase regulatory similarity on cross-border e-commerce, including MSMEs.							

6. In your opinion, how useful is the information in the Marketplace Explorer and the Regional Digital Trade Regulatory Integration Initiative dashboards?

Dashboards	Highly useful	Useful	Somewhat useful	Barely useful	Not useful	Do not know
Marketplace Explorer (https://ecomconnect.org/page/asia-marketplace-explorer) ¹						
Regional Digital Trade Regulatory Integration Initiative ² (https://dtri.uneca.org/escap/home)						

¹ The Spanish version will contain the link to the Latin America and the Caribbean Explorador de Plataformas: <https://www.cepal.org/es/notas/marketplace-explorer-america-latina-caribe-lacme>.

² The Spanish version will contain the link to the page with the LAC data: <https://dtri.uneca.org/eclac/home>.

7. What advantages do you see in having these dashboards available? (You can select more than one option):

- Coverage of countries and regions
- Ease of finding what I need
- The information is downloadable
- Different parts of my government can use them
- Different expert institutions (e.g., national statistics institute, universities, business associations) can use them
- Other advantages. Please, specify: _____

8. Are there any challenges in using these databases (e.g., information accessibility)? If so, please, specify which database you are referring to in your answer.

9. What could be improved in these databases? Please indicate which database you are referring to in your answer.

10. To what extent do you agree with the following statements?

In relation to the inclusion of women and other underserved groups...	Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Do not know
My organisation included women, people with disabilities and from other underserved groups in the project activities (including outreach and selection process to participate in webinars and training, types of leadership roles, among others)							
The project activities and content reflected the perspectives of women, youth, people with disabilities, or other underserved groups							

11. Please share examples, if any, of how the project included or supported women, youth, people with disabilities or other underserved groups.

12. What could be improved in including women and other underserved groups?

Since completion of the project

13. To what extent do you agree with the following statements?

Since the completion of the project...	Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Do not know
My organisation has reviewed domestic and cross-border e-commerce activity in a comprehensive manner, by using better and timely information from the project.							
My organisation has enhanced its capacity to formulate policies to promote sustainable and inclusive e-commerce using the dashboards and reports on the determinants of domestic and cross-border digital trade and MSME support.							

Since the completion of the project...	Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Do not know
My organisation has enhanced its capacity to include women and other underserved groups in domestic and cross-border e-commerce.							

14. What were the enabling factors that contributed to make the project transformative?

15. Please share examples of how you were able to use the knowledge or skills acquired through the project in your work.

16. What are the challenges, if any, in applying the knowledge or skills acquired through the project to your work?

17. Were there unexpected effects of the project to your organisation? If yes, please, list any unexpected effects below.

Potential impact of the project

18. To what extent do you agree with the following statements?

Areas of impact	Strongly agree	Agree	Somewhat agree	Somewhat disagree	Disagree	Strongly disagree	Do not know
The project contributed to sustain and grow domestic and cross-border e-commerce by MSMEs.							
The project contributed to monitor e-commerce measures and promote government and private stakeholder policies that support MSMEs' recovery and long-term competitiveness in a sustainable way.							
The project contributed to create an enabling ecosystem for cross-border e-commerce, with regulatory similarity to support the sustainability of jobs and economic development.							
The project strengthened FEALAC as a forum for inter-regional cooperation on digital commerce and trade.							
The project contributed to better outcomes for women and other entrepreneurs belonging to underserved groups.							

19. Please share any examples of how the project has contributed to an inclusive and sustainable pandemic response and recovery of MSMEs through strengthened evidence-based policies, economic improvements, or advancing sustainable development in your country.

Looking forward

20. Are there other ways in which you think the UN could support the MSMEs engaged in e-commerce activities in your country?

21. Are there any final comments that you would like to share about the project to help inform this evaluation?

Thank you for your participation!

ANNEX 7

OUTPUTS DELIVERED

Outputs	Activity	Entity	Evidence
1. Comprehensive review of cross-border e-commerce activity in goods and services in the FEALAC region.	1.1 A virtual workshop to a) take stock of recent trends in both domestic and cross-border e-commerce, b) present work in this area by ECLAC and ESCAP; and c) discuss and coordinate the project's activities. The co-chairs of the steering committee will also participate in this workshop.	ECLAC, ESCAP, FEALAC together	2022: Kick-off Webinar: https://www.unescap.org/events/2022/kick-webinar-fealac-project-msmes-participation-cross-border-goods-and-services-e
	1.2 Development of the B2C and C2C goods and services East Asia Marketplace Explorer (ME) and expansion of the Latin America ME to services.	ECLAC, ESCAP, separately	<u>LAC:</u> https://www.cepal.org/en/notes/latin-america-and-caribbean-marketplace-explorer-lacme (ECLAC website) https://www.intracen.org/es/recursos/herramientas/marketplace-explorer-de-america-latina-y-el-caribe (ITC website) <u>Asia:</u> https://ecomconnect.org/page/asia-marketplace-explorer
	1.3 Studies on the development of domestic and cross-border goods and services e-commerce marketplaces, including factors shaping bi-regional (East Asia and Latin America) visitor flows to these platforms.	ECLAC, ESCAP, separately	(1) Comercio electrónico transfronterizo en América Latina y el Caribe - Análisis a partir de las visitas a plataformas en línea de comercio entre empresas y consumidores (https://repositorio.cepal.org/server/api/core/bitstreams/c4834b4c-d3a2-42d6-8219-1ef51454dfe3/content) (2) Caracterización y tipología de sitios en línea de servicios en América Latina y el Caribe (3) Las estadísticas de comercio internacional de los servicios empresariales, profesionales y técnicos en los países de la Alianza del Pacífico (https://repositorio.cepal.org/server/api/core/bitstreams/0e8aff31-6787-4033-b546-e980b7e1c6f3/content) (4) The landscape of B2C e-commerce marketplaces in East Asia, 2024 (https://repository.unescap.org/handle/20.500.12870/6853) (5) The landscape of B2C e-commerce marketplaces in Latin America and the Caribbean (https://repositorio.cepal.org/entities/publication/49671a9b-af11-44b5-8ceb-d18ade18d9d7) (6) 11 country briefs in East Asia: Cambodia, Mongolia, Malaysia, Philippines etc... (https://unescap.org/projects/b2c/country-briefs) (7) 33 country briefs in LAC: LAC project website: https://www.cepal.org/en/projects/fealac-project-promote-participation-msmes-cross-border-commerce
	1.4 Two regional virtual workshops for national statistical offices and central banks to discuss trends and good practices regarding the measurement of domestic and cross-border e-commerce sales and consumption.	ECLAC, IMF, UNCTAD ESCAP, UNCTAD, OECD	ECLAC Call: https://www.cepal.org/en/events/webinar-measurement-digital-economy-and-trade-latin-america-and-caribbean ECLAC annexes downloaded. ESCAP: UNCTAD presentation (downloaded) (https://www.unescap.org/sites/default/d8files/event-documents/3.%20Daniel%20Ker_ESCAP-ECA-ECLAC%20workshop%20on%20regional%20digital%20trade%20index%20.pdf) and (https://www.unescap.org/sites/default/d8files/event-documents/2.%20Javier%20Lopez%20Gonzalez_ESCAP-OECD%20Presentation_0.pdf)

Outputs	Activity	Entity	Evidence
2. Analysis of the ecosystem related to cross-border e-commerce in goods and services, with a focus on MSMEs	2.1 User-friendly database on the regulatory environment for cross-border e-commerce	ECLAC, ESCAP, separately (combined in one repository)	Database website (ECLAC, ECA, ESCAP): Regional Digital Regulatory Integration Initiative - https://dtri.uneca.org/
	2.2 Studies comparing regulations on cross-border e-commerce and digital trade in goods and services between countries in both regions and exploring options to increase regulatory similarity.	Two separate studies, one by ECLAC, the other by ESCAP, combined in one publication with ECA.	(1) Briefing: https://dtri.uneca.org/eclac/home (2) Report: The digital trade policy environment in Latin America and the Caribbean (https://www.cepal.org/en/publications/69178-digital-trade-policy-environment-latin-america-and-caribbean) (3) Report with ECA and ESCAP: Digital trade regulatory review for Asia-Pacific, Africa, and Latin America and the Caribbean (https://www.unescap.org/kp/2023/dtr) (4) Report with ECA and ESCAP (2024 ed.): Digital trade regulatory review for Asia-Pacific, Africa, and Latin America and the Caribbean 2024 (https://repository.unescap.org/handle/20.500.12870/6848) (5) Report with ECA and ESCAP (2024): Regional digital trade integration index 2.0: A guide (https://repository.unescap.org/handle/20.500.12870/6849) (6) Joint report with ECLAC (2023): Taking stock of digital trade and investment policies (https://www.unescap.org/kp/2023/taking-stock-digital-trade-and-investment-policies-asia-pacific-region-escaps-regional) (7) ESCAP-OECD (2023): Asia-Pacific Digital Trade Regulatory Review 2022 (https://repository.unescap.org/handle/20.500.12870/4570)
	2.3 Virtual expert group meeting to discuss the database and reports, as well as recommendations for future work in this area.	One meeting: ESCAP, ECLAC, ECA. ECLAC ESCAP	(1) ESCAP-ECA-ECLAC workshop Regional Digital Trade Integration Index: findings and implications... (https://www.cepal.org/en/events/escap-eca-eclac-workshop-regional-digital-trade-integration-index-rdtii-findings-and) (2) Digital Trade: Building a Competitive Regulatory Environment for Latin America and the Caribbean (https://www.cepal.org/en/events/digital-trade-building-competitive-regulatory-environment-latin-america-and-caribbean) - with annexes and the Spanish version of the proceedings (https://www.cepal.org/es/eventos/comercio-digital-construyendo-un-entorno-regulatorio-competitivo-america-latina-caribe)
	2.4 Two studies on opportunities and challenges for MSMEs to participate in cross-border goods and services e-commerce in selected FEALAC countries, including policy recommendations.	ECLAC ESCAP	(1) Cross-border e-commerce for SMEs exports: Opportunities, challenges and policy recommendations (https://www.unescap.org/kp/2024/cross-border-e-commerce-sme-exports-opportunities-challenges-and-policy-recommendations) (2) Estrategias para el éxito de MIPYMES lideradas por mujeres en el comercio electrónico transfronterizo (https://repositorio.cepal.org/server/api/core/bitstreams/488f47fb-8b12-4277-bd2b-316610e6abcf/content)
	2.5 Two studies with country comparisons of support measures to promote the participation of MSMEs in cross-border e-commerce in the goods and services sector.	ECLAC ESCAP	(1) Net neutrality exceptionality: a look into the Pacific Alliance countries during the COVID-19 pandemic and lessons for Asia-Pacific economies (https://www.unescap.org/kp/2024/net-neutrality-exceptionality-look-pacific-alliance-countries-during-covid-19-pandemic-and) (2) How online courts effectively supplement digital trade and contribute to sustainable development goals: insights from the Chinese case study (https://www.unescap.org/kp/2024/how-online-courts-effectively-supplement-digital-trade-and-contribute-sustainable). (3) Digital trade and wealth inequality: evidence from the Asia-Pacific region
	2.6 Workshops and presentations on results of 2.4 and good practices identified in 2.5, including during FEALAC events.	ECLAC ESCAP	(1) Workshop briefing: https://www.cepal.org/en/events/workshop-support-programs-promote-participation-smes-cross-border-commerce (2) Online training page: https://unescap.org/events/2024/online-training-cross-border-e-commerce-smes-export-opportunities-challenges-and-policy (briefing downloaded)

Outputs	Activity	Entity	Evidence
			(2.1) Workshop related to the online training: https://www.unescap.org/events/2024/webinar-cross-border-e-commerce-smes-export-opportunities-challenges-and-policy
	2.7 Case studies on detailed business process analysis (BPA) on MSME goods exports through cross-border e-commerce platforms.	ECLAC ESCAP	(1) Report Understanding every step of cross-border-e-commerce: Chile and China (https://www.unescap.org/kp/2024/understanding-every-step-cross-border-e-commerce-exporting-food-products-chile-china) (2) Report Understanding... China and Malaysia (https://www.unescap.org/kp/2024/understanding-every-step-cross-border-e-commerce-exporting-electronic-products-china) (3) Report: Análisis de procesos de una operación de comercio electrónico de la Argentina a México (https://www.cepal.org/es/publicaciones/80653-analisis-procesos-operacion-comercio-electronico-la-argentina-mexico)
3. Training workshops to promote the effective use of databases and other materials by FEALAC government officials	3.1 Capacity building workshops to support the effective use of the information generated by the project for the development and implementation of effective policies to promote inclusive and sustainable cross-border e-commerce.	ECLAC ESCAP	(1) Training course (Oct –Nov 2023): Introduction to digital trade regulations in Asia and Latin America (https://www.unescap.org/events/2023/introduction-digital-trade-regulations-asia-and-latin-america) (2) Event (Dec 2023): The Asia and Latin America Marketplace Explores: new free tools to analyze e-commerce within and across countries (https://unescap.org/events/2023/asia-and-latin-america-marketplace-explorers-new-free-tools-analyze-e-commerce-within) (3) Event (Mar 2024): Digital Trade and Investment for Sustainable Development: Building on ESCAP-UNCTAD-UNIDO Report Recommendations (https://unescap.org/events/2024/digital-trade-and-investment-sustainable-development-building-escap-unctad-unido-report) (4) Conference (Mar 2024): Online Research Conference on Inclusive and Sustainable Development through Digital Trade and E-commerce (https://unescap.org/events/2024/online-research-conference-inclusive-and-sustainable-development-through-digital-trade)
	3.2 Development and diffusion of online databases developed in this project.	ECLAC ESCAP	(1) Presentations of the Latin American Marketplace Explorer (LACME) at the e-Commerce Institute's national eCommerce days in Bolivia (March 20, 2024, https://ecommerceday.bo/2024/programa/) and Chile (April 25, 2024, https://ecommerceday.cl/2024/programa/). (2) Virtual workshop with the International Trade Centre (April 17, 2024, https://www.youtube.com/watch?v=XscJR5ZBdkQ).

ANNEX 8

TERMS OF REFERENCE



Terms of reference

Job Opening number : 24-Economic Commission for Latin America and the Caribbean-238720 Consultant

Job Title : Evaluator - FEALAC Project MSMEs E-Commerce in East Asia and Latin America

General Expertise : Management and Analysis

Category : Evaluation

Department/ Office : Economic Commission for Latin America and the Caribbean

Organizational Unit : ECLAC

Purpose

The Economic Commission for Latin America and the Caribbean (ECLAC) Programme Planning and Operations Division (PPOD) and is seeking an independent consultant to conduct the assessment of the FEALAC Project "Support the strengthening of policies to monitor and promote the participation of MSMEs in cross-border goods and services e-commerce for an inclusive and sustainable pandemic response and recovery in East Asia and Latin America"

Duties and Responsibilities

BACKGROUND

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

This project lasted 1.5 years, starting in October 2022 and ending in March 2024. The project's objectives were twofold:

1. To deepen the understanding of policymakers, businesses, researchers and other stakeholders in FEALAC countries regarding the micro and macro dynamics of e-commerce goods and services marketplaces and the challenges and opportunities for MSMEs to participate in this new area of domestic and foreign trade.
2. Propose policy recommendations - based on a review of policies and regulations on cross-border e-commerce in FEALAC countries – on how to monitor and promote the participation of MSMEs in cross-border goods and services e-commerce.

OBJECTIVE AND SCOPE OF THE ASSESSMENT

This assessment is an end-of-cycle review of the project.

The objective of this assessment is to review the efficiency, effectiveness, relevance, coherence 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.

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.

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.

GUIDING PRINCIPLES

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 ECLAC evaluation policy and guidelines, and with the Terms of Reference of the evaluation developed by ECLAC, to be provided upon selection of the consultant.

It is expected that ECLAC's guiding principles to the evaluation process are applied. In particular, special consideration will be taken to assess the extent to which ECLAC's activities and outputs respected and promoted human rights. 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.

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.

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.

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

METHODOLOGY

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 surveys
- c) Semi-structured interviews and focus groups

Methodological triangulation is an underlying principle of the approach chosen. Suitable frameworks for analysis and evaluation are to be elaborated – based on the questions to be answered. The experts will identify and set out the methods and frameworks as part of the inception report.

INTELLECTUAL PROPERTY RIGHTS

Intellectual property rights. The consultant is obliged to cede to ECLAC all authors rights, patents and any other intellectual property rights for all the work, reports, final products and materials resulting from the design and implementation of this consultancy, in the cases where these rights are applicable. The consultant will not be allowed to use, nor provide or disseminate part of these products and reports or its total to third parties without previously obtaining a written permission from ECLAC.

Ultimate result of service

DELIVERABLES

The assessment will include the following outputs:

- a) Work Plan and Inception Report. No later than 4 weeks after the signature of the contract, the consultant should deliver the inception report, which should include the background of the project, an analysis of the Project profile and implementation and a full review of all related documentation as well as project implementation reports. It should provide a detailed Work Plan of all the activities to be carried out related to the assessment of project. Additionally, the inception report should include a detailed evaluation methodology including the description of the types of data collection instruments that will be used and a full analysis of the stakeholders and partners that will be contacted to obtain the evaluation information. First drafts of the instruments to be used for the survey, focus groups and interviews should also be included in this first report.
- b) Draft final evaluation Report. No later than 12 weeks after the signature of the contract, the consultant should deliver the preliminary report for revision and comments by the Programme Planning and Operations Division (PPOD) of ECLAC and the Evaluation Reference Group (ERG), which includes representatives of the

implementing substantive Division/Office. The draft final evaluation report should include the main draft results and findings, conclusions of the evaluation, lessons learned and recommendations derived from it, including its sustainability, and potential improvements in project management and coordination of similar projects.

c) Final Evaluation Report. No later than 16 weeks after the signature of the contract, the consultant should deliver the final evaluation report which should include the revised version of the preliminary version after ensuring all the comments and observations from PPOD and the ERG have been included. Before submitting the final report, the consultant must have received clearance on this final version from PPOD to assure ECLAC's satisfaction with the final evaluation report.

d) Presentation of the results of the evaluation. A final presentation of the main results of the evaluation to ECLAC and ESCAP staff involved in the project will be delivered at the same time of the delivery of the final evaluation report.

PAYMENT SCHEDULE AND CONDITIONS

The contract will include the payment for the services of the consultant and all the related expenses of the evaluation. Payments will be made according to the following schedule and conditions:

- a) 30% of the total value of the contract will be paid against the satisfactory delivery of the inception report which should be delivered as per the above deadlines.
- b) 30% of the total value of the contract will be paid against the satisfactory delivery of the draft final evaluation report which should be delivered as per the above deadlines.
- c) 40% of the total value of the contract will be paid against the satisfactory delivery and presentation of the final evaluation report which should be delivered as per the above deadlines.

All payments will be done only after the approval of each progress report and the final report from the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC.

Travel Details

N/A

Travel	Per Diem	Other	Total
0	0	0	0

Output/Work Assignment

- a) Work Plan and Inception Report.
- b) Draft final evaluation Report.
- c) Final Evaluation Report.
- d) Presentation of the results of the evaluation

Contract Duration

Overall Contract Duration: 16 weeks

Estimated amount of actual time to worked (days, weeks, months):

Regular Working Hours (if applicable)

Total Remuneration:

Payment Terms: See payment schedule and conditions, above

Qualification Requirements/Evaluation Criteria*Education:*

- Advanced university degree (Master's degree or equivalent) political science, public policy, development studies, economics, business administration, or a related social or economic science.

Language:

- Proficiency in English and Spanish is required.

JFQ/JSQ:

- At least seven years of progressively responsible relevant experience in programme/project evaluation are required.
- At least two years of experience in areas related to trade policies and/or related areas is highly desirable.
- Experience in at least three evaluations with international (development) organizations is required. Experience in Regional Commissions and United Nations projects is highly desirable.
- Proven competency in quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews are required.
- Working experience in Latin America and the Caribbean and/or Asia/Pacific is desirable.

Supervisor Name: _____

Title: _____

ANNEX 9

EVALUATOR'S REVISION MATRIX

Evaluation of the FEALAC Project

“Support the strengthening of policies to monitor and promote the participation of MSMEs in cross-border goods and services e-commerce for an inclusive and sustainable pandemic response and recovery in East Asia and Latin America”

Evaluation Report Feedback Form: DCII/ECLAC

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENT	EVALUATOR'S RESPONSE
	Overall, the evaluation is of very high quality. The consultant has done an outstanding job in terms of understanding the project goals and its outcomes, together with carrying out the evaluation using different instruments such as a survey and in-depth interviews. PMU concurs.	Noted.
pp. 9 - 12	Theory of change (ToC) and log frame: although the project document did not explicitly report a ToC and log frame, these are present in the original project document's sections C (Current situation and description of the problem), D (Objectives), E (Beneficiaries), and F (Logical framework).	Revised to more clearly acknowledge this in the first paragraph of this section. Other details were added for further clarification in the pages indicated.
39 (a)	“This impacted the evaluation survey by the lack of data on participants. For over 300 of them, the only information available was e-mail addresses,”: please add the number of participants of which you did have complete information to put the 300-number into perspective.	Added.
39)b)	“Because indicators do not comply with the SMART criteria and are elaborated broadly, it was challenging to identify evidence that would indicate the extent in which they were achieved.”: as these were not requested by the donor, these were not included.	Noted. This is acknowledged in para. 29. In this section, the evaluation highlights how this has effects on the evaluability of the project.
46	The example does not illustrate well a possible gap, as the project focused on cross-border goods and services e-commerce rather than domestic e-commerce	Removed.
49	“through more knowledge sharing with country stakeholders in the process of elaborating a proposal”. I do not understand this comment, as the FEALAC Secretariat invited all member states to comment on the project proposal, both in written form and in oral form during a joint virtual meeting. This addresses a clear demand from FEALAC FPoints for a more direct and interactive participation, including from the earliest possible stage of projects' formulation. However, the projects are impacted by structural issues in the functioning of the Forum.	This relates to the comments in blue. Text edited to improve clarity.

GENERAL COMMENTS		
SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENT	EVALUATOR'S RESPONSE
Mutiple paragraphs	Put links to footnotes as superscripts (see Paragraphs 17, 22, ...).	Corrected.
P. 6, par. 4	Replace "FEALAC Cyber Secretariat in Latin America and East Asia" by "FEALAC Cyber Secretariat for East Asia and Latin America"	Replaced.
vii	"The project aligns mostly with SDG 17...". Replace by "The project aligns mostly with SDG 17 as cross-border e-commerce provides new opportunities for international trade and SDG 8 as cross-border e-commerce provides opportunities for sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all."	Revised regarding SDG 17. The evaluation findings are not as strong to highlight SDG 8 at the same level in a key finding.
xi	Replace "Efficiency could be increased by improving communication channels with Ministries of Foreign Affairs, country specialists and focal points," by "Efficiency could be increased by improving communication channels with Ministries of Foreign Affairs, Ministries of Trade, Trade Promotion Organizations, country specialists and focal points," PMU concurs.	Revised.
xiii	Replace "On average, the Latin America marketplace explorers were viewed five thousand times across dashboards in Spanish and English, and the Asia marketplace three thousand times." by "In total, the Latin America and Caribbean marketplace explorers were viewed 35.3 thousand times across dashboards in Spanish and English, and the Asia marketplace ten thousand times.", see by the sum of the visualizations shown in https://public.tableau.com/app/profile/cmihva/vizzes	Replaced average by total number, however, to keep data consistency, we will use the values collected by the time of the evaluation (18 December 2024). This cutoff date is explicit in a footnote and in the chart title.
xiii	Replace "Challenges to use are built-in and external to the platforms hosting them; they relate to accessibility, information gaps, data format, and database management." by "Challenges to use the data relate to information gaps and download options within the platform."	Revised.
xiv	Delete the sentence "These knowledge products are more suitable to government bodies and policymakers because they are closer to the lived experience of MSMEs."	Deleted.
xvii	Replace "There could be gains in effectiveness through stronger and thorough involvement of government entities, from design to implementation, with more tailored capacity building and applicable tools, as well as more on-site events.", by "There could be gains in effectiveness through stronger and thorough involvement of government entities, from design to implementation. Also, with more financial resources, there could have been more tailored capacity building and applicable tools, as well as more on-site events." PMU concurs.	Revised.
R.1.	Although the project did not explicitly report a theory of change and SMART indicators, these are present in the project's logical framework.	This is acknowledged in the section corresponding to the ToC. Because elements such as outcomes were missing and others were not clearly specified (e.g., immediate outcomes and development outcomes presented together as goals), the evaluation considers this to be a strong

GENERAL COMMENTS		
R.1.	Although the project did not explicitly report a theory of change and SMART indicators, these are present in the project's logical framework.	recommendation to keep for future project designs. It increases clarity for implementation partners, donors and beneficiaries, and increases arguments for the added value of a project in progress and evaluation reports. Text revised to improve nuance and clarity.
R.2.	Both ECLAC and ESCAP have used a (simple Excel-based) monitoring system to track the number of outputs delivered, the number of people reached out, and knowledge uptake metrics	The implemented monitoring system is acknowledged under para. 89 of efficiency. This Recommendation was merged with R.1, and was edited to specify potential improvements to this type of monitoring system.
1	Replace "The project run from February 2022 until March 2024" by "Replace "The project implementation ran from October 2022 until March 2024".	Revised.
13	Replace "These barriers, already major in traditional cross-border trade, were also present in cross-border e-commerce", by "These barriers hinder traditional cross-border trade, but are even larger in cross-border e-commerce,"	Revised.
29	Replace "The project design faced challenges in formulating a theory of change (ToC), as well as in articulating assumptions ³ and drivers. ⁴ " by "The project design faced some challenges in terms of articulating performance indicators, assumptions ³ and drivers. ⁴ "	As explained above, these challenges include the ToC. This paragraph was revised to reflect this with more accuracy.
35	Replace "and commercial chambers" by "chambers of commerce and e-commerce associations".	Revised.
41	Replace "mediated by the FEALAC Cyber Secretariat in Latin America and East Asia" by "mediated by the FEALAC Cyber Secretariat for and East Asia and Latin America "	Revised.
Footnote 16	Replace "Different than the goods sectors, data on services is more lacking and harder to track," by "In contrast to data on trade in goods, data on trade in services is harder to obtain and track,"	Revised.
Footnote 17	Replace "The services sector is particular in how difficult it is to systematize regulations in a comparable way across countries, how hard it was hit by the pandemic, how slowly it recovered, and how resilient it has shown to be ." by "Services trade is particular in how challenging it is to compare regulations across countries, how hard tourism was hit by the pandemic and recovered slowly, and how resilient digital services trade was."	Revised.
58	Replace "The OECD is part of this ECA-ESCAP-ECLAC partnership on trade regulations through its Digital Trade Integration database ²¹ and the related Services Trade Restrictiveness Index (STRI) in developing tools to measure and construct databases for e-commerce services data." by "Replace "The OECD is part of this ECA-ESCAP-ECLAC partnership on trade regulations through its (Digital) Services Trade Restrictiveness Index (STRI) database ²¹ in developing tools to measure and construct databases for regulations on e-cross-border e-commerce in services."	Revised.

GENERAL COMMENTS		
Footnote 21	Replace “Database link: https://dti.eui.eu/ .” by “Database link: https://sim.oecd.org/ .”	Replaced.
60	Replace “the financing of labour to carry on the labour-intensive work of collecting data from the platforms and elaborating the analytical reports.” by “the financing of advisory work to to collect data from the e-commerce marketplaces and elaborating the interactive dashboards and analytical reports.”	Replaced.
64	Replace “With the database, countries can see the evolution of regulations and where to improve.” by “With the database, countries can compare their regulations with their peers, evaluate their level of restrictions for e-commerce, track the evolution of regulations and explore options to improve these.”	Replaced.
141 (b)	Replace “ECLAC is in the process of developing the 2023 country notes based on LACME, covering 33 countries” by “ECLAC has published new country notes based on LACME with 2023 data”.	Replaced.
141 (c)	Replace “ECLAC project with the Pacific Alliance to run diagnostics in support of intra-Alliance e-commerce and the internationalisation of SMEs. Part of this initiative is a course in Argentina in 2025;” by “ECLAC support to the Pacific Alliance to promote intra-Alliance e-commerce and the participation of SMEs in this trade;”	Replaced.
141 (f)	Replace “Development Account project to create an accelerator to bridge the gender gap in e-commerce and the digital economy in six countries in three continents. This is led by ECLAC, in partnership with ESCAP and ECA, and was recently approved; .” By “Development of a project proposal for UN’s Development Account framework on bridging gender gap in e-commerce and the digital economy in six countries in three continents. This proposal is led by ECLAC, in partnership with ESCAP and ECA;”	Replaced.
141 (j)	Replace “Follow-up study on regulations on cross-border e-commerce and digital trade in Central America, a collaboration between ECLAC and OECD” by “A study on regulations on cross-border services e-commerce in Central America by ECLAC with inputs from the OECD;”	Replaced.
141 (k)	Please delete;	This is unclear.
141 (l)	Replace “ECLAC in the process of forming a consortium with the World Bank and the World Trade Organization on trade services for development. This initiative was launched at the public forum of the WTO in September 2024, and the purpose is to form a global collaboration of multiple institutions. ECLAC’s legal division participates in this process;” by “ECLAC is exploring its participation in a consortium with the World Bank and the World Trade Organization on Trade in Services for development. This initiative was launched at the public forum of the WTO in September 2024;”	Replaced.
141 (m)	Replace “Draft proposal by ECLAC to explore the organisation of a new, larger and in person meeting with WTO and UNCTAD on measurement of domestic and cross-border e-commerce, in June 2025;” by “Draft proposal to explore the joint organisation of a second, larger and in person meeting with ECLAC, IDB, WTO and UNCTAD on measurement of domestic and cross-border e-commerce, in June 2025;”	Replaced.
141 (q)	Replace “ECLAC’s prospective work with Red Ibero and e-Commerce Institute to organise joint evens in 2025. An example is the Regional Workshop on Measuring Digital Trade in Services, being planned for June 2025” by “ECLAC’s discussions with Red Ibero and e-Commerce Institute to organize joint events in 2025.”	Replaced.
141 (r) and (s)	Replace both notes by the following text: “ECLAC continues to work with UNCTAD on helping Peru to implement recommendations of their joint study on “Peru: E-commerce readiness assessment” and exploring options to conduct a similar joint study in Paraguay.”	Replaced.

GENERAL COMMENTS		
143	Replace “ ... leveraging the partnerships established for the project to use and promote relevant frameworks, such as the concepts agreed in the Handbook on Measuring Digital Trade.” By ... “ ... leveraging the partnerships established for the project to use and promote relevant frameworks, such as the concepts agreed in the Handbook on Measuring Digital Trade, as is planned during the June 2025 workshop (see 141 q).”	Added.
144	Add the following sentence after this sentence: “At the operational and more targeted level, capacity building activities tailored to export promotion agencies would be a way to disseminate knowledge and increase uptake through the multiplying effect that these organisations can have on country-level institutions and MSMEs.”: “In this context, ECLAC organized several training webinars in collaboration with the Red Ibero (Ibero-Latin American Network of Export Promotion Agencies).”	Revised, considering that these are follow-up activities (para. 141 q).
144	Add the following sentence at the end: “In this regard, ECLAC has signed an MOU with the Mexican Association for Online Sales (AMVO) and has organized joint events. Also, it is discussing with the eCommerce Institute (uniting most national e-commerce associations in the region) and national e-commerce associations (for example in Colombia) to organize national event or participate in their meetings to present (updated) results of the FEALAC project.”	Added.
145	Add the following sentence at the end: “In this regard, ECLAC has published in early 2025 files on most Latin American and Caribbean countries with e-commerce trends up to 2023.”	Added.
151 (a)	Replace “CENTROMYPE” with “CENPROMYPE”.	Corrected
158	Replace “An answer to this need is the recently approved Development Account project by ECLAC, on creating an accelerator to reduce gender gaps through digital economy” by “The possible Development Account project developed by ECLAC in collaboration with ESCAP and ECA aimed at reducing gender gaps in the digital economy and trade would contribute to this goal.”	Replaced.
159	Add the following sentence after “The inclusion of other vulnerable groups, however, is limited.”: “This is mostly because this goal was not included in the PRODOC.”	Added.
P. 86	Add this link https://repositorio.cepal.org/server/api/core/bitstreams/c4834b4c-d3a2-42d6-8219-1ef51454dfe3/content after “1) Comercio electrónico transfronterizo en América Latina y el Caribe - Análisis a partir de las visitas a plataformas en línea de comercio entre empresas y consumidores”	Added.

Evaluation of the FEALAC Project

“Support the strengthening of policies to monitor and promote the participation of MSMEs in cross-border goods and services e-commerce for an inclusive and sustainable pandemic response and recovery in East Asia and Latin America”

Evaluation Report Feedback Form: ESCAP

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENT	EVALUATOR'S RESPONSE
Recommendations	Most of the seven recommendations are quite broad and somewhat generic. While they align with established good practices, they seem to lack clear links to the specific findings of this evaluation. Focusing on a few actions directly supported by the unique insights from this evaluation would make them more relevant and actionable.	Recommendations revised to focus on specific actions. The evaluation kept some of the generic aspects to make these recommendations relevant to future projects as well.
SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENT	EVALUATOR'S RESPONSE
Para 110, and Fig 9	While all the most downloaded publications indicated in the para are from ESCAP, the last sentence and figure 9 indicate ECLAC generate more downloads. Are the concluding statement and Fig 9 accurate?	Revised. Co-authorships ECLAC-FEALAC were merged with ECLAC, the chart is replaced, and the text is corrected.
Para 23	Some of the footnote markers need to be adjusted, e.g. “advicexii”.	Revised.
Para 27, and Fig 2	The map needs to be cleared by UN Geospatial and include a disclaimer. Taiwan is depicted in a different color – that will give rise to major complaints.	Taiwan color revised and map replaced. It is not clear what the commentator means by a disclaimer.
Note 24	“less than two thousand” → The exact number is 1 159 or less than one thousand six hundred.	Revised.
P.25, para x.	“Funding was considered enough for an ambitious project, but funding limitations prevented a higher coverage of Asian countries in the databases.” was confusing. I suggest changing it to “While the funding was sufficient to launch the project, resource constraints required the project team to manage strategically, prioritizing coverage to ensure the tool effectively addresses its core purpose. This approach allowed the creation of a database tailored to the needs of countries lacking such information, while still including advanced economies for benchmarking. Additional resources in the future would be needed to expand its coverage of the project tools”.	Revised keeping the conciseness of the text for a key finding. Other details suggested in the comment are covered in the body of the text in the corresponding evaluation criteria (e.g., para. 94 for efficiency, para. 126 for effectiveness, para. 139 for sustainability).

Evaluation of the FEALAC Project

“Support the strengthening of policies to monitor and promote the participation of MSMEs in cross-border goods and services e-commerce for an inclusive and sustainable pandemic response and recovery in East Asia and Latin America”

Evaluation Report Feedback Form: PPEU/ECLAC

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENT	EVALUATOR'S RESPONSE
	Regarding length, I don't think it is necessary to try to fit the report under 40 pages, as we would lose some of the analysis that has been appreciated by the stakeholders. The findings section in the executive summary could be shortened.	Noted on the length. Findings section in the executive summary shortened.
	In general, the analysis is of very high quality and very detailed, specifically at the finding level	Noted.
	Most of the recommendations on the other hand read as quite generic and do not seem directly linked with the findings for this project, even if the text below each of them give them more specificity and nuance. We concur with the ESCAP assessment that fewer, more targeted recommendations would be more useful and actionable. Each finding subsection contains a series of suggestions that could be the basis for recommendations.	Recommendations revised to focus on specific actions. The evaluation kept some of the generic aspects to make these recommendations relevant to future projects as well.
	For each recommendation, please indicate if it is addressed to ECLAC, ESCAP, or both.	Indicated.
	The use of both footnotes and endnotes is confusing. Sometimes reference to endnotes is in the same case as the text (see paragraphs 22-24). We suggest only using footnotes.	Endnotes re-formatted to footnotes.
SPECIFIC COMMENTS		
PARAGRAPH NUMBER	COMMENT	EVALUATOR'S RESPONSE
1	Typo: The project ran (not run)	Revised.
22	Please clarify what is meant by “the rest”.	Revised.
Table 6	Would it make sense to show a breakdown by region?	In this case, not, because this would inflate the number of interviewees, given that some of them relate to both RECs. See para. 39 b, revised for more clarity.
Figure 6	I do not understand what the average view per region means. Is it per month?	Chart note added for clarification.
Figure 10, 11, 12	Suggest rotating the text to make it horizontal if possible.	Revised.
Figure 11	There is no figure 11, but 2 figures 12.	Revised.



Economic Commission for Latin America and the Caribbean (ECLAC)
Comisión Económica para América Latina y el Caribe (CEPAL)
www.cepal.org/en