



UNITED NATIONS



# FINAL ASSESSMENT REPORT

**September  
2015**

## **ASSESSMENT OF DEVELOPMENT ACCOUNT PROJECT 10/11 AP**

**Strengthening the national capacities of export  
sectors in Latin America and the Caribbean  
to meet the challenges of climate change**



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This report was prepared by Francesco Badioli, an external consultant, who led the evaluation. Mr. Badioli worked under the overall guidance of Raul García-Buchaca, Director, and Sandra Manuelito, Officer-in-Charge of the Programme Planning and Evaluation Unit, both of the Programme Planning and Operations Division of the Economic Commission for Latin America and the Caribbean (ECLAC), and under the direct supervision of Irene Barquero, Programme Officer of the same unit, and Raul Guerrero, external coordinator, who provided strategic and technical guidance, coordination, and methodological and logistical support. The evaluation also benefited from the assistance of María Victoria Labra, Programme Assistant, and Carolina Trajan, Unit Intern, also of the Programme Planning and Evaluation Unit.

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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 in the final text of the report, where appropriate. The views expressed in this report are those of the author and do not necessarily reflect the views of the Commission.

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# ACRONYMS

Acronym	Definition
ADU	Agricultural Development Unit
AoA	Agreement on Agriculture
BTA	Border Tax Adjustment
CEI	Centre for Export and Investment (Nicaragua)
CEI-RD	Centre for Export and Investment of the Dominican Republic
CH <sub>4</sub>	Methane
CO <sub>2</sub>	Carbon dioxide
CORPEI	Export and Investment Promotion Corporation (Ecuador)
DA	Development Account
ECLAC	Economic Commission for Latin America and the Caribbean
ETS	Emissions trading system
EU	European Union
FAO	Food and Agriculture Organization of the United Nations
FTA	Free Trade Agreement
GATT	General Agreement on Tariffs and Trade
GDP	Gross domestic product
GHGs	Greenhouse gases
HFCs	Hydrofluorocarbons
IDB	Inter-American Development Bank
ICTSD	International Centre for Trade and Sustainable Development
IICA	Inter-American Institute for Cooperation on Agriculture
IPCC	Intergovernmental Panel on Climate Change
ISO	International Organization for Standardization
ITID	International Trade and Integration Division
IISD	International Institute for Sustainable Development
LAC	Latin America and the Caribbean
LCA	Life Cycle Analysis
LS	Legislated standards
MDGs	Millennium Development Goals
NAFTA	North American Free Trade Agreement
NPS	Non-point source
PCF	Product Carbon Footprint
PEFCRs	Product Environmental Footprint Category Rules
PFCs	Perfluorocarbons
PPMD	Production, Productivity and Management Division
PROCOLOMBIA	Tourism, investment and export promotion agency of Colombia
PVS	Private Voluntary Standards
RSPO	Roundtable on Sustainable Palm Oil
SCM	Subsidies and Countervailing Measures
SDKP	Sustainable Development Knowledge Platform
SDHSD	Sustainable Development and Human Settlements Division
SDT	Special and Differential Treatment
SPS	Sanitary and Phytosanitary Measures
TBT	Technical Barriers to Trade
UNCTAD	United Nations Conference on Trade and Development
UNEG	United Nations Evaluation Group
US	United States
WB	World Bank
WTO	World Trade Organization



# EXECUTIVE SUMMARY

## I. EVALUATION SCOPE

The Development Account, established in 1997, is a mechanism to fund capacity development projects implemented by the economic and social entities of the United Nations. The project “Strengthening the national capacities of export sectors in Latin America and the Caribbean to meet the challenges of climate change” was designed in 2011 within the framework of the DA programme to be implemented during the period 2011-2013 with a total budget of US\$ 605,000. It sought to strengthen the national capacities of Latin American and Caribbean export sectors to meet the challenges and exploit the new opportunities arising from the growing influence of climate change regulations on international trade. According to UN rules and regulations, programmes must be evaluated on a regular basis as part of the general strengthening of the evaluation function to support and inform the decision-making cycle. The main purposes were defined as: analyse the design of the project and the relevance of its stated goals to the thematic area and region in which it was implemented; assess the project’s level of efficiency in implementing its activities, including its governance and management structures; take stock of the results obtained by the project and evaluate the extent to which it achieved its objectives.

## II. METHODOLOGY

The evaluation encompassed three different stages of the project (design, implementation and results) and has been structured around four main standard criteria: relevance, efficiency, effectiveness and sustainability, plus another two added to complete the analysis (coordination and complementarities, and value added of ECLAC). A set of evaluation questions based on these criteria was prepared to guide both the collection of information and the analysis. The main modalities for information and data collection were the collection of secondary data, done through the research of ECLAC and other sources available at international or country level; and the collection of primary data, carried out through: (a) a set of direct interviews with the main stakeholders at ECLAC and with country-level partner organizations; (b) an online survey in which two specific questionnaires were completed by all participants in the main project actions (workshops and international seminars).

## III. ACTIVITIES

At the start of activities in early February 2015, the expert focused on three main research areas (sources, online questionnaires and personal interviews), in accordance with the above-mentioned methodology. The expert gratefully acknowledges the strong and continuous support provided by the members of the management team of ECLAC: this research and the collection of information would have not been possible without their availability and engagement. The collection of secondary data was based on the documents made available within a Dropbox file prepared by the management team. For the interviews, two groups were selected: the organizations that served as focal points (eight persons, of which seven were interviewed) and ECLAC officials (four persons, all interviewed). For the online questionnaire, two main sets of beneficiaries were identified: enterprises that participated in the carbon footprint measurement exercise and participants in project events. Of the 1,562 persons listed in official documents, the representatives of participating enterprises totalled 103 persons, of whom 83 were contacted by email, while 991 names were identified as general participants (740 of whom were contacted). The response rate was low (14%-17% and 12%-16%, respectively), with the amount of answers accounting for just 7.6% of the total participants listed. The response rate for the most critical questions was down to just 4.1%, creating some caution as to their use as the only validating tool. Moreover, on average only 75.6% of the addressees confirmed their actual participation in project events, even though the lists were supposedly built on the names of those in attendance.



#### IV. STRUCTURE AND ACHIEVEMENTS OF THE PROJECT

The project was launched in late 2011, with the main activities completed by December 2014 and a total expenditure of US\$ 584,988.54. Four countries were included directly (Colombia, the Dominican Republic, Ecuador and Nicaragua), while Honduras was added subsequently after additional resources were allocated. Argentina, Peru and Uruguay were partial beneficiaries (with workshops/seminars). The project dealt only with food sector and with some specific food products at the country level (carbon footprint measurement). Two manuals were produced as training materials for capacity-building activities: (a) *Huella de carbono y exportaciones de alimentos. Guía práctica*, 2012 and (b) *Huella de carbono, exportaciones y estrategias empresariales frente al cambio climático*, 2013. Due to the national focal points' interest in strengthening in-country capacity-building activities, the subregional workshops were replaced by 31 national workshops, complemented by three international seminars, two end-of-project seminars, and one regional coffee seminar; 10 field studies conducted in five countries calculated the carbon footprint of seven different food products, exported by 44 firms and producer associations. It is evident that the project management was able to fully exploit the flexibility embedded within the project design to better respond to the needs and demands of the selected beneficiaries; especially remarkable were the large number of events organized and the quality of the publications produced, enhancing the impact and the outreach capacity of the project.

#### V. RELEVANCE AND DESIGN

For a number of years, ECLAC has devoted much attention to the consequences of climate change for Latin American and Caribbean countries. Faced with a rapidly changing context and considerable uncertainty, there is little accumulated experience from which to draw lessons for the governments and private sectors of Latin American and Caribbean countries, while the difficulties in reaching an international agreement on climate change have led various national authorities and private organizations, especially in industrialized countries, to formulate their own climate change mitigation policies. One of the project's observations was that the incipient awareness of climate change consequences had not led to the consolidation of proper programmes and policies in all Latin American and Caribbean countries, leaving a critical empty space from which new risks could emerge. The project design correctly defines three main problems facing exports from Latin American and Caribbean countries: the potential for "green protectionism", possibly structured around the labelling of carbon content; carbon footprint accounting methodologies developed by rich countries (mainly importers from the Latin American and Caribbean region) and the weaknesses of regional institutions. The project's logical framework was well structured around the three main expected results that made up the basic approach: the theory of change embedded in the project's design identifies exposure to better and authoritative information for organizations and government bodies as a driver of increased awareness, that consequently will push for new actions, while knowledge of adequate technologies at the enterprise level will be the basis to develop innovations. Under this approach, the modes of implementation were designed as standard packages typically provided by the institution: the preparation of general documents, the production of studies on special issues to be used as training materials, the organization of training workshops and international seminars, the preparation of field studies for each of the "selected industries" and the production of final summary documents. The project design is interesting in that it deliberately declines to specifically identify contents, but clearly defines the instruments that the institutions were supposed to produce. The project's general approach was intended to stimulate the common participation of public and private actors, since on the one hand both can benefit from the technical assistance provided, and on the other because the issues raised by the effects of climate change are so complex that all actors should coordinate their responses to be successful. In that sense, the project design focused exclusively on a qualitative analysis of problems at the institutional level. More quantitative and qualitative data would have added to the appeal and relevance of the proposal and probably would also have helped define specific indicators.

## VI. EFFICIENCY

The project management structure was well defined in the project design, with the International Trade and Integration Division of ECLAC leading overall project activities. The selected national counterparts were the local export promotion agencies that assumed also the role of “focal points” to distribute information and collaborate in the logistics and organization of local events. The choice of trade promotion organizations as focal points was functional to the success of activities, since it facilitated public-private partnerships thanks to most organizations’ links with both governments and the export sector. The management unit went through a credible selection process based on the assumption that, due to limited available resources, the project must address a small number of beneficiary countries. The main criterion in the selection process was to choose countries where climate change was less present and less debated in the public domain as a guiding policy issue, thereby increasing the project’s effectiveness and impact. The seven organizations that responded to the offer to participate in the project were narrowed down to a final four (Colombia, Dominican Republic, Ecuador and Nicaragua) by a process in which the management unit negotiated the conditions for participation. Honduras was added afterwards thanks to the availability of extra resources. The process was able to advance rapidly enough for the first events to be launched in March 2012 in Colombia. Country selection had an impact on the definition of the activities implemented: since the selected countries showed interest but had little domestic capacity to deal with climate change issues, the management unit decided to start with the production of basic documents in which concepts and analysis were developed in a simple language suitable for the intended beneficiaries (local businessmen, public servants, political representatives, etc.). The selection of countries and local counterparts was quite rigorous and careful and enabled the project resources, in terms of the information and assistance distributed, to achieve a “multiplier effect”. The most relevant outcome of the selection process was the decision to establish public-private roundtables to partner the national counterpart institutions and give continuity to the project’s objectives. The project focused on food exports, since these make up a significant proportion of the participating countries’ export baskets and are highly exposed to carbon footprint labelling and other related requirements in destination markets (especially Europe). Following the consultations held with national counterparts during the first phase of project implementation, it was decided to carry out national field studies in a specific domain; i.e. the calculation of the carbon footprint of two export products per country. One observation to emerge from the project implementation and field activities is how well the management was able to adapt to the contexts and needs arising from the selection of the countries, the sectors and the contents of the field studies in order to increase effectiveness and impact.

## VII. EFFECTIVENESS

It is evident from the collected information that the project managed to fill important information gaps that were pervasive in the participant countries, in particular among food producers and exporters directly affected by carbon footprint initiatives in their destination markets. The sheer number of events organized by the project (31 national workshops and capacity-building meetings, three international seminars, two end-of-project seminars and one regional coffee seminar) is a good indicator of the project’s dissemination capacity. Beside the total number of participants (1,562 according to project’s files), it should be noted that the participants met the characteristics advocated in the project’s design: 86% were from private companies, government agencies and civil society (private sector 48%, public sector 28% and civil society 10%), the three main target groups selected to push for the intended changes. Their motivations for participating (to understand the link between climate change and trade and to learn more about carbon footprint measurement) largely confirmed the importance of the thematic area and the logic of the project as defined during the design of the project. More than 93% of participants stated that they were satisfied with the organization and contents of the events, while 91.8% confirmed that they had gained a better knowledge and understanding of the relationship between climate change and international trade. The decision of the project management to develop national events built around the two main issues (the general presentation of climate-change effects and carbon footprint measurements, and a set of national cases built expressly for the events) increased attention and ownership. The use of a common footprint measurement for all participant countries, as a field action, was a correct and fruitful decision as it allowed the dissemination of common knowledge and also some sort of comparison between the results.

## VIII. SUSTAINABILITY

The need to consolidate the project's outcomes in terms of awareness, preparation and specific actions coincides with the strategies of major economic actors and with the recommendations of the most widely attended forums, especially in relation to the trade-off between agriculture, climate-change adaptation and poverty. In this vision, the project's main outputs (field studies and the distribution of information to focused stakeholders) were successful in producing, distributing and consolidating new knowledge thanks to a methodology, findings and suggestions that were widely disseminated, generating a multiplier effect: a critical indicator was the requests received from other enterprises and sectors in all participant countries to implement the carbon footprint measurement exercise. Another consequence is the change in management processes that most enterprises decided to implement, especially for data collection and processing, the adaptation of energy sources and waste treatment. An additional indicator of the consolidation of the message is that of repeated contacts between the participants: 78% confirmed that they had been in touch with other participants, with climate change the issue in 95% of cases. Local counterpart organizations confirmed that their technical capacity had increased and they wanted to include the topic among their standard activities. The project's direct involvement with multiple stakeholders (from government officials to lawmakers, from producers' and exporters' associations to consultants and civil society representatives), along with its effective approach at the enterprise level and emphasis on the development of public-private alliances have been incorporated in several recent initiatives across Latin America. Responses collected from each participating country point to several developments. While these actions touched upon different subjects and contents, the project outcomes were a substantial "catalyst" for these interventions: the project was implemented in an almost mature situation and provided extra impetus for the new developments. In this sense, the relevance of the "offer" made by ECLAC is confirmed: it was the right moment in which to implement this type of technical support.

## IX. COMPLEMENTARITIES, COORDINATION AND VISIBILITY

The search for coordination and synergies with other programmes of ECLAC and international agencies (United Nations and others) was a constant concern of the management unit, which believed that such an approach would increase the number of direct beneficiaries and consolidate the message. The involvement of other ECLAC divisions was clearly and precisely defined at the project design stage, with identification of the programmes most open to coordination and collaboration. Opportunities for collaboration were continuously reviewed during project implementation, thanks to the Project Steering Committee and especially the Sustainable Development and Human Settlements Division of ECLAC. The organization of the International Carbon Footprint Seminars was a joint effort, and officers of the aforementioned Division participated in the preparation of the main project documents. Opportunities for collaboration with other UN agencies and donors received special attention throughout the project implementation stage. To include Honduras as a beneficiary country, additional funds to the tune of US\$ 30,000 were obtained from the Regular Programme of Technical Cooperation (RPTC) of ECLAC. Additional financing was obtained from the French Government to increase experts' participation in the 2012, 2013 and 2014 International Carbon Footprint Seminars and in the side event held at the twentieth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 20) in Lima. Moreover, several national agencies (public, private and public-private) raised financing from international development banks and donor governments to implement activities in their own countries that were either included in the project or aligned with its approach and goals. The management unit also developed good relations with the European Union, the International Trade Centre (ITC) and the International Centre for Trade and Sustainable Development (ICTSD), among others.

## X. VALUE ADDED OF ECLAC

The plan and the content of the activities outlined in the project design respected the main value added of ECLAC: the capacity to identify institutional problems, to carry out ad hoc studies and to engineer technical assistance modules adapted to selected beneficiaries. The project activities effectively contributed to reinforcing the leading role of ECLAC as an institution able to offer credible services and assistance to Latin American and Caribbean organizations and institutions of different levels. To support the region's

institutions in addressing a potential decline in exports as a consequence of institutional weaknesses appears to fit perfectly with the mandate of ECLAC, which includes developing actions to effectively improve Latin American and Caribbean countries' share of exports in international markets. The project design simply mentioned the need for adequate visibility and suggested the preparation of ad hoc instruments. Even without a proper communication strategy, the project's activities and outcomes enjoyed significant attention from local media, increasing outreach capacity. The project was well presented and shown not only on the website of ECLAC, but also on the Commission's Facebook page, thus creating a specific interested public. The project's concern for minorities coincided with a special focus on small, traditional producers whose exports were the subject of the carbon footprint measurement exercise. It is credible that new management techniques, as well as the suggestions made, will result in an improvement in technical production that could benefit producers, many of whom may belong to minority groups. The project design explicitly mentioned gender concerns in dealing with climate-change consequences for Latin American exports, with emphasis on the consequences for rural women and for the employment of women in general. In the implementation stage, the focus on women was constant at the management level, as well as among local counterparts. From the project documents, it appears that on average 41% of event participants were women: considering the sector chosen for the exercise (agri-business) this figure was satisfactory. The percentage of female questionnaire respondents was similar, thus confirming the substantial participation of women. It should be noted that of the six focal points representing national counterparts, four were women and all of them pushed to increase the participation of women in activities.

## XI. CONCLUSIONS

**The correct identification of problems and beneficiaries in the project design accorded with the mandate of ECLAC.** Since 2007, a new raft of carbon labelling initiatives has emerged, mostly developed as private voluntary standards (PVS) by retailers in the richest importing countries. The project's objective to identify trends, risks and opportunities for exporters of raw and manufactured products in a context of increased global competition was certainly relevant and complied with the mandate of ECLAC and with the DA project approach. The mandate of ECLAC includes supporting Latin American and Caribbean countries in their export effort and promoting coordination between countries in the region as they attempt to move towards less carbon-intensive production patterns. Governments must, however, promote the upgrading of producers in the region and provide extensive support for emerging producers to improve their competitiveness: again, an area in which the competence and capacities of ECLAC are well acknowledged. The response of Latin American and Caribbean enterprises to climate-change impacts has been a consequence of the behaviours of the destination markets, especially where foreign importers demanded some adaptation. The project design noted that this scattered, reactive approach could be a burden in the near future, when more specific and targeted policies could take effect. The feeling is that it is better to be "proactive" in the immediate term to address any incipient "green protectionism" that may emerge.

**To increase impact, precise expected results were matched with sufficient flexibility in contents and modalities.** Even though the Governments did not formally request that ECLAC carry out the project, the proposal was structured as an offer to beneficiary countries to participate in a technical assistance programme (based on a "supply-driven" rather than a more standard "demand-driven" approach). This had some consequences for the project design, which needed to retain as much flexibility as possible to meet possible special needs claimed by the beneficiaries, meaning that some results and actions were deliberately vague to allow for better specification during implementation. It should also be noted that limited resources did not afford the opportunity to a larger number of beneficiaries: in the end the selected countries represented a good sample of the problems facing the region and offered the scope for significantly increasing effectiveness. One observation to emerge from the project implementation and field activities is how well the management was able to adapt to the contexts and needs arising from the selection of the countries, the sectors and the contents of the field studies in order to increase effectiveness and impact. All this means that the embedded flexibility in the project's design and budget preparation, together with the capacity of the management unit to justify the increased quality and improved effectiveness of the new solutions proposed, constitute a good practice for the organization.

**Multiplier effects were achieved through the selection of countries and local counterparts, together with the collaboration between private and public actors.** The logical framework was well structured around the three main expected results that made up the basic approach: the theory of change embedded in the project's design identified exposure to better and authoritative information for organizations and government bodies as a driver of increased awareness, that consequently would push for new actions, while knowledge of adequate technologies at the enterprise level would be the basis to develop innovations. The selection of countries and local counterparts was quite rigorous and careful and enabled the project resources, in terms of the information and assistance distributed, to have a "multiplier effect". The choice of trade promotion organizations as the focal points was functional to the success of activities, since it facilitated public-private partnerships thanks to most organizations' links with both governments and the private export sector. The most relevant outcome of the selection process was the decision to establish public-private roundtables to partner the national counterpart institutions and give continuity to the project's objectives. The diversity of stakeholders (public and private sectors, academia, consultants, NGOs and others) allowed the project to reach out to different constituencies and therefore increase its impact.

**Theory of change confirmed: authoritative information and local case studies promote new awareness and adaptation.** The questionnaire responses confirmed that the project managed to fill important information gaps that were pervasive in the participant countries, in particular among agricultural producers and exporters directly affected by carbon footprint initiatives in their destination markets. The sheer number of the events organized by the project (31 national workshops and capacity-building meetings, three international seminars, two end-of-project seminars and one regional coffee seminar, plus 44 case studies) gives a good indication of the project's capacity to disseminate the message and focused information to the target beneficiaries. The number of participants (according to project figures, 1,562 persons) and their educational level (more than 90% with university degree or higher) show the project's capacity to achieve the expected results in terms of the distribution of authoritative information. The fact that 80% of interviewed enterprises acknowledged that the final outcome of the footprint measurement was a useful management instrument for improving quality bodes well for their capacity to exploit new resources to improve export capacity. The project's main outputs (field studies and major documents) were successful in producing new knowledge useful for the enterprises directly involved, but also for the food export sector as a whole, thanks to the methodology and suggestions that were widely disseminated.

**Increased capacity at local level confirmed, but it is too early for positive results in export flows.** Increased awareness of the topic is matched by the increased local capacity to deal with footprint measurements, thank to the participation of local consultants in the studies. However, it is too early to assess whether this capacity has been embedded in participating organizations, even though they confirmed their continued interest in carbon footprint measurement. It is far too early for positive results in terms of export flows. Several firms (in sectors such as coffee, bananas, cocoa and palm oil) informed their clients in Europe and the United States that they had measured their carbon footprint. A critical indicator of the project's success —according to the focal points— was that other enterprises and sectors have submitted requests to implement the same exercise. Another indicator of the consolidation of the message is that of repeated contacts between the participants: 78% confirmed that they had been in touch with other participants, with climate change the issue in 95% of cases.

**The impact has been consolidated through several recent initiatives across Latin America to further project actions.** The project's direct involvement with multiple stakeholders, together with its effective approach at the enterprise level and emphasis on the development of public-private partnerships has inspired several recent initiatives across Latin America, thus consolidating its impact. The project activities effectively contributed to reinforcing the leading role of ECLAC as an institution able to offer credible services and assistance to Latin American and Caribbean organizations and institutions of different levels. ECLAC was immediately perceived as a leader in the preparation and distribution of information and technical assistance. The capacity to involve other organizations, evident from the increased availability of resources provided by partners (e.g. the French Government, which collaborated in the International Carbon Footprint Seminars and the COP 20 side-event) was another positive outcome. In the implementation stage, the focus on women was constant at the management level, as well as among local



counterparts: invitations were sent with the intention of promoting women's participation. From the project documents, it appears that on average 41% of event participants were women: considering the sector chosen for the exercise (agri-business) this figure was satisfactory.

## XII. MAIN FINDINGS AND LESSONS LEARNED

- **F 1. The reports produced and the contents debated during events organized by the project confirmed that environmental standards for food and agricultural products have expanded rapidly over the last 20 years and will continue to do so.** Regardless of the source, product labelling will continue: hence the need for international collaboration or agreement on common standards.
- **F 2. The project succeeded thanks to the credible theory of change on which its design was based.** The assumption that better information from authoritative sources coupled with focused field experiences would produce the expected changes in awareness as a first step towards action, has been validated.
- **F 3. Private-sector actors acknowledged during the debates that consumer preferences for less carbon-intensive products are becoming an important issue in export markets.** Preparedness is thus a priority: a specific market opportunity has arisen to sell at better prices where it is possible to show that consumer products are low carbon.
- **F 4. A rigorous and careful selection of countries, sectors and focal points was decisive in increasing the project's impact.** The management was able to find the right balance between the formal opportunity offered (a "supply-driven" approach) and the need to respond to critical needs of the beneficiaries (a "demand-driven" approach).
- **F 5. Administrative and management flexibility to reassign resources and redefine outputs was a key instrument in achieving the expected outcomes.** The project had clearly defined objectives with strong relevance to the mandate of ECLAC and to beneficiary needs. It managed to increase its effectiveness and impact thanks to the changes the management unit was able to make in the selection and contents of activities, the implementation of capacity-building exercises, and the unification of field actions.
- **F 6. Collaboration and coordination within the divisions of ECLAC and with selected international partners allowed for increased effectiveness and impact.** The internal collaboration with the Commission's other divisions, and coordination with other international partners added to the project's outreach and contributed to the increased impact at regional and international level.

The main lessons learned were as follows:

- **LL 1. There is a need to clarify the roles of private standards and public legislation in addressing carbon concerns in the food system and how they are included in trade agreements and policies.** If the evolution of carbon as a public and private standard is not managed appropriately, the cascade into other supply chains and industrial sectors could be impeded, common benefits reduced and the risk of exploiters increased.
- **LL 2. When new approaches to important issues are presented to less prepared beneficiaries, some sort of follow-up will help consolidate the outcomes.** The project was correct in the selection of beneficiaries as it prioritized those with less capacity to deal with the consequences of climate change.
- **LL 3. The decision to carry out more national activities allowed for increased participation and impact.** Based on demand from the beneficiary countries and supported by a correct analysis, the decision of the management unit to transform regional or subregional events into national ones was essential to enhancing visibility and impact.
- **LL 4. The increase in local capacity is one of the major by-products of the technological support requested by the beneficiaries.** The transfer of know-how to the benefit of the local environment was a decisive component in building local capacity.

### XIII. RECOMMENDATIONS

For ECLAC as the leading organization offering technical support, and for member countries:

- **R 1. There is a need to outline a set of common standing positions for Latin American and Caribbean countries faced with advances in public and private labelling.** With its long experience in trade and climate change, ECLAC could certainly lead this process.
- **R 2.** It is expected that the relationship between trade and climate change will be part of the new trade agreement process. In this case, **ECLAC could be entrusted to study the most convincing positions for Latin American and Caribbean countries** in accordance with its specific mandate to offer technical support to member countries.
- **R 3. Continue and promote public-private partnerships, which have been crucial to enhancing the impact and sustainability of the project's initiatives and goals.** It is important to promote the continuation of these structures: beneficiary countries should encourage the increased participation of private stakeholders. The success of these partnerships can also be extended to other areas.

For the operational divisions of ECLAC:

- **R 4. Adaptation and flexibility are the main keywords for “supply-driven” projects.** The right balance between clearly identified objectives and outcomes and the capacity to adapt to the real needs of beneficiaries—which has been a cornerstone of this project—is a “good practice” for the organization that deserves to be comprehensively assessed and replicated.
- **R 5.** Frequent institutional changes mean that **it is important not to rely exclusively on a single institution, since it should be more efficient to engage multiple stakeholders.** This obviously demands a careful preventive analysis that should be part of project's design, or at least included in the inception phase.
- **R 6. Stakeholders' commitment to project activities and outcomes increases when the issues are presented through local cases and experiences.** While this clearly demands an extra effort and more resources, it showed a clear value added in terms of effectiveness.
- **R 7. The need for adequate follow-up to avoid the loss of momentum should be part of the project from the design stage, and should be adequately resourced.** It is in the interest of ECLAC to create and cultivate a network of interested stakeholders, as an important asset for future developments. Priority should obviously be given to the use of the latest technological media, but technical assistance and presence should not be set aside.
- **R 8. To increase and facilitate the transfer of know-how, the use of specialized international providers should be combined with the presence of local consultants.** When international consultants are involved, they should be “obliged” to share new competences with local experts: the forms and conditions can obviously be adapted to the local circumstances but the obligation should be included in the contract, together with clearly defined expected results and modalities for control and monitoring.

# I. EVALUATION SCOPE

1. The Development Account (DA), established in 1997, is a mechanism to fund capacity development projects implemented by the economic and social entities of the United Nations. The DA adopts a medium- to long-term approach in helping countries to better integrate social, economic and environmental policies and strategies in order to achieve inclusive and sustained economic growth, poverty eradication, and sustainable development by building the socioeconomic capacity of beneficiary countries through collaboration at the national, subregional, regional and interregional levels. The Development Account's operational profile is further reinforced by the adoption of pilot approaches that test new ideas and eventually scale them up through supplementary funding, and the emphasis on integrating national expertise into the projects to ensure the national ownership and sustainability of project outcomes.
2. The project "Strengthening the national capacities of export sectors in Latin America and the Caribbean to meet the challenges of climate change" was designed within the framework of the DA programme to be implemented during the period 2011-2013 with a total budget of US\$ 605,000. It sought to strengthen the national capacities of Latin American and Caribbean export sectors to meet the challenges, and exploit the new opportunities arising from the growing influence of climate change regulations on international trade. According to UN rules and regulations, programmes must be evaluated on a regular basis as part of the general strengthening of the evaluation function to support and inform the decision-making cycle. The final assessment of the project should therefore examine all project activities and consider both anticipated and unanticipated results. The main purposes were defined as:
  - Analyse the design of the project and the relevance of its stated goals to the thematic area and region in which it was implemented.
  - Assess the project's level of efficiency in implementing its activities, including its governance and management structures.
  - Take stock of the results obtained by the project and evaluate the extent to which it achieved its objectives.

# II. METHODOLOGY

3. The assessment encompassed three different stages of the project (design, implementation and results) and was structured around four main standard criteria: relevance, efficiency, effectiveness and sustainability, plus another two criteria added to complete the analysis (coordination and complementarities, and value added of ECLAC). A set of evaluation questions based on these criteria was prepared to guide both the collection of information and the analysis. The evaluation criteria were as follows:
  - **Relevance:** the extent to which the project and its activities are suited to the priorities and policies of the region and countries at the time of formulation, and the extent to which they are linked or related to the mandate and the programme of work of ECLAC.
  - **Efficiency:** measurement of outputs (qualitative and quantitative) in relation to inputs.
  - **Effectiveness:** the extent to which the activities attained their objective and expected accomplishments.
  - **Sustainability:** the extent to which the benefits of the project are likely to continue after funding has been withdrawn.



- **Complementarities:** the extent to which the activities and the outcomes of the project have been able to establish, exploit or strengthen linkages with other actions implemented by ECLAC, other UN bodies or local organizations.
  - **Value added of ECLAC:** the extent to which the project's activities and outcomes have confirmed the advantages of the intervention by ECLAC, with special reference to the promotion of human rights and attention to gender concerns.
4. The main modalities for information and data collection were:
- **Collection of secondary data:** credible, confirmed data are always the basis for any evaluation exercise. It was planned that, besides the large amount of data available to ECLAC, information would be obtained through the research of other sources at country level that can help provide an understanding of recent developments. Moreover, the availability of the final report prepared by the management team of ECLAC (unavailable at the moment of methodology preparation) would have added a useful source;
  - **Collection of primary data:** it was planned that this would be carried out through: (a) a set of direct interviews with the main stakeholders at ECLAC and with country-level partner organizations, and (b) an online survey of participants in the main project actions (workshops and international seminars).
  - The interviews were planned to be held with the local project managers (“focal points”), the representatives of the international company that provided the field services for the carbon footprint measurement, and the member of the ECLAC team in charge of the project.
5. The main assumptions guiding the assessment were:
- That the climate-change effects of international trade are an important issue both for national authorities and the business environment;
  - That participation in project events and activities was motivated by a “new” need to be informed on climate-change impacts, as a consequence of behavioural changes in the main international markets (especially Europe);
  - That the outputs of the projects helped build and consolidate awareness of the importance of preparedness and action in relation to climate-change impacts on international trade.
  - That the businesses involved in carbon footprint measurement were able to reduce their footprint and adopt specific measures to that end.
  - That the message of a “new” enlarged awareness was evident in the new initiatives launched at the national and local levels.

### III. ACTIVITIES

6. At the start of activities in early February 2015, the expert focused on three main research areas (sources, online questionnaire and personal interviews), in accordance with the above methodology:
- The collection of secondary data from different sources.
  - The preparation of the online questionnaire.
  - The selection and invitation to interview of individuals from ECLAC and local organizations.

The expert gratefully acknowledges the strong and continuous support provided by the members of the management team of ECLAC (even while they were engaged on other missions): the research and collection of information would have not been possible without their availability and engagement.

The **collection of secondary data** commenced with the documents made available in a Dropbox file prepared by the management team of ECLAC. For other sources, the expert examined documents available on the websites of ECLAC and other organizations (UNCTAD, WTO, World Bank, ICTSD, EU and others). The reports of the management unit, together with notes from the focal points, provided substantial sources of information.

For the **interviews**, the expert followed the suggestions contained in the available documentation and selected two groups: (a) the organizations that worked as focal points or local organizers during project's local events and (b) the ECLAC officials who worked on project implementation. The first group contained eight individuals (seven of whom answered the expert's request and were interviewed); the second group contained 4 officials, all of them interviewed.

The **online questionnaire** was designed to address the main topics of the research, and included the following sections: (a) identification of the person (country, sex, education, place of work, type of engagement); (b) participation in project activities; (c) knowledge and appreciation of project outputs or documents; (d) appreciation and use of project's outputs or outcomes; (e) a space made available to ensure the inclusion of "qualitative" information to complete the assessment. In general and insofar as possible, all main questions were kept "closed" in order to facilitate completion (the estimated time to complete the questionnaire was between 5 and 10 minutes). The main working hypothesis was to address the two main sets of beneficiaries: participants in events (workshops and international seminars) and enterprises that participated in the carbon footprint measurement exercise. Even though there was some overlap between these two categories, it was decided to keep them separated for the purposes of the exercise because the participation modalities, results and reactions were different. Effectively, it may be said that the participants in workshops and seminars were "passive" beneficiaries, whose responses must be investigated in terms of the quality of the message received and how they used it, while the enterprises were "active" beneficiaries, not only because they participated directly in activities but also because they are currently in a position to directly use the results in their productive and marketing behaviour. To build these two universes, the expert took the names and addresses collected in the files related to the participants in each event. According to the figures provided by the management team, 1,562 persons participated in events. However, this figure included participants whose email addresses were not on record, and others whose addresses appeared more than once. To separate the universes, the expert first researched individuals belonging to enterprises participating in the carbon footprint exercise: this created a first universe of 103 persons. He then removed the names included in the enterprises universe, and those of participants named twice, from the general participants' list, when eventually contained 991 names. The two universes yielded a total of 1094 names. In term of statistical value, both universes appear to be comfortably large enough to adequately represent the beneficiaries.

7. The questionnaires were sent on 16 April 2015 with a presentation letter that briefly explained the scope, contents and modalities of the research. The overall results are summarized below.

Questionnaire type	Total emails sent	Incorrect addresses	Cancellations	Effective emails sent	Number of responses	Response rate
General	859	117	2	740	120	16%
Enterprises	95	12	0	83	14	17%

8. Some preliminary comments:
- The difference between the total number of participants as declared in official documents and the number addressees to whom emails were sent (the reference universe for our questionnaire) is more than 50%; in other words, a significant reduction. The likely causes of this are: (a) participants that changed job or email address; and (b) the failure to register, or the erroneous registration, of email addresses. Considering that the capacity to reach out to participants through the most up-to-date method of communication is extremely important in any awareness-building strategy (such as this project was supposed to implement), the systematic collection of correct email addresses should be a real priority in the event that ECLAC organizes public events of the type promoted in the project;

- The number of responses is small; if we consider the official total number of participants mentioned in official documents as the reference universe (1,562 participants), then the response rate of 7.6% could be below the significance level for this type of exercise (since we do not work with a “targeted and purpose-built” sample, but with the “full” universe). Some explanations for the low response rate could be: (a) the time lapse between participation in events and receipt of the questionnaire, (b) the difficulty of the questionnaire (even though all but one of the questions were closed), (c) lack of interest and (d) lack of time. There was a set of questions for which the percentage of participants providing answers was even less than 7.6%. For example, between 65 and 78 responses (representing 4.1% to 4.9% of participants) were received for questions 12-19 of the general questionnaire. This could support the hypothesis that the questionnaire was too complicated to be easily completed, as these questions appear more complex than the others. Consequently, the questionnaire results must be treated with some caution as indicators of actual efficacy and impact: the responses cannot be used as a basis for general considerations but only in support of existing ones. If “lack of interest” is the reason (further research is needed to validate this hypothesis), then the communication strategy should be rethought.
  - The responses to the question on “participation in project events” were also striking: on average only 75.6% of respondents confirmed their participation. Considering that the lists were supposedly built on the basis of actual participants (as available in the aforementioned Dropbox folder), one wonders how these lists were collated. Some explanation for this fact could be: (a) the participant was not interested in the event, did not see its relevance to his work, or it did not leave a good memory; (b) doubts over the methods used for building the list of total participants.
  - The next step was the **processing and organization of data/information**: this was done using the information matrix presented in the inception report and built on the basis of the evaluation questions agreed with ECLAC. Annex 1 contains a full record of the information collected and processed. The data processed and organized in this way enabled the assessment of each evaluation question through the specific analysis of each judgement criterion, based on results for each of the attached key performance indicators.
9. The assessment was conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG). In accordance with DA criteria, the evaluation focused on the capacity of the project’s outcomes to:
- Result in durable, self-sustaining initiatives to develop national capacities, with measurable impact at field level, ideally having multiplier effects;
  - Be innovative and take advantage of information and communications technologies, knowledge management and networking of expertise at the subregional, regional and global levels;
  - Utilize the technical, human and other resources available in developing countries and effectively draw on the existing knowledge, skills and capacity within the United Nations system;
  - Create synergies with other development interventions and benefit from partnerships with non-UN stakeholders.
- In particular, special consideration was taken to assess the extent to which the activities and products of ECLAC respected and promoted human rights. This included consideration of whether the Commission’s interventions treated beneficiaries as equals, safeguarded and promoted the rights of minorities, and helped to empower civil society. During the evaluation process, the evaluator, in keeping with consolidated gender and human-rights perspectives, set out the conditions for the participation of all beneficiaries and developed an approach that respected the values and differences of the persons contacted throughout the evaluation process: this satisfied the need for adequate representation and allowed them to express their opinions and feelings in a free and credible environment.
10. The evaluation exercise was somewhat limited as a consequence of its basic methodology: it was performed mostly as a desk study without direct relations with final beneficiaries, except for the few interviews with focal points. It therefore depended on the data and information produced by

stakeholders, with very limited capacity for triangulation with other sources. Moreover, the relatively low response rate to the questionnaires, especially for the most structured questions, reduced the validity of this source of information. Another critical issue was the length of the process, which far exceeded the planned schedule owing to the time needed to exchange comments. Finally, indirect contact with the team in charge of the evaluation did not always produce real value added.

## IV. STRUCTURE AND ACHIEVEMENTS OF THE PROJECT

11. The project was launched in late 2011 and the main activities were completed by December 2014. The following tables (built by the author using data from the Project Progress Reports of 2012, 2013 and 2014) show the evolution of budget allocations and the development of the use of resources:

Objet class	Code/description	2011 project document	After revisions	Change
602	General technical assistance	38 500,00	64 897,24	26 397,24
604	Consultants and expert groups	310 500,00	145 920,00	-164 580,00
608	Staff travel	46 400,00	33 936,00	-12 464,00
612	Contractual services	48 000,00	198 646,76	150 646,76
616	Operating expenses	12 000,00	12 000,00	0,00
618	Supplies	0,00		0,00
621	Seminars and workshops/ fellowships	149 600,00	149 600,00	0,00
	<b>Total (dollars)</b>	<b>605 000,00</b>	<b>605 000,00</b>	<b>0,00</b>

Objet class	Code/description	2012	2013	2014	Total expenses
602	General technical assistance	24 112,39	40 784,85		64 897,24
604	Consultants and expert groups	10 399,59	53 181,12	67 338,78	130 919,49
608	Staff travel	9 835,23	10 400,55	13 694,03	33 929,81
612	Contractual services	1 487,89	190 932,70	6 218,36	198 638,95
616	Operating expenses	6 517,30	3 510,29	1 669,18	11 696,77
618	Supplies				0,00
621	Seminars and workshops/fellowships	67 768,18	33 500,94	43 637,16	144 906,28
	<b>Total (dollars)</b>	<b>120 120,58</b>	<b>332 310,45</b>	<b>132 557,51</b>	<b>584 988,54</b>

From a quick look at these figures, three considerations emerge:

- There was embedded flexibility in the budget, with changes in allocations equal to 29.2% of the total budget;
- The utilization of resources (except for the peak during the second year due to the footprint measurement exercise) was quite steady, as it followed a set of standard and well designed activities (mainly workshops and seminars) replicated in each country;
- The management respected the planned duration (the project design was approved in late 2011 and activities commenced in early 2012).

12. The following table summarizes the activities implemented by the project management, in comparison with those planned in the project design:

	Project design	Activities implemented
Duration	Three years (2011-2013)	Three years (2012-2014)
Budget	US\$ 605 000	US\$ 584 988.54
Countries	Six Latin American and Caribbean countries	Five countries: Colombia, the Dominican Republic, Ecuador and Nicaragua involved as direct participants, Honduras added thanks to extra resources. Argentina, Peru and Uruguay were partial beneficiaries (some capacity-building activities)
Sectors	A number of specific export sectors will be selected from those with greater exposure to climate change-related initiatives in third markets and underdeveloped capacities to meet such requirements, in particular within agriculture and agro-industry	- Food sector only since the launch. - Specific food products at country level.
A 1.1 training materials	Preparation of training materials on the implications for Latin American and Caribbean exports of public and private climate change-related initiatives in the region's main export markets, including: (a) An overview of export sectors in each participating country, (b) A manual detailing the various existing methodologies for carbon footprint measurement, (c) A comprehensive report documenting the existing climate change-related measures applied by developed countries to imports of agricultural products, (d) A manual on how to identify existing exporter support facilities	Two manuals were prepared as training materials for capacity-building activities: (a) <i>Huella de carbono y exportaciones de alimentos. Guía práctica</i> , 2012 (b) <i>Huella de carbono, exportaciones y estrategias empresariales frente al cambio climático</i> , 2013 Country profiles of export sectors and environmental indicators, which show their vulnerability to climate change and carbon reduction regulations, were used at the last national workshop
A 1.2 workshops	Two subregional training workshops to build capacity	Due to the interest expressed by national focal points in strengthening in-country capacity-building activities, the two subregional workshops were replaced by 15 national workshops (workshops 1 and 2) in eight countries
A 1.3 meetings	Organization of one international high-level meeting	Three International Carbon Footprint Seminars were organized at ECLAC headquarters in 2012, 2013 and 2014 respectively. Two end-of-project seminars and one regional coffee seminar
A 2.1	Preparation of an overview report of good practices	The report <i>Huella de carbono, exportaciones y estrategias empresariales frente al cambio climático</i> presents 13 cases of public-private best practices dealing with the environmental footprint of food products
A 2.2 field studies	Field studies prepared for each of the selected industries, involving in-depth interviews with all relevant actors to identify the weaknesses and reinforce the strengths of public policies aimed at improving the private sector's competitiveness in the context of present and forthcoming climate change-related measures, including rigorous evaluation of public policies and strategies	10 field studies conducted in five countries to calculate the carbon footprint of seven different food exports produced by 44 firms and producer associations: stevia and physalis (Colombia), cocoa and bananas (Dominican Republic), palm oil and shrimp (Ecuador), palm oil (Honduras), and cocoa and coffee (Nicaragua)
A 2.3 forum	Organization of one combined national high-level forum and workshop in each target country	The project responded to the interest expressed by national focal points by organizing 12 national workshops (workshops 3 and 4) in eight countries
A 2.4	A publication capturing and analysing the information gathered during the project	Preparation of the publication is under way.
A 3.1 workshops	Organization of two subregional training workshops	The project responded to the interest expressed by national focal points in strengthening in-country capacity-building activities by organizing four national workshops (workshop 5) in four countries

A rapid reading of the above table shows that the initial project design was subject to a large number of changes in terms of the activities actually implemented. Two major changes were that national workshops were used more extensively than large regional ones, and that the field studies were transformed into carbon footprint calculation exercises for selected enterprises. Both changes respected the core approach of the project, i.e. that better and authoritative information is the main tool for increased awareness as a basis for change. The project management was evidently able to fully exploit the flexibility of the project design to better respond to the needs and demands of the selected beneficiaries. This is

especially remarkable considering the total number of events organized and publications produced (“credible information”), which increased the project’s impact and outreach capacity.

## V. RELEVANCE AND DESIGN

13. As many documents have acknowledged, climate change is a “wicked problem”; it thus contrasts with “tame” problems with clear definitions and possible credible outcomes. Tame problems may be readily identified as either solved or not solved. However, in the case of climate change, there is little agreement on an appropriate definition of the problem, let alone an appropriate solution. While economics has played an important role in assessing climate impacts and alternative mitigation strategies, economists need to broadly engage with other disciplines and society at large if they are to successfully participate in the analysis of climate change, hence the complexity of this problem. If climate change is a “wicked problem”, it means that there are no clear-cut solutions. This does not mean that we should delay before taking concrete steps to deal with this issue; on the contrary, it demands that action be taken immediately, particularly in countries where consequences of climate change could impose severe burdens on production capacities and populations, especially the poor.
- Complexity of climate change issues**
14. Latin American countries have been attentive to the consequences of climate change for a number of years. This is especially true of the region’s larger countries, where CO<sub>2</sub> emissions accounting has been in place for some time, and has already led to the adoption of some mitigation measures. And ECLAC has long given attention to the consequences of climate change for Latin American and Caribbean countries, as is readily apparent from the documents produced and the activities implemented. The acknowledgement that since 2000 only four Latin American and Caribbean countries have managed to reduce their CO<sub>2</sub> emissions serves as a warning that the climate change consequences can have a deep effect on the region. Faced with a rapidly evolving context and considerable uncertainty, there is little accumulated experience from which to draw lessons for Latin American and Caribbean governments and other stakeholders. The project starting point is thus precisely the acknowledgement that climate change is pervasive and will impose a new agenda in all economic sectors and all economic and social policies at the national and international levels. Consequently, there is a general need to develop the conditions that would increase awareness of the links between climate-change consequences and the economic and social domains. It should also be noted that the project relates directly to Millennium Development Goal (MDG) 7 (specifically Target 7.A, “Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources”) and MDG 8 (specifically Target 8.A, “Develop further an open, rule-based, predictable, non-discriminatory trading and financial system”).
- Problem analysis:**  
**(a) Importance of the awareness of climate change consequences**
15. In general, the awareness of climate-change impacts in the policies of Latin American and Caribbean countries is mixed: while studies and activities have commenced in some of the larger countries, in others an incipient awareness has not led to the consolidation of proper programmes and policies, leaving a critical empty space from which new risks could emerge. The project’s problem analysis correctly pointed out these weaknesses and defined objectives to fill this space. Regional public policies on climate change issues suffer from marked difficulties, such as a lack of institutional capacity on the part of ministries and public agencies to grasp and create new visions, and limited budgets without real problem analysis or the assignment of definite tasks. This is the most common scenario, although some interesting experiences have been reported, mostly by private economic actors, and some of the larger countries have developed sound policies over a lengthy period. The project design noted that this scattered, reactive approach could be a burden in the near future when more specific policies could begin to take effect, especially for countries which place less emphasis on climate change in the local context and in policies.
- Problem analysis:**  
**(b) Weaknesses in the Latin American public and private context on climate change**



16. In general, the responses of Latin American and Caribbean enterprises to climate-change impacts have been triggered by the behaviours of the destination markets, especially where foreign importers have demanded adaptations. In November 2009, President Nicolas Sarkozy of France declared, “we need to impose a carbon tax at [Europe’s] borders. I will lead that battle.”
- Problem analysis:**  
**(c) The risk of “green protectionism”**
- Around the same time Nobel-prize winning trade economist, Paul Krugman, issued his own endorsement, arguing that carbon taxes at the border were “a matter of levelling the playing field, not protectionism.”
- The World Trade Organization (WTO) also gave a cautious nod in a 2009 report issued jointly with United Nations Environment Programme (UNEP), which stated that, “rules permit, under certain conditions, the use of border tax adjustments on imported and exported products”. In the European Union, no clear policy initiatives have so far been taken in relation to border tax adjustments. But President Sarkozy’s call for the European Union to adopt carbon taxes, and to impose adjustments at the border for these taxes, reflected his view that the idea was now “progressing” among EU leaders “because it is more and more understood, not as a protectionist measure,” but as a way to “rebalance the conditions of free trade and competition... Otherwise, it is a massive aid to relocations. We cannot tax European companies and exempt others.” Lord Turner, Chairman of the Committee on Climate Change of the United Kingdom, while noting that the distribution of free carbon permits to affected companies had for the time being addressed competitiveness concerns, stated that border tax adjustment might be a better solution in the future: “looking forward, we should keep an open mind about the two approaches”. It would thus be better to be “proactive” in the near term to address any incipient “green protectionism” that may emerge. Strengthening the capacities of governments and exporters to meet challenges and exploit new opportunities is a credible and functional objective for this type of intervention.
17. Labelling schemes, such as carbon footprint and energy labelling, help consumers make informed decisions that take into account the relative energy efficiency of a product compared to other similar products. Environmental standards for food products and environmental labelling are already being adopted in some countries, without a proper international debate. The most popular approach is labelling based on the product’s carbon footprint, which reflects the carbon emissions generated in production, processing and transportation. As the project design correctly points out, most labelling initiatives are associated with private voluntary standards (PVS), as recently launched by retailers in both the European Union and the United States. PVS are likely to impose additional costs on suppliers. Measures have been taken by governments to restrict the sale or prohibit the import of products that are not energy efficient, or to ban products that use or contain certain greenhouse gases. However, since bans and prohibitions have a direct impact on trade (by removing or reducing trade opportunities), these decisions should be taken with some caution: it is evident that exporters from supplier countries are at risk of prohibition or some sort of marginalization, and therefore stand to lose market share. The approach taken by a number of countries over the last two decades has been to put a price on the release of CO<sub>2</sub> into the atmosphere by imposing taxes on the consumption of fossil fuels according to their level of carbon content. In addition to economic incentives, governments have also used traditional regulatory tools as part of their climate change mitigation strategies. Such requirements are accompanied by implementation and enforcement measures, such as labelling requirements and procedures to assess conformity. These issues were influential in the definition of the main project objectives and activities. Indeed, the potential development of such measures was part of the justification for the project and led to the design of activities focused on the carbon footprint.
- Problem analysis:**  
**(d) Labelling schemes: new tools for carbon footprint reduction or new trade barriers?**
18. More importantly, most carbon accounting methodologies and carbon labelling schemes have been developed in industrialized countries, so they tend to reflect these countries’ own approaches and biases, presenting a risk of negative effects for products from developing countries. The project design correctly emphasized that carbon accounting methodologies and labelling schemes developed in industrialized countries also tend to increase the importance of air transport in carbon footprints, thereby encouraging the purchase
- Problem analysis:**  
**(e) The danger of carbon accounting methodology managed only by rich importing countries**

of locally sourced products. The participation of Latin American and Caribbean countries in the development of methodologies for carbon footprint measurement remains quite limited: yet another reason to stress the urgency of greater and more vocal participation in the official spaces where these methodologies are discussed and approved, in order to ensure that the specificities of Latin American and Caribbean products and technologies are taken into consideration. Moreover, the direct implementation of such methodologies requires technical and human capacities that are not always available in developing countries, creating an additional barrier. The project objectives correctly responded to the region's needs and weaknesses with reference to carbon footprint methodologies by pushing for a specific carbon footprinting exercise aimed at measuring carbon contents and building local capacity to further the experience.

19. Although the project suggests trade policy as a mechanism for facilitating compliance and participation in the global mitigation of climate-change consequences and for supplementing domestic measures to

**Project rationale:**  
from increased awareness to  
more effective actions

internalize the cost of climate distortions, it also stresses that Latin American and Caribbean exporters need to be prepared for any possible solution: besides studying and evaluating the possible policies and direct consequences of import countries' decisions, efforts should be invested to convince the business sector of the importance of carbon footprint measurement as a first step in the climate-change adaptation and mitigation process. Such efforts would allow the rationale of the project to clearly emerge, together with the theory of change behind it. The carbon embedded in internationally traded agricultural and food products, its measurement, and different ways of communicating its climate impact, are a rapidly emerging factor in agricultural production, processing and trade. Emerging private sector-driven carbon-labelling schemes, which are mainly non-statutory, raise a number of issues. By design, they will alter costs and benefit-sharing across a wide range of stakeholders, including producers and consumers, the public and private sectors, and developing and developed countries, at all levels of globally dispersed value chains. In many countries where product standards and labelling are an issue, governments are not necessarily in the vanguard, and private companies often lead these initiatives. The project design thus correctly defines the three main problems facing the exports of Latin American and Caribbean countries: potential "green protectionism", possibly structured around labelling for carbon contents, the carbon footprinting methodologies developed by rich countries (mainly importers from Latin American and Caribbean region), and the weaknesses of regional institutions. Increased awareness among government agencies, export associations and other relevant stakeholders of the potential impact of climate change on export competitiveness, together with improved capacity of Latin American export sectors to identify new trade opportunities by incorporating climate change-related requirements into their products and services, will build the capacity of Latin American export sectors to meet the challenges and exploit the opportunities derived from climate change-related initiatives on trade. The final long-term outcome should be the increased capacity of Latin American and Caribbean countries to consolidate and enlarge their share of global international markets. The approach thus aims to raise awareness of the risks among authorities and economic operators to create internal momentum for more effective action within each beneficiary country, either in the form of public decisions or as changes in the behaviour of private operators. The project design rested on two assumptions: first, that the project constitutes an "offer" for potential interested beneficiaries (rather than a specific action to address a definite problem) and should therefore avoid specificities and focus more on common (or supposedly common) problems; and second, that it offers explicit "technical assistance" to increase institutions' awareness, rather than precise instructions on how to deal with the issue at the sector or enterprise level.

20. Interestingly, the project's general approach aimed to stimulate the participation of both public and private actors, since on the one hand both can benefit from the technical assistance provided, and on the other because climate-change effects

**Project target:**  
interrelationship between public  
and private sectors as a priority  
area for action

raise issues so complex that a successful response requires the coordination of all actors. In the words of one ECLAC official: "What we wanted to stress was the need for interaction between the public sector and the private sector in such matters as climate-change impacts and



responses, which touch on issues and domains that are too extensive for any single actor to tackle: we pushed to have them both involved at different levels (support for the local export promotion organizations, technical assistance for the enterprises in the form of carbon footprint measurement). The establishment of “public private roundtables” as a coordination mechanism was a core aspect of the strategy”. Accordingly, the focus on dialogue between the public and private sectors was emphasized from the design stage as a potentially fruitful instrument.

21. The problem analysis helped define the scope for carrying out activities, mainly consisting in the provision of updated information and technical assistance on methodologies.

**Project design:  
the “supply-driven” offer and  
consequences for the project design**

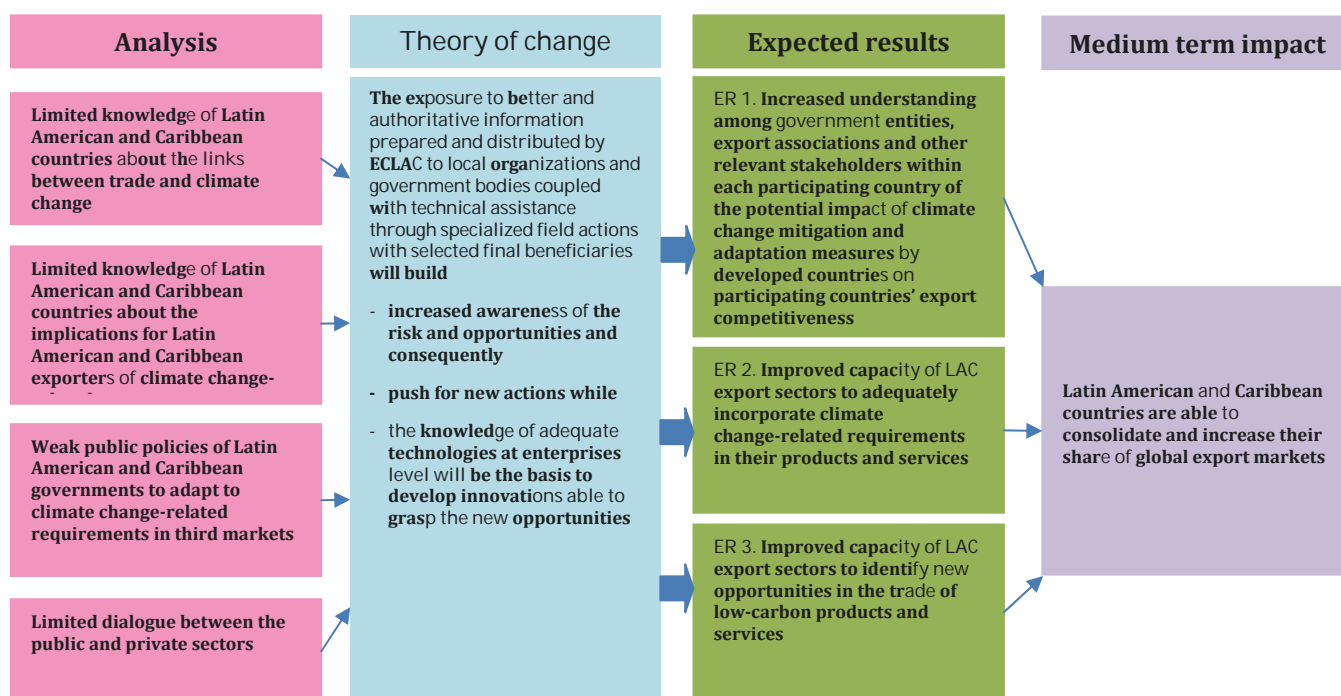
The activities plan contained no specific mention of what would later be the main focus of the activities, namely the food sector and its carbon footprint. That the project design did not contain direct documentation on the quantitative or qualitative effects of the climate change adaptation or mitigation measures decided in importer countries could be partly explained by a basic condition of the project implementation: as an “offer” made to potential beneficiaries, any specific analysis of a particular sector, industry or country could have limited the project’s appeal and interest for some countries. It was therefore decided to focus on the general analysis of the problems supposedly faced by all countries, with the potential activities left unspecified to allow for better identification once the beneficiaries had been selected. This assumption was subsequently confirmed in the interviews with ECLAC officials: “we were convinced that Latin American and Caribbean countries could be particularly affected by climate-change adaptation measures unilaterally decided by importer countries, owing to the large volume of agricultural exports, especially to the European Union and the United States. The title in the project design did not mention “agro-products” as such, in order to stimulate interest, but the focus on the agricultural sector was evident”. Nevertheless, the overall credibility of the project could have been increased if the design had given better definition to the specific sectors to be included in the activities, and to their quantitative importance for the region. Since its inception, the project’s official title has been “Strengthening the national capacities of export sectors in Latin America and the Caribbean to meet the challenges of climate change”, with no mention of the special relevance of the food production sector, which was essentially the only one in which activities were carried out from the beginning. The Spanish title in official documentation was later changed to: *Reforzamiento de las capacidades de los gobiernos y exportadores de alimentos para adaptarse a los requisitos del cambio climático* (“Strengthening the capacities of governments and food exporters to adapt to climate-change requirements”). No official explanation for the switch has been given. Also absent was the important link between agricultural export trends and local employment, which was later correctly identified as a major issue. It should be emphasized that it would have been easy to strengthen the good analysis provided in the design with some more precise indication of objectives, while a quantitative analysis of the context would have increased the relevance and credibility of the proposal. While it is true that the focus on the agricultural sector was evident as the main priority in the project design, a more precise declaration of intent would nevertheless have been appreciated: neither agriculture nor carbon footprinting are mentioned in the definition of objectives and expected results. A basic quantitative analysis of Latin American and Caribbean exports would have pointed out that agricultural exports as a whole account for about 20% of total exports and that the market most likely to implement “green protectionist measures” (the European Union) accounted for 18% of total agricultural exports (2010). At risk, then, are 3.6% of the region’s total exports, with a value of US\$ 33 billion: such a statement would have given more authority to the proposal from the very beginning. Moreover, for many years it has been known that changes in soil use are the major source of CO<sub>2</sub> emissions for Latin America and the Caribbean, accounting for over 40% of the total, with the enlarged agricultural sector contributing 20%.

22. The logic of the project is well structured, from problem analysis to the definition of main outcomes and potential long-term impact. The three expected results (increased understanding among stakeholders of the potential impact of climate change on export competitiveness; improved capacity of Latin American and Caribbean export sectors to adequately incorporate climate change-related requirements in their products and services; and

**The logical framework: expected  
results and indicators as  
evidence of the project’s core**

improved capacity of Latin American and Caribbean export sectors to identify new opportunities in the trade of low carbon products and services) mostly define a new quality needed in institutions and in private actors to deal with the consequences of climate change. The theory of change embedded in the project’s design identifies exposure to better and authoritative information for organizations and government bodies as a driver of increased awareness, which consequently will push for new actions, while knowledge of adequate technologies at the enterprise level will be the basis to develop innovations. In accordance with this approach, the main implementation modalities took the form of standard “knowledge” packages typically provided by ECLAC (the preparation of general and focused documents, the preparation of studies on particular issues to be used as training materials, the organization of training workshops and international seminars, field studies carried out for each of the “selected industries”, and the production of final summary documents). Interestingly, the project design deliberately chose to avoid any specific identification of contents, contrasting with a clear definition of what the instruments were supposed to produce. This was unavoidable, considering that a “supply driven” proposal was prepared for unknown beneficiaries. There must therefore be an embedded flexibility in the action plan that should permit the subsequent adaptation of activities to the needs and demands of the selected partners. As noted above, the greatest effort made during project implementation (i.e. to measure the carbon footprint of food products) is not mentioned at all in the design. The design seems to be based only on improved information and consequent knowledge as the major tool to activate the expected changes: the publication of studies and the holding of workshops are the instruments with which to achieve the distribution of information that will be the main driver of change. This is evident in the indicators defined in the logical framework. The indicator for expected result 1 refers to the direct acknowledgement by beneficiary participants that their awareness of the problem increased (75% confirmed that this was the case). The indicators for expected results 2 and 3 were intended to measure changes in behaviour (the final step in the project approach): while these were correctly defined as the number of private-sector and public-sector stakeholders that act in consequence of the information received, the outcome was unclear. For each indicator, the result is given as 5 + 5 stakeholders: if these figures refer to each beneficiary country they are probably too high; if it is the continent-wide total for the project, then the outcome is minimal, considering that the project design provided for the participation of six countries. This would also mean that less than one private-sector stakeholder per country reacted positively, a minor result in view of the major efforts deployed by the project (see paragraph 31, point C).

23. In the following table the summarized rationale is presented for a better overview:



## VI. EFFICIENCY

24. The project management structure was well defined in the project design. The International Trade and Integration Division of ECLAC was the lead unit responsible for the overall technical coordination and execution of the project's activities. The Sustainable Development and Human Settlements Division and the Agricultural Development Unit of the Division of Production, Productivity and Management were to collaborate at substantive and technical levels and possibly participate in the implementation of specific activities. In practice, most of the work was carried out by the unit within the International Trade and Integration Division: it was initially formed of three experts, joined by a fourth after a few months. Not only did this unit manage all relations and negotiations with the beneficiaries, but it was fully engaged both in the production of the main documents and in the organization and implementation of events. The simple structure facilitated the decision-making process and enabled an optimized coordination and collaboration on the production of key documents that revealed a unity of purpose, style and approach. As one ECLAC official noted, "documents were expressly written not to be academic papers (avoiding the institutional language typical of ECLAC), but rather to distribute information and as didactic tools, so that they could have a larger impact and be redistributed at lower levels within organizations".
- Project management structure and collaboration with other units**
25. Considering the supply-driven nature of the project, the first step in the process was the selection of beneficiary countries. The management unit went through a credible selection process based on the assumption that, due to limited available resources, the project must address a small number of beneficiary countries (as already acknowledged in the original project design, which suggested six countries). The planned selection criteria (size, structure of the economy, exposure of exports to climate change, manifestations of interest, national capacity, share of carbon-intensive sector exports) yielded a wide choice. The main criterion in the selection process was to choose those countries where climate change was less present and less debated in the public domain as a guiding policy issue, thereby increasing the project's effectiveness and impact. The assumptions inherent to the project design appeared to be as follows: that interest in the project and its purpose should come from a substantial amount of countries; that the diversity of potential beneficiaries would add to the cumulative knowledge imparted and received; that to offer credible technical support to different beneficiaries, the planned activities should be flexible enough to allow adaptation, since the heterogeneity of the Latin American and Caribbean region as a whole, in terms of institutional capacities, export profiles, and environmental and trade policies, resulted in different contexts. The offer was submitted in a message from the organization to a first group of countries chosen by the management team on the basis of their apparent institutional weaknesses in terms of capacities and knowledge. The selected national counterparts proved a good choice from the beginning: local export promotion agencies also assumed the role of "focal points" to distribute information and collaborate in the logistics and organization of local events. The comments received during the interviews stressed that the negotiations with ECLAC were effortless from the beginning and throughout implementation. National export promotion agencies were chosen not only because they act in support of exports, but also because they have a consolidated network of businesses as potential final beneficiaries. Of the seven that responded, the management unit negotiated the conditions for the participation of the final four countries (Colombia, Dominican Republic, Ecuador and Nicaragua), funded from project resources, while Honduras was added later.
- The selection process to define beneficiary countries and organizations achieved the planned increase in potential impact**

26. The selection of countries and local counterparts was quite rigorous and careful, and enabled the project resources to have a “multiplier” effect in terms of the information and assistance distributed.
- Rigorous and careful selection of beneficiaries enabled an increase in the “multiplier” effect**
- The choice of trade promotion organizations as focal points was confirmed as credible, in their capacity to contribute to the success of the activities and to directly facilitate public-private partnerships. One of the most relevant outcomes of the selection process was the decision to establish public-private roundtables to partner the national counterpart institutions and give continuity to the project’s objectives. This allowed an increased dialogue among public officials and private-sector representatives about greenhouse gas emissions, climate change and exports, in keeping with the project’s main approach. Having a formal commitment by the focal points was an essential pre-condition for ensuring their continuous engagement, as the project could not provide a financial contribution for local human resources. The process was able to advance rapidly enough for the first events to be launched in March 2012 in Colombia. Country selection had an impact on the definition of the activities implemented: since the selected countries showed interest but had little domestic capacity to deal with climate change issues, the management unit decided to start with the production of basic documents in which concepts and analysis were developed in a simple language suitable for the intended beneficiaries (local businessmen, public servants, political representatives, etc.).
27. The project design was vague in terms of the sectors on which project activities should focus: the conditions for selection were that they should have significant exports flows and face potential risks as a consequence of unilateral measures taken by importer countries. As mentioned previously, the project focused on agriculture and specifically food exports, which are relevant in the participating countries’ export baskets and are highly exposed to carbon footprint labelling and other related requirements in destination markets (especially Europe). Following the consultations held with national counterparts during the first phase of project implementation, it was decided to carry out the national field studies in a specific domain, namely the calculation of the carbon footprint of two export products per country (by contrast, generic studies were mentioned in the project design). These products were to be identified through a public-private dialogue coordinated by the national counterparts in each country. For each product, it was intended that at least five producers would participate in the field studies. The final selection of the products was made by the local counterparts and confirmed during the interviews. Only in Colombia was a different criterion applied, since the exercise had already been implemented by the sector export organizations for the main agricultural exports (coffee and flowers): the marginal products selected were those with most potential on international markets (physalis and stevia). Again, some quantitative justification at the country level would have been welcome, but was lacking in the project documents: it should have been mentioned that just one product (coffee) accounts for more than 50% of Colombia’s exports to the main export market (the European Union). None of the other major food exports to the EU was included in the field study.
- The final selection of interested sectors focused on increasing potential impact**
28. The project was fully implemented in five countries. In four (Colombia, the Dominican Republic, Ecuador and Nicaragua), it was funded by DA resources, while Honduras was also included thanks to additional resources from the Regular Programme of Technical Cooperation (RPTC) of ECLAC; additional activities (basically workshops) took place in a further three countries (Argentina, Peru and Uruguay). Each of the five counterpart institutions had at least one staff member assigned to work on the project, financed with local funds. From the comments collected during the interviews, it was apparent that internal problems (such as changes in personnel or local political events) had in some cases caused the national counterparts difficulties in keeping to the schedule of activities (organization of national training workshops, selection of products and firms for field studies) but despite these setbacks the final results were outstanding. The main activities carried out were workshops and seminars in which ECLAC officials and/or other experts presented the main topics. A
- Main activities corresponded to the core approach of distributing information and knowledge**

total of 37 events (including the three international seminars on the carbon footprint) were implemented over the three-year period, directly reaching about 1,500 people. Most of these events took the form of capacity-building activities addressed to a wide range of relevant stakeholders, including government officials, representatives from business associations, agricultural cooperatives, academics and students. Another core activity besides these events was the field pilot studies conducted in five countries (Colombia, the Dominican Republic, Ecuador, Nicaragua and Honduras), where the carbon footprint was calculated of seven different food export items, produced by 44 firms and producer associations.

29. One observation to emerge from the project implementation and field activities is how well the management was able to adapt to the contexts and needs arising from the selection of the countries, the sectors and the contents of the field studies in order to increase effectiveness and impact. Chapter IV has

**The changes allowed the adaptation of project contents and tools to real demand from beneficiaries**

already described some of the main changes in activities: the documents and studies produced (in the project design, four manuals or reports plus one final summary publication, compared with two studies actually produced), the field exercise (in the project design, field studies for each of the selected industries, compared with the unified carbon footprint measurement for selected enterprises), the number of technical assistance actions (in the project design four subregional training workshops, one international high-level meeting, one national high-level forum and a workshop in each target country, compared with 32 national events plus three international seminars). The main budget changes were as follows:

- In June 2012, budget line 604, “Consultants and experts” was reduced by US\$ 187,500 in favour of an increase of the same amount in budget line 612, “Contractual services”. This meant that single contracts could be signed for the carbon footprint measurement instead of a set of local national contracts for different purposes: this enabled a common methodology for all participants, and comparable measurements.
- Following this budget change, carbon footprint measurement was managed through a single contract, awarded in accordance with an international procedure.
- In March 2013, budget line 604, “Consultants and experts” was reduced by US\$ 25,000 in favour of an increase of the same amount in budget line 602, “General temporary assistance”. This redeployment increased the regional scope of the activities, allowing the presence of new countries and greater participation in events.

30. The decisions to change some features of the project’s design were due to:

**(a) Different approach in capacity-building activities.** Instead of the regional and subregional

**The good use of flexibility through a fine balance between administrative constraints and increased efficiency**

workshops and seminars suggested in the project design, it was decided to increase the number of national seminars since this was considered (after discussion with the national counterparts) a more effective way of ensuring more participants and keeping momentum going through multiple events. According to one ECLAC official, “we thought that national workshops had greater capacity to involve the participants and therefore convey a stronger message. We also thought that the inclusion of ‘national cases’ in the presentations would increase the potential impact. This was also more fitting with the selection of export promotion agencies as national counterparts and allowed also more visits to each country (we grouped events in neighbouring countries, within in short periods to minimize travel expenses).”

**(b) The unification of the carbon footprint measurement activity under a single contract** (in the design there were separate contracts for field studies for each country). This change allowed the same methodology to be used everywhere, and consequently led to comparable results and better suggestions.



31. The above changes illustrate the need for a degree of flexibility in project design and budget preparation when “supply-driven” projects are launched. However this flexibility must be coupled with the capacity of the management unit to understand emerging needs and consequently justify how newly proposed solutions can improve the quality and effectiveness of activities. The administrative flexibility to reassign resources within the project where appropriate (e.g. in order to hire the consultancy consortium needed for the field studies, the project was authorized to reassign funds from “Consultants and expert groups” to “Contractual services”) is a good practice that deserves to be reported as a lesson learned. Four points should be stressed by way of overall comment:

- (a) **The efficient use of resources:** a calculation of the cost of the events per person per day (1,476 person/days for the standard events, plus 437 person/days for the international seminars), gives a direct cost of US\$ 168 per person per day, based on the costs incurred by these activities as marked in the financial budget. Adding in local costs, the total could reach approximately US\$ 200 per person per day. This seems a reasonable amount that a typical enterprise would be happy to pay to receive useful information and training on important issues. A better assessment would require more information on local market costs for capacity-building events of this type.
- (b) **The field studies on carbon footprint measurement had some difficulties:** according to the implementation company, the required information was not readily available at the start of the implementation stage. Most of the selected beneficiary enterprises did not collect the requested information; errors, delays and missing data were frequent and obliged the team of experts to find ways to build a credible set of information. According to the interviews, the main reasons for these difficulties were: (a) the measurement was provided free of charge, which removed certain incentives for the participants to immediately comply, (b) the focal points did not put enough pressure on the companies, (c) there were consequences to the selection process, in that the availability of information was heavily dependent on the production process and size of the enterprises; in reality most selected firms were small and did not have efficient management procedures: for cacao and coffee access to information was easy, for shrimp quite difficult, and for palm oil moderate. Overall, this access depended on the commitment of the participating companies, which in some cases was not up to the expected level. Moreover, in many sectors the data collected were so strikingly different that building averages was, if not impossible, largely meaningless: this was also a constraint in the final step of building credible, generalized suggestions. In practice, limited resources confined participation in the carbon footprint exercise to a small number of enterprises: this in itself was a constraint in formulating general recommendations. Moreover, the collected data described production processes so different that the simple calculation of averages was a bit stretched (although these were finally published in the report, without comment or caution). Nevertheless, the main outcome of the exercise exerted positive influence to improve management, since carbon footprint measurement came to be considered a powerful management tool.
- (c) **The indicators used in reporting by the management unit were not changed** as a consequence of the different structure of the activities (especially the carbon footprint measurement), and so are not really suitable for assessing the overall outcomes: they should have been adapted to the increased number of direct beneficiaries. The project design appears to assume that at least one business per country should be effectively improved, according to the interpretation suggested in the previous chapter. With the changes (and 10 businesses per country directly involved), one positive response (the selected indicator for success in the project design) is no longer sufficient: it should have been updated to a credible number and consequently verified.

(d) **The format used (a standard set of events replicated in each country with a different focus for participants and contents) may be considered successful**, since it allowed a unified message to reach different groups of stakeholders and actors, while respecting local characteristics and approaches. The decision of the project management to transform planned subregional events into national events made a strong contribution to the project's success. National events were structured around two main issues (the general presentation of climate change impacts and carbon footprint measurement, and a set of national cases prepared expressly for the event). This format showed the importance of using national cases to increase attention and ownership: this was an added value that made the project more convincing to participants. Stakeholders appeared more committed to work on issues which they themselves identified as relevant: this is why the importance of combining the presentation of the project's objectives with the concrete benefits available through training material in the local language must be stressed. The international seminars added another layer of importance and interest to the project's activities. During the seminars, several distinguished panellists from government, business and academia presented the state of play in the fields of carbon footprinting, environmental labelling and business actions, with a special emphasis on the food and beverage sector. The list of panellists from outside the Latin American and Caribbean region included experts from Canada, France, Germany, New Zealand, the United States, the European Commission and the International Organization for Standardization (ISO).

## VII. EFFECTIVENESS

32. The questionnaires and research conducted by the project management show that project managed to fill important information gaps that were pervasive in the participant countries, in particular among agricultural producers and exporters directly affected by carbon footprint initiatives in their destination markets. The sheer number of events organized by the project (31 national workshops and capacity-building meetings, three international seminars, two end-of-project seminars and one regional coffee seminar) gives a good indication of the project's dissemination capacity among a large set of beneficiaries (according to official figures, 1,562 persons participated in the events). Most of the success of the events is due to the engagement and capacity of the local focal points and the central management unit. According to the responses to question 8 of the general questionnaire, 68% of participants received an invitation and 19.2% attended after participating in another project event: the selection of invitees was then finalized to offer the opportunity to the targeted beneficiaries. The actual characteristics of participants generally coincided with those intended in the project design: 86% were from private companies, government agencies or civil society (private sector 48%, public sector 28% and civil society 10%), the three main target groups selected for maximum impact. The diversity of stakeholders (public sector, private sector, academia, consultants, NGOs and others) allowed the project to reach out to different constituencies and so enlarge its impact. The satisfactory selection of the beneficiaries was confirmed by the questionnaire responses on motivations for attending the events: the two most important motivations were (a) to understand the link between climate change and trade and (b) to learn more about carbon footprint measurement. The interviews with focal points and the analysis of the questionnaire data showed that the project's success was largely due to the active engagement of local organizations: one more reason to compliment the management unit for choosing a methodology and counterparts that have proven responsible and trustworthy.
- The project's capacity to reach out to the targeted beneficiaries through well-packaged information was broadly acknowledged**

Theory of change

Actions

Findings

Impact

The exposure to better and authoritative information prepared by ECLAC and distributed to local organizations and government bodies coupled with technical assistance through specialized field actions with selected final beneficiaries will build

- increased awareness of the risk and opportunities and consequently
- push for new actions while
- the knowledge of adequate technologies at enterprises level will be the basis to develop innovations able to grasp the new opportunities

Two manuals were prepared as training materials for capacity-building activities:

1. "Huello de carbono y exportaciones de alimento", 2012
2. "Huello de carbono, exportaciones y estrategias empresariales frente al cambio climático", 2013

Plus two collections of papers:

- Informe del cuarto Seminario internacional sobre la huella de carbono "Huella ambiental de las exportaciones de alimentos de América Latina: normativa internacional y prácticas empresariales" ECLAC, October 2012
- Informe del quinto seminario internacional sobre la huella de carbono "Prácticas públicas y privadas para reducir las huellas ambientales en el comercio internacional" ECLAC, June 2013

The report "Huella de carbono, exportaciones y estrategias empresariales frente al cambio climático" presents 13 cases of public-private-bets practices dealing with the environmental footprint of food products

**Distributed via ECLAC and partners' websites**

- Five countries: four directly funded (Colombia, Dominican Republic, Ecuador and Nicaragua) plus Honduras with additional resources. Argentina, Peru and Uruguay participated in some capacity-building activities as partial beneficiaries.
- 27 national workshops in eight countries, plus an extra 4 national workshops in four countries
- Three International Carbon Footprint Seminars (2012, 2013, 2014)
- Two end-of-project seminars and one regional coffee seminar
- Establishment of public-private roundtables in five countries

10 field studies conducted | five countries to calculate the carbon footprint of eight different food export products coming from 44 firms and producer associations

- stevia and physalis (Colombia),
- cocoa and bananas (Dominican Republic),
- palm oil and shrimps (Ecuador),
- palm oil (Honduras),
- cocoa and coffee (Nicaragua)

Study findings summarized in a report presented and distributed during the workshops

- There were 28,622 downloads of the guides from the ECLAC website between 2012 and March 2015
- A Google search in February 2015 yielded about 281,400 results.
- The guides are available from the websites of: Inter-American Development Bank (IDB), United Nations Sustainable Development Knowledge Platform (SDK), International Institute for Sustainable Development (IISD), Union of Exporters of Uruguay, Ministry of Agriculture of the Dominican Republic, Forum on Climate Change and Trade in Latin America
- 1,567 people participated in the 37 national and international events
- Targeted selection of participants: 68% received an invitation, 19.3% attended after participating in another project event; 86% belonged to the main target groups (48% from the private sector, 28% from the public sector and 10% from civil society). More than 50% of participants had a university degree or higher.
- 93% of participants confirmed their satisfaction with the organization and content of the event. 91.8% confirmed that they had a better knowledge and understanding of the relationship between (...) and 73% said they would use the improved knowledge in their work.
- The cost of the events came to about US\$ 200 per person per day; a reasonable price in exchange for useful information and training on major issues.
- 70% of participants confirmed that the studies had been useful for their understanding of the issues and to cut costs and increase their energy efficiency and competitiveness. 67% said that they would implement the recommendations.
- 92% of enterprises confirmed that they would continue to measure their carbon footprint. ~~Some~~ they saw the advantages of doing so
- 80% of enterprises acknowledged that the final outcome of the footprinting exercise was a useful management instrument.
- The potential beneficiaries of the footprint measurement process include 22,000 producers, since 11 of the firms participating in the field studies (in the Dominican Republic, Honduras and Nicaragua) were actually cooperatives or associations.
- The firms involved in coffee, banana, cocoa and palm oil production informed their clients in Europe and the United States that they had measured their carbon footprints.
- "At the sixth International Carbon Footprint Seminar held by ECLAC, six project participants indicated that public-private partnerships had been established or strengthened thanks to the activities implemented through the project.
- The public-private roundtables established in five countries had been a catalyst, multiplying the effects of the project intervention by improving relations and increasing ownership.

**ER1 Increased awareness**

- 78% of participants confirmed that they had been in touch with other participants, with climate change the issue in 95% of cases.
- Several initiatives inspired by the project, in particular its component on the carbon footprint measurement of export products, recently launched in Colombia, Ecuador and Peru.
  - In four countries (Colombia, Ecuador, Dominican Republic and Peru), the export promotion organizations have established trade and climate change as a permanent area of work in their organization through the creation of a dedicated unit
  - Requests for carbon footprint measurement from other enterprises and sectors are a significant indicator of the multiplier effect.

**ER2 Improved capacity**

- Since May 2014, four countries (Costa Rica, the Dominican Republic, Guatemala, and Nicaragua) have been jointly implementing the project "Inventory of greenhouse gases (GHGs) in exporting firms in Central America".
- In Argentina, a draft bill was introduced in September 2013 to establish public policies to promote carbon footprint calculation and reduction. The draft bill was partly inspired by the ECLAC document, *Huello de carbono y exportaciones de alimentos: Guía práctica*.

**ER3 New opportunities**

- ECLAC promoted the coordinated participation of stakeholders, mainly coffee producers, from 10 Latin American and Caribbean countries (Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Nicaragua and Peru) in the European Commission's Product Environmental Footprint Category Rules (PEFCRs)
- 10 of the firms involved in the carbon footprint studies indicated that their participation had opened new export opportunities to them
- Some new opportunities reported by firms included:
  - Improving their sustainability profile with existing international buyers
  - Being approached by new potential buyers who valued the fact that they were measuring their carbon footprint
  - Improving their prospect of obtaining international certification of sustainability standards



33. To be easily received and understood, consequently better exploited, a sophisticated message needs a capable audience. More than 90% of project participants had obtained a university degree or higher, meaning that they had sufficient capacity to appreciate and judge the quality of the project's outputs and outcomes. Direct research by the project management unit at the end of some events showed that 91.8% of participants confirmed that they had gained a better knowledge and understanding of the relationship between climate change and international trade as a result of participation. In the questionnaire responses, more than 93% confirmed their satisfaction with the organization and contents of the events, and said that they had a clearer idea of the issues at stake and subsequently were better prepared to deal with the implications of climate change and related measures (such as carbon labelling) for the export competitiveness of their respective countries. Moreover, 75% of the questionnaire responses confirmed that participation had allowed a better understanding of the relationship between climate change and trade, especially because of the need to be prepared before carbon footprint measurement becomes obligatory.
- Result 1: increased awareness. Knowledge of climate-change consequences for trade improved after participation in project events**
34. The establishment of public-private roundtables, which for some countries was a "first" in the area of exports, is considered a special outcome. The roundtables established in five participating countries to partner the ECLAC project were one area where debate between the stakeholders increased the capacity of the project message to impact on local contexts. Public-private roundtables also served to widen and enhance the impact of project interventions. From the interviews it appears that the push to establish the roundtables (including government officials, lawmakers and producers' and exporters' associations, among others) to discuss the policies and actions needed to reduce the carbon footprint of food exports was effective: these forums have been the catalyst driving the transformation of awareness into increased capacity among the local organizations; not only for improved relations between stakeholders but especially for increased ownership. The acknowledgement in directly participating countries (Colombia, Dominican Republic, Ecuador, Nicaragua and Honduras) that reducing the carbon content of exports required actions both in terms of public policy (for example concerning transport, land use and energy) and from the exporting firms themselves, is an important success. As one interviewee commented, "if these efforts are coordinated, the prospects for success improve". When there was no established experience of common work between public and private sectors (for example in Honduras and Nicaragua), the roundtables lent impetus for the creation of public-private partnerships based on shared interests that allowed for common advocacy drives. In the interviews with the focal points, the public-private roundtables were emphasized as a space that allowed frank discussions and helped distribute the message regarding the need to be prepared for the incoming risks: the policies and actions needed to reduce the carbon footprint of food exports were at the core of the debate and in some case produced further results. For example, in the Dominican Republic, the export promotion agency has become a permanent member of an intergovernmental committee that coordinates climate-change policies. In Ecuador, trade promotion agencies have initiated a new carbon footprint project, funded by the Development Bank of Latin America (CAF), to build on the project's capacity-building and carbon measurement studies. Other local counterparts confirmed that their technical capacity had increased and that they wanted to include the topic among the standard activities that they provide. It can be added that during the sixth International Carbon Footprint Seminar of ECLAC, six project participants from public- and private-sector organizations specifically indicated that public-private partnerships had been established or strengthened in their countries as a result of technical cooperation and training activities provided by the project. Not all of the public-private roundtables established in the original participating countries in 2012/13 have made progress to the same extent. While some continued their work until the end of the project in 2014, the progress of others was hampered by coordination problems among
- Result 1: increased awareness. The success of the private-public roundtables confirmed the validity of the instrument as a catalyst**

government agencies and between government agencies and private sector representatives. This is surely an area in which ECLAC can offer more support in the future.

35. The adoption of a common footprint measurement for all participating countries, sectors and enterprises, as part of a field action, was a correct decision as it allowed the dissemination of common knowledge and also some sort of comparison between the results. Besides the carbon footprint calculations, the most important outcome according to the interviews and questionnaire responses was the increased awareness of enterprises as they modified their standard behaviour to include attention to energy issues and waste treatment (confirmed by 75% of participants), followed by the recognition of the importance of searching for and collecting information and data (70% of participants). The lack of necessary data that was a constraint at the start of the exercise was thus transformed into a positive attitude for the future. Not only did the firms participating in the field studies acquire practical knowledge about how to calculate their carbon footprint, but also the capacity to implement actions to reduce it. In the process, as indicated in the interviews, many of them realized that measuring and reducing their carbon footprint was not only a useful preparation for future environmental standards and restrictions, but also for improving their own efficiency and competitiveness. In April and May 2014, the ECLAC team held interviews with representatives from 33 of the 44 firms that participated in the field studies. A specific question asked whether the firm had implemented any of the recommendations arising from its participation in the pilot field studies: 67% of the interviewees answered in the affirmative. Most of the implemented recommendations relate to in-company actions to promote energy efficiency and logistics, especially transport by truck. Moreover, most of the representatives of firms that had not yet implemented recommendations indicated that they intended to do so in the near future. These comments were supported by the questionnaire responses: for the enterprises, carbon footprint measurement had become a full management instrument that was mostly useful for keeping their energy and distribution costs under control, as well as an opportunity to build a new market strategy. An additional indicator of the consolidation of the message is that of repeated contacts between the participants: 78% confirmed that they had been in touch with other participants, with climate change the issue in 95% of cases. According to the interviews, carbon footprint measurement should not be seen simply as a defence against the “green protectionism”, but also as a powerful instrument to contribute to the overall reduction of carbon production: it should be part of the general awareness of climate change and of the adaptations needed as a consequence. It is evident that land-use changes make the largest contribution to the carbon footprint of the agricultural sector: accordingly there should be a long term approach that considers carbon production (or its reduction) as a public good, with the attendant policy consequences. This could have significant implications for the management of the Amazon region, for example.
- Result 2: improved capacity. Latin American and Caribbean export sectors incorporate climate change-related requirements in their products and services. The role of the carbon footprint exercise**
36. In Honduras, stakeholders from the palm oil industry were able to calculate the carbon footprint of their product and prepare for the Roundtable on Sustainable Palm Oil (RSPO) certification, which will be necessary as of 2017 to participate and compete in the international market. Interestingly, the local organization in Colombia produced a full report on the experience, which noted the acknowledgement by participating enterprises that footprint measurement could be a tool to gain an increased share of the international market, since it allowed them to improve their competitiveness with greater added value. The strategy of monitoring and responding to the demands of clients (in this case from Europe and the United States) is fully incorporated in the enterprises’ behaviour. The experience convinced the local organization that footprint measurement required gradual implementation: it should be a learning process both for the firms and for the industry. At the same time, they appreciated the importance of continuity
- Result 2: improved capacity. Participating countries take additional actions in line with project recommendations to adequately meet climate change-related requirements in their main export markets.**

and future engagement: carbon measurement and mitigation was a process, not a one-time effort. For this reason, there was a need to publish the procedure of the process (including the carbon footprint calculator), to share results and to push for the full engagement of industry associations to distribute benchmark cases with a view to expanding footprint measurement in the food sector. The risks of generalization and comparison were well understood, since carbon footprints were product- and firm-specific, and could vary significantly over time. Specific actions have been launched in some participating countries. In four countries (Colombia, Ecuador, Dominican Republic and Peru), the export promotion organizations have established trade and climate change as a permanent area of their work through the creation of units or assignments to support their export sectors in meeting climate change-related requirements in products and services. In Nicaragua, the export organization (Centre for Export and Investment, CEI) devised a questionnaire for participating enterprises, which reported their overall satisfaction with carbon footprint instruments and an ongoing interest in keeping them active. Significant positive results were reported by local organizations during visits to enterprises to check on the impact of the instruments, albeit there were some difficulties in keeping up with the measures and covering related costs. In Argentina, a draft bill was presented in Congress in September 2013 to establish public policies aimed at promoting the calculation and reduction of the carbon footprint of the country's agro-industrial sector. In its introductory part, the draft bill stated that it was partly inspired by the concepts developed by ECLAC in the document *Huella de carbono y exportaciones de alimentos. Guía práctica*, published in 2012 in the context of this DA project. As of March 2015, the draft bill is being discussed in the Chamber of Deputies. Increased awareness of the topic is acknowledged as the major outcome of the project. It is credible that local capacity for undertaking footprint measurement has increased thanks to the participation of local consultants, though it is too early to say whether it has been fully embedded in participating organizations, despite their stated interest in further involvement. However, there is a common perception that more attention should have been devoted to the constructive improvement of local capacities: the Spanish company in charge of the footprint methodology did not offer the assistance expected in this regard, according to some of the focal points interviewed. Comments on the lack of local qualified personnel to boost capacity for footprint measurement underscore the importance of increasing the emphasis on climate change effects and impacts within the formal education structure.

37. The fact that 80% of interviewed enterprises recognized that the final outcome of the footprint measurement was a useful instrument for improving management quality bodes well for their capacity to exploit new resources to boost export capacity. The project's main outputs (field studies and major documents) were successful in producing new knowledge useful for the enterprises directly involved, but also for the food export sector as a whole, thanks to the methodology and suggestions that were widely disseminated. According to the focal points, a critical indicator of this multiplier effect was the number of requests received from other enterprises and sectors to implement the carbon footprinting exercise. Another consequence is the change in management processes that most enterprises decided to implement, especially for data collection and processing, the adaptation of energy sources and waste treatment. The firms that participated in the field studies acquired a practical, hands-on knowledge about how to calculate the carbon footprint of the products they export, and how to implement actions to reduce it. In the process, as indicated in the interviews, many of them realized that measuring and reducing their carbon footprint was not only a useful preparation for future environmental standards and restrictions, but also for improving their efficiency and competitiveness.
- Result 3: new opportunities. Improvement in the capacity of countries' export sectors to adequately identify new opportunities in the trade of low-carbon products.**

38. The questionnaire responses confirmed that the participating enterprises were able to exploit their new understanding and especially the carbon footprint measurement as an instrument for consolidating their presence in the markets: 27% of responses stated they could see an increase in their export opportunities thanks to the project. Ten firms that participated in the carbon footprint studies indicated that their participation had opened new export opportunities to them. In the second questionnaire, 92% of enterprises confirmed that they would continue to measure their carbon footprints since they saw advantages, both for current management (chiefly the reduction of energy costs) and for their presence in export markets, especially the European Union. At a dedicated session on public-private alliances during the sixth International Carbon Footprint Seminar, five project participants—from both the public and private sectors—confirmed that the project had proved useful in identifying new export opportunities in low-carbon food products. According to the project reports, about 22,000 producers stand to benefit from the carbon footprint measurement process, because 11 of the participants in the field studies in the Dominican Republic, Honduras and Nicaragua were actually cooperatives or producer associations with large numbers of associates. The above-mentioned questionnaires gave some interesting views on the direct relationship with export markets. Several firms (in sectors such as coffee, bananas, cocoa and palm oil) informed their clients in Europe and the United States that they had measured their carbon footprint. In one specific case (Danec S.A., a palm oil producer in Ecuador), this resulted immediately in a new business opportunity. Some of these firms have indicated that they will seek a certification. New opportunities reported by firms included improving their sustainability profile with existing international buyers; being approached by new potential buyers who valued the fact that they were measuring their carbon footprint, and improving their prospects of obtaining international certification of sustainability standards (specifically the Roundtable on Sustainable Palm Oil certification, for participating firms from Ecuador and Honduras). As with the interviews, the questionnaire responses suggested that many firms had realized that measuring and reducing their carbon footprint was not only useful in preparing for future environmental standards and restrictions, but also for improving their own efficiency and competitiveness. In Ecuador, companies that sell palm oil now present the carbon footprint on their product, claiming that it attracts more interest from potential buyers. By common consensus (all interviewees), it is still too early for positive results in terms of actual export flows. Nine out of 13 firms interviewed indicated that they would seek full certification. In Honduras, stakeholders from the palm oil industry were able to calculate the carbon footprint of their product and prepare for the RSPO certification, which will be necessary as of 2017 to participate and compete in the international market.
39. As remarked in the project design, the selected indicators for expected results should have been adapted to the major changes in the modalities and activities implemented. The carbon footprint measurement is a good example. The project design appears to assume that at least one business per country should be improved; however, with the changes in activities and 10 businesses per country directly involved, one positive answer per country is no longer adequate as an indicator of the success of the expected results. The following table sets out the expected results and indicators in the project design, along with some of the findings of the research conducted and the questionnaires. For ER 1, the findings fully confirm the success of the project; for ER 2 and ER 3, the findings are less precise, and in the above analysis the use of qualitative indicators has shown better capacity to offer the correct appraisal.

**Result 3: new opportunities.**  
**Participating firms acknowledged that their capacity to identify new export openings in climate-related products had increased.**

**Some remarks on the selected indicators**

Expected results	Indicators in project design	Findings
ER 1: Increased understanding among government entities, export associations and other relevant stakeholders within each participating country of the potential impact of climate change mitigation and adaptation measures by developed countries on participating countries' export competitiveness.	Percentage of representatives from government entities, export associations and other relevant stakeholders who consider that their understanding of the implications of climate change for their countries' export competitiveness has increased as a result of their participation in the project's activities. Target: 75%	93% of participants confirmed their satisfaction with the organization and contents. 91.8% confirmed that they had a better knowledge and understanding of the relationship between climate change and international trade. 73% will use the improved knowledge in their work.
ER 2: Improved capacity of Latin American and Caribbean export sectors to adequately incorporate climate change-related requirements in their products and services.	Number of business and export associations from participating countries that take additional actions in line with project recommendations to adequately meet climate change-related requirements in their main export markets. Target: 5	70% of participants stated that the documents and the events were useful for their work. 83% stated that they used the learning from documents and events in their work. (Questionnaire responses)
	Number of entities from the private and public sectors which consider that their capacity to strengthen public-private partnerships to address the requirements of climate change legislation has increased as a result of the technical cooperation and training activities provided by the project. Target: 5	13 out of 13 respondents said that the recommendations were useful for management. 12 out of 13 enterprises answered that they would continue to measure their carbon footprint. (Questionnaire responses)
ER 3: Improved capacity of Latin American and Caribbean export sectors to adequately identify new opportunities in the trade of low-carbon products and services.	Number of private sector actors from participating countries who take actions to apply project recommendations to identify new opportunities in the trade of low-carbon products and services. Target: 5	22 out of 33 firms (67%) stated in a questionnaire that they implemented the recommendations (but that these focused mainly on energy and transport, rather than exports).
	Number of entities from the private and public sectors which consider that their capacity to strengthen public-private partnerships to identify new export opportunities in climate-related products has increased as a result of the technical cooperation and training activities provided by the project. Target: 5	At an ECLAC event, five participants indicated that the project had proved useful in identifying new export opportunities in low-carbon food products. 27% of questionnaire respondents said that their opportunities for export could increase thanks to the project event.

## VIII. SUSTAINABILITY

40. Individuals and societies have adapted to climate change over the course of human history and will continue to do so. As the consequences of climate change have become better known, and the production of a carbon footprint recognized, so the need has arisen to take action through the development of mitigation and adaptation measures. The need to consolidate the project's outcomes in terms of awareness, preparation and specific actions is a sentiment in keeping with the strategies of major economic actors and the recommendations of the most widely attended forums, especially in relation to the trade-off between agriculture, climate change adaptation and poverty. The vision set out in the 7th Environmental Action Programme of the European Union gives some idea of future challenges, and explicitly states that for global warming to remain within the 2 °C ceiling, global GHG emissions need to be cut by at least 50 % of their 1990

**The path to addressing climate change consequences leads from awareness to adaptation and mitigation**



levels by 2050. The European Union confirmed its decisions to pursue and further intensify climate change partnerships with strategic partners and should take further action to mainstream environmental and climate-related considerations in its trade and development policies, bearing in mind mutual commitments and benefits. This long-term plan by a major importer of agricultural products from Latin American and Caribbean countries amply illustrates the potential threats to the region's food exporters, and should be regarded as a further motivation to continue along the path set out by the project. Adaptation and mitigation may be regarded as the phases subsequent to the awareness of climate changes consequences: they constitute an inherently dynamic process, occurring in the context of other endogenous dynamic processes including population growth, migration, technological change, economic growth and structural transformation. Adaptation and mitigation may take place at different decision-making levels (household, organization, national) and on different geographical scales. The policy environment in which decision-makers operate, for example in relation to social safety nets, trade policies, market price support and stockholding, land tenure and water rights, and the ability of stakeholders to participate in political processes, push and define climate change adaptation and mitigation decisions. The net result of these complicating factors makes it challenging to observe adaptation empirically and to forecast the potential for such adaptation to mitigate adverse impacts from future climate change.

41. The analysis of the sustainability of project outcomes should refer to three levels: the institution level, the country level and the enterprise level. At the institution level, consideration should be given to how ECLAC could safeguard or exploit the project outcomes for future developments. At the country level, analysis should examine the capacity of the beneficiary country to continue on the road towards climate change adaptation in keeping with the premises constructed during their participation in the project. At the enterprise level, it should be verified whether the enterprises participating in the project, or other economic actors affected by it, are able to introduce the new concepts in their management.
- Three levels of sustainability: institution, country and enterprise**
42. One substantial development contributed to the institutional consolidation of project outcomes. Building on the positive experience of the project, ECLAC coordinated the participation of Latin American stakeholders in the European Commission's ongoing pilot project to develop a harmonized methodology for the environmental footprint calculation of different product categories (Product Environmental Footprint Category Rules, PEFCRs). In the Product Environmental Footprint (PEF) pilot projects launched in 2014, 11 products were selected from the food sector (beer, coffee, dairy, animal feed, fish, meat, packed water, pasta, pet food, olive oil and wine), with all stakeholders able to participate in the definition of standards, which will be applied on the European market. ECLAC successfully undertook to coordinate, with the technical secretariat of the pilot project, the participation of producers from Latin America and the Caribbean in the consultations and commentaries on the draft rules, and to disseminate information. Specifically, the Commission coordinated the creation of a network of stakeholders for coffee, the Latin American and Caribbean Coffee Environmental Footprint Network, an initiative that was assisted by the regional public-private network developed as part of the project's activities. Established in September 2014, the Network, which includes producer associations and public agencies from 10 countries (Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Nicaragua and Peru), will be the main actor in the European Commission's pilot programme to define the PEFCRs for coffee. Latin American stakeholders perceive this participation as an opportunity to enhance their competitiveness in the European market and to influence the design of the future European environmental footprint for coffee, one of the region's major export products. If successful, this novel approach could be replicated for other products included in the European Commission's pilot project.
- ECLAC quickly exploited the project experiences to develop and support other initiatives**

43. According to several interviewees, it is not premature to talk about the unification of carbon footprint methodologies, even though there is no specific obligation. The large variety of methodologies and standards makes comparison difficult, although it is hoped that it will be possible in the future. On the one hand, this is all the more reason to appreciate the decision to have a single carbon footprint methodology for the field studies implemented in all the participating countries. On the other, it gives ECLAC the opportunity to support Latin American and Caribbean countries in research and in the homogenization of the methodology. The fact that the ISO 14067 standard on the carbon footprint of products should be formally accepted in the near future could be propitious for the adoption of a common standard, since ISO 14067 (based on ISO 14040/44) is compatible with some other methodologies (such as PAS 2050 and the GHG Protocol Product Standard). The need for more technical support in this area was mentioned in a number of questionnaire responses.
- Unification of carbon footprint methodology and distribution of technology as a new challenge**
44. The responses collected from participating countries pointed to several developments. While actions touched upon different subjects and contents, it may be remarked that the project's proposed outcomes were a substantial "catalyst" for these interventions: the project was implemented in an almost mature situation and provided extra impetus for the new developments. In this sense, the relevance of the "offer" made by ECLAC is confirmed: it was the right moment in which to implement this type of technical support.
- Sustainability at country level: the project was the catalyst for a large variety of experiences**
45. Ecuador is probably the most interesting case, not only because of the increased interest of the participating authorities and private stakeholders in continuing along the path set out by the project, but also because of other actors' capacity for involvement. Ecuador's Export and Investment Promotion Corporation (CORPEI), with the support of the public-sector Institute for the Promotion of Exports and Investments (ProEcuador), launched a project to measure the carbon footprint of firms exporting bananas, cocoa, chocolate and processed tuna. This project, partially funded by the Development Bank of Latin America (CAF), is acknowledged as a direct spin-off of the project led by ECLAC, in which CORPEI acted as national counterpart. CORPEI valued its participation in that project so highly that it sought and obtained additional funding from CAF to measure the carbon footprint of other significant products in Ecuador's export basket. Firms have been registering to participate in this new project since February 2015. Moreover, the trade promotion agencies have initiated a new carbon footprint project funded by CAF, to further increase capacities and build on the carbon measurement studies carried out in the project. In February 2015, the United Nations Conference on Trade and Development (UNCTAD) and the Ministry of Foreign Trade of Ecuador organized a workshop on Ecuador's National Green Export Review (NGER) focusing on sustainability in cocoa and chocolate production. Participants included representatives of private-sector cocoa and chocolate producers and exporters, the Ministry of Environment, the Ministry of Agriculture, Livestock, Aquaculture and Fisheries, and the Ministry of Foreign Trade. They discussed and validated an Action Plan containing strategic guidelines and actions required to promote cocoa and value-added chocolate production and exports, drawing upon local conditions and suggestions provided in the UNCTAD study on the National Green Export Review of Ecuador.
- Ecuador: continuation and increased implication of other actors**
46. Colombia offered a different challenge in that climate change awareness in the export sector was already well consolidated (carbon footprint analysis and labelling were already under way for the two major export food products, coffee and flowers). Nevertheless, the project experiences generated extra interest in carbon footprint initiatives, several of which —according to the focal point— are planned or have launched:
- Colombia: new export areas studied**

- Some projects implemented by the Ministry of Agriculture, extending carbon footprint measurement to different sectors.
  - A project with the support of the Dutch Government and managed by the National Climate Change Executive Commission to measure the carbon footprint of bananas, flowers and coffee.
  - A project to be launched by the producers' association for cacao.
  - A project focused on exports managed by the tourism, investment and export promotion agency, PROCOLOMBIA, with the support of the Canadian Government.
47. The Dominican Republic, Nicaragua and Honduras were the countries with the most marked institutional weaknesses in dealing with the consequences of climate change. During the interviews with the focal points these weaknesses were confirmed and consequently the appreciation for ECLAC project was greater: generally the project had greater direct impact and effectiveness in countries with the most precarious local conditions. In the Dominican Republic, the export promotion agency became a permanent member of an intergovernmental committee that coordinates climate-change policies. In Nicaragua, a new project was launched with the support of IDB to establish a regional standard on climate change adaptation, coffee producers participated in a European Union carbon footprint project, and a special course on climate change was introduced at a Nicaraguan university. In all countries, climate change is now part of the public discourse and there are expectations of new developments as private-sector enterprises become more aware of the importance of the issue. Overall, this increased awareness may be reported as a success, especially in the private sector. Since May 2014, four countries (Costa Rica, the Dominican Republic, Guatemala and Nicaragua) have been jointly implementing the project "Inventory of greenhouse gases (GHGs) in exporting firms in Central America". The project, scheduled to last three years, is co-financed by the Regional Public Goods Programme of the Inter-American Development Bank and aims to help Central American countries export low-carbon and carbon-neutral products. Several activities are envisaged for that purpose, including the development of a Central American Technical Standard for Carbon Neutrality (to be subsequently applied to the GHG emissions of four Central American exporting SMEs) and of specific Central American emission factors. Both activities are fully in line with the recommendations of the project led by ECLAC. It is also worth noting that two of the project's four appointed national counterpart agencies (CEI in Nicaragua and the Centre for Exports and Investment of the Dominican Republic (CEI-RD)) also acted as national counterparts in the ECLAC project. In Honduras, as mentioned previously, stakeholders from the palm oil industry were able to calculate the carbon footprint of their product and prepare for the RSPO certification, which will be necessary as of 2017 to participate and compete in the international market.
- Dominican Republic, Nicaragua and Honduras: from scarcity to the rapid establishment of new organizations and activity plans**
48. In Peru, the local export promotion agency (PROMPERU) established a special unit called the "Office for Ostensible Trade" as consequence of the project. Moreover, PROMPERU and Ministry of Foreign Trade and Tourism (MINCETUR) jointly carried out a pilot project to measure the carbon footprint of two export products (asparagus and tangerines) from 10 firms in the regions of Lima, Ica and La Libertad. This project, financed by IDB and the Swiss Agency for Development and Cooperation, was modelled on the studies conducted in Colombia, the Dominican Republic, Ecuador, Honduras and Nicaragua within the framework of the DA project managed by ECLAC. Indeed, Peru selected the same consortium of specialized consultants (Factor CO2 and SNV) chosen by ECLAC to measure the carbon footprint of participating firms, and used the same methodology (PAS 2050) to facilitate comparative results.
- Peru: carbon footprint for more products**



49. At the enterprise level, the conditions for consolidation and sustainability are obviously subject to internal and external constraints. The enthusiasm of the enterprises that participated in the carbon footprint measurement was somewhat mitigated by difficulties in producing the needed data; for firms competing for international market share, awareness is only the first step. According to the questionnaires, the enterprises were committed to continuing with the carbon footprint measurement, but they also raised some questions regarding technical capabilities, the financial burden and the institutional context. Some comments received in the questionnaires showed how they view these issues: “provide more in-depth training for professionals, so that they can help entrepreneurs to implement reduction measures. Entrepreneurs only share their results and ask for advice from those who they trust and who are trained to help them, especially if that professional is within their organization”; “more work should be done with local consultants and not with European consultants who do not always leave capacities in place”; and “to my understanding, a training programme is needed for provincial or subnational government officials so as to ensure comprehensive training on what these methodologies mean, and also to connect them to economic incentive policies for the private sector”. Most (about 70%) of the enterprises that returned questionnaires considered that participation had been useful not only for the fight against climate change and to avoid being subject to protectionist measures in third markets, but also to cut costs and increase their competitiveness. About 60% of respondents indicated that they intended to measure again their carbon footprint the following year or within a short timeframe, taking advantage of the knowledge acquired in the pilot project. The interest shown by other enterprises and sectors (mentioned in a number of countries) needs to be supported by specific measures to increase investment.
- At the enterprise level, enthusiasm was dampened by technical and financial difficulties: awareness is only the first step**

## IX. COORDINATION, COMPLEMENTARITIES AND VISIBILITY

50. The search for coordination and synergies with other programmes of ECLAC and international agencies (United Nations and others) was a constant concern of the management unit, which believed that such an approach would increase the number of direct beneficiaries and consolidate the message. The involvement of other ECLAC divisions was clearly and precisely defined at the project design stage, with identification of the programmes most open to coordination and collaboration. Opportunities for collaboration were continuously researched during project implementation, thanks to the Project Steering Committee and, especially, the Sustainable Development and Human Settlements Division of ECLAC. According to the interviews, the conditions for collaboration were easy to achieve because of clear common interests: this collaboration was evident in the organization of major events (especially the International Carbon Footprint Seminars, which were the most important public event of the project). Moreover, officers of the aforementioned Division participated in the preparation of the main project documents. In both cases, the collaboration responded quickly to needs: shared interests were surely the most important factor in this regard.
- Coordination and synergies have been a constant concern since the start of the project**
51. Opportunities for collaboration with other UN agencies and donors received special attention throughout the project implementation stage. To include Honduras as a beneficiary country, additional funds to the tune of US\$ 30,000 were obtained from the Regular Programme of Technical Cooperation (RPTC) of ECLAC. Additional financing was obtained from the French Government to increase experts’ participation in the 2012, 2013 and 2014 International Carbon Footprint Seminars and in the side event held at the twentieth session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 20) in Lima. Moreover, several national agencies (public, private and public-private) sourced financing from international development banks and donor governments to implement activities in their own

countries that were either included in the project or aligned with its approach and goals, as reported in the previous chapter. The management unit also developed good relations with the European Union, the International Trade Centre (ITC), and the International Centre for Trade and Sustainable Development (ICTSD), all of which were invited to participate as speakers in the international seminars and conferences.

52. The project design simply mentioned the need for adequate visibility and suggested the preparation of ad hoc instruments. Even without a proper communication strategy, the project's activities and outcomes enjoyed significant attention from local media, increasing outreach capacity. The project was well presented and shown not only on the website of ECLAC but also on the Commission's Facebook page (two interviewees said that they had found out about the project via Facebook). National counterpart institutions also distributed the message, increasing the multiplier effect. The widespread local media reporting of all project activities and events has been listed in available documents. All events were announced to local media and reported at length (in newspapers and televised news: the list of media is available and contains numerous citations). In general, local national counterparts were responsible for informing the media and inviting them to the sessions. Local newspaper and television coverage was substantial, especially in the financial media (for example, reporting on a local event made the front page of a Peruvian financial publication). Coverage also included links to specialized news agencies, websites of national newspapers, environmental think tanks or networks, business associations and online journals, among others. The project had its own Facebook, LinkedIn and Twitter pages, and also enjoyed extensive coverage in English, broadening its potential impact beyond Latin America. A Google search for "Proyecto CEPAL Huella de Carbono" conducted on 19 February 2015 yielded about 54,400 results, while a search for "ECLAC carbon footprint project" on the same date yielded 207,000 results.
- The message was delivered to a wide audience, through different media and thanks to the efforts of focal points**

## X. VALUE ADDED OF ECLAC

53. The plan and the content of the activities outlined in the project design respected the main value added of ECLAC: the capacity to identify institutional problems, to carry out ad hoc studies and to engineer technical assistance modules adapted to the selected beneficiaries. The carbon footprint has been an issue on the agenda of ECLAC for some years, during which time there has been considerable awareness of specific institutional weaknesses in a number of Latin American and Caribbean countries (these were also remarked upon in the documents presented at project events (see the reports presented by Latin American experts at the 2012 international seminar)). To support the region's institutions in addressing a potential decline in exports as a consequence of these weaknesses appears to fit perfectly with the mandate of ECLAC, which includes developing actions to effectively improve Latin American and Caribbean countries' share of exports in international markets. Collaboration between the Commission's units was well defined from the project design phase and, as the management unit confirmed, was a common practice during implementation. This clearly illustrates the institution's unity of purpose and its capacity to create synergies within itself.
- With this project, ECLAC confirmed its capacity to be present and active where and when LAC countries' needs are emerging**

54. The Development Account was established in 1997 as a mechanism to fund capacity development projects implemented by the economic and social entities of the United Nations. The objective of the Development Account is to fund capacity development projects in the priority areas of the United Nations development agenda. The project was funded from section 35, Development Account, of the programme budget for the biennium 2010-2011 (seventh tranche - B), whose main objective was “Support to addressing key global development challenges to further the achievement of internationally agreed development goals, through collaboration at the global, regional and national levels”. The project complies with the established criteria and takes into account the capacity of the entity concerned with implementing the project activities. The difference with this project was that the Governments did not request that ECLAC draw up a formal proposal—as is the standard procedure of the institution, again stressed in the DA mandate. Rather, the project was conceived as an offer to beneficiary countries to participate in a technical assistance programme (based on a “supply-driven” rather than a more standard “demand-driven” approach). Accordingly, the offer was distributed among potential beneficiaries to find “buyers” with a clear interest and engagement in the future actions. This had some consequences for the project design, which needed to retain as much flexibility as possible to meet possible special needs claimed by the beneficiaries, meaning that some results and actions were deliberately vague to allow for better specification during implementation. In the official synthesis of the project presented in the UNDA report for the approval of the seventh tranche, the text repeats the standard generic project objective (support for export sectors in Latin American and Caribbean countries to face climate change challenges) without anywhere stating the agricultural sector as the main potential beneficiary. It should also be noted that limited resources did not afford the opportunity to a larger number of beneficiaries: in the end the selected countries represented a good sample of the problems facing the region and offered the scope for significantly increasing effectiveness. Moreover, the small number of priority beneficiaries (five countries, rather than the six foreseen in the project design) later allowed for further outreach when another three countries were included in the activities, increasing the multiplier effect in terms of resources and expected impact.
- DA account objectives and strategies: relevance and adaptation for the proposal of a “supply-driven” project**
55. The project activities effectively contributed to reinforcing the leading role of ECLAC as the institution capable of providing credible services and assistance to Latin American and Caribbean organizations and institutions of different levels. Interviews with focal points confirmed the appreciation for the Commission’s support and the questionnaire responses frequently contained requests for the repetition of this type of intervention, as ECLAC is considered a sound source of information and support. The most important activities for the Commission’s visibility and image were undoubtedly the three International Carbon Footprint Seminars, which were attended by hundreds of experts from the region and from Europe. ECLAC was immediately perceived as a leader in the preparation and distribution of information and technical assistance. The array of initiatives inspired by the project, in particular by its component on the carbon footprint measurement of export products, is an indication of the appreciation for, and the validity of, the technical assistance and support provided by the project and consequently of the leading role of ECLAC in promoting Latin American and Caribbean countries’ participation in international trade. The participation of 10 Latin American and Caribbean countries in the European Commission’s ongoing pilot project to develop a harmonized methodology to calculate the environmental footprint for coffee clearly demonstrates how the project consolidated the leading role of ECLAC in climate change issues. As the project neared its conclusion in December 2014, the credibility and the strength of the Commission’s role was further boosted when the project’s main activities, findings and recommendations were presented at a side event of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP 20) in Lima, entitled “Trade and Climate Change: Exploring a New Agenda” and jointly organized by ECLAC, ICTSD and the Government of Honduras.

56. During the project events, the role of ECLAC not only as an organizer but also as a provider of specific support was emphasized through presentations by ECLAC officials and the distribution of documents. As project outputs, the management unit produced two guides that set out the main issues involved in the relationship between trade and climate change, in the local language and in terms accessible to non-specialists. Not only do these two documents continue to be consulted, but have been made available by many international organizations through their own websites (Inter-American Development Bank, United Nations Sustainable Development Knowledge Platform, International Institute for Sustainable Development, Union of Exporters of Uruguay, the Office of Agricultural Trade Agreements of the Ministry of Agriculture of the Dominican Republic and the Forum on Climate Change and Trade in Latin America. As further evidence of the relevance of the Commission's outputs, the content of the 2012 guide was also explicitly referenced in a draft law presented to the Chamber of Deputies of Argentina in 2013, while the studies carried out on carbon footprint measurement have been disseminated by different producers' associations and organizations responsible for seven strategic products in the pilot countries.
- Quality of project outputs from ECLAC acknowledged**
57. It is widely accepted that climate change impacts on human rights, so that all climate action needs to respect, protect, promote and fulfil these rights, and to ensure food security in particular. Several studies have confirmed the hypothesis that tropical and subtropical agriculture in developing countries is more climate sensitive than temperate agriculture, so that even marginal warming could cause damage to crops in many Latin American countries. What, then, are the potential consequences of climate change for the poor and for minorities in particular, which are often found among the poorest population groups? Unfortunately, this is a question that has been relatively overlooked and will require further attention, specifically on how climate change is linked, through agriculture, to poverty. Most of those living in poverty reside in rural areas where agriculture is the predominant economic activity, so their fortunes are inextricably interwoven with those of farming. World Bank studies suggest that agricultural GDP growth is 2.2 times more effective at reducing poverty than growth in non-agricultural GDP. However, agriculture —particularly in the tropics— is one of the sectors most vulnerable to climate change. The analysis of the climate change-agriculture-poverty nexus could yield valuable insights for climate change mitigation efforts and development policy.
- The focus of ECLAC on climate change consequences for agriculture is an indication of its efforts to improve the living conditions of poor populations...**
58. The project's concern for minorities coincided with a special focus on small, traditional producers whose exports were the subject of the carbon footprint measurement exercise. As the previous chapters showed, the selection of the sectors and participants engaged in most activities was carried out by local counterparts who, according to the interviews, debated the criteria with the producers' organizations. Since small and very small producers were often involved, it is fair to suppose that there was some inclusion of most disadvantaged categories of producers, which in the participating countries would mean minorities, since these populations are heavily involved in agricultural production. It is therefore possible that the new management techniques and suggestions developed by the project could produce some improvement in technical production that might benefit producers, a substantial proportion of whom may be from minority populations. However, more detailed information on such benefits will require further analysis.
- ...and of minorities, which tend to be heavily dependent on agriculture**
59. In the future, climate change will have the greatest impact on those with the fewest resources to cope with extreme and erratic weather. This will also have worldwide repercussions for gender inequality as gaps between women and men, girls and boys persist in respect of their life chances, opportunities, resources and rewards. To effectively address climate change at the local level, it is imperative to build resilience in agricultural livelihoods and to
- The gender perspective was present in the project design and maintained during implementation**

ensure food and nutrition security for all, to boost women's income to better their economic security, to ensure that gender-equitable efforts build people's resilience to disasters and address the underlying structural inequalities that lead to unequal risks. The project design explicitly mentioned gender concerns in dealing with climate-change consequences for Latin American exports, with strong emphasis on the consequences for rural women and for the employment of women in general. In the implementation stage, the focus on women was constant at the management level, as well as among local counterparts. From the project documents, it appears that on average 41% of event participants were women. The percentage of female questionnaire respondents was similar (40%), thus confirming the figure for the participation of women. This value should be weighed against the sectors chosen for the exercise: the focal points considered that in Latin American and Caribbean countries the agri-business sector is male-dominated, so the percentage of female participants in the events can be considered satisfactory. It should be noted that of the six focal points representing national counterparts, four were women and all of them pushed to increase the participation of women in the activities through the invitations sent to local stakeholders. Another relevant aspect is the capacity of project information to reach out to the basic producers of the selected products. Since women have a strong presence at farm level —especially in small and very small enterprises, whose representatives participated in the carbon footprint measurement exercise— it is possible to suppose that the information will trickle down and allow for more efficient production techniques, helping them to increase the value added and the market share. This is also confirmed by the presence of women's cooperatives in coffee production in Nicaragua, whose representatives participated in the exercise. The focal points in charge of local activities and invitations confirmed that they had kept women in mind: "women make up a significant part of our institution and we invited as many women as possible to participate in the activities; however, one should consider that women's presence in agro companies is quite limited"; "I am a woman and I understand the issue well. It is part of our role as an organization to push for a better representation of women in our activities and events. Obviously the selected sector (agri-business) is not one in which women dominate, however we encouraged women to participate by issuing special invitations."

## XI. CONCLUSIONS

60. Since 2007, a new raft of carbon labelling initiatives has emerged, mostly developed as private voluntary standard (PVS) by retailers in the richest importing countries. The measurement of the carbon embedded within individual products is rapidly becoming more sophisticated. ECLAC was certainly correct in singling out the consequences of climate change for Latin American and Caribbean exports as an important issue with an evident need for more focused analysis and studies, at least for some of the partner countries. The rapid increase in global demand for environmentally friendly goods and the quickening pace of research and development concerning these products and technologies are opening the door for Latin American and Caribbean countries to enter into new production chains, leveraging their existing production capacity to provide high value-added “clean” components and other inputs, thus increasing the value-added of its export sector. The project’s objective to identify trends, risks and opportunities for exporters of raw and manufactured products in a context of increased global competition was certainly relevant and suited to the role of ECLAC as a provider of specialized technical support and assistance, and to the DA project approach. It falls within the mandate of ECLAC to support Latin American and Caribbean countries in their export effort and to promote coordination between the region’s countries in their national efforts to promote less carbon-intensive production patterns. For Latin America and the Caribbean, there are opportunities available to improve the region’s export structure and domestic production methods. However, these opportunities also come with great risks, particularly in light of the existence of major competitors and of imposed import constraints. Governments must, however, promote the upgrading of producers in the region and provide extensive support for emerging producers to improve their competitiveness: another area in which the Commission’s competence and capacities are well acknowledged. In general, Latin American and Caribbean enterprises responded to the effects of climate change as a consequence of the behaviours of the destination markets, especially where foreign importers demanded some adaptation. The project design noted that this scattered, reactive approach could be a burden in the near future, when more specific and targeted policies could take effect. The feeling is that it is better to be “proactive” in the immediate term to better cope with any incipient “green protectionism” that may emerge.
- Correct identification of problems and beneficiaries in project’s design fits ECLAC**
61. Even though the Governments did not formally request that ECLAC carry out the project, the proposal was structured as an offer to beneficiary countries to participate in a technical assistance programme (based on a “supply-driven” rather than a more standard “demand-driven” approach). This had some consequences for the project design, which needed to retain as much flexibility as possible to meet possible special needs claimed by the beneficiaries, meaning that some results and actions were deliberately vague to allow for better specification during implementation. As an “offer” made to potential beneficiaries, any specific analysis of a particular sector, industry or country could have limited the project’s appeal and interest for some countries. It was therefore decided to focus on the general analysis of the problems supposedly faced by all countries, with the potential activities left unspecified to allow for better identification once the beneficiaries had been selected. This assumption was subsequently confirmed in the interviews with ECLAC officials: “we were convinced that Latin American and Caribbean countries could be particularly affected by climate-change adaptation measures unilaterally decided by importer countries, owing to the large volume of agricultural exports, especially to the European Union and the United States. The title in the project design did not mention “agro-products” as such in order to stimulate interest, but the focus on the agricultural sector was evident”. It should also be noted that limited resources did not afford the opportunity to a larger number of beneficiaries: in the end the selected countries represented a good sample of the problems facing the region and offered the scope for significantly increasing effectiveness. Moreover, the small number of priority beneficiaries
- To increase impact, precise expected results were combined with sufficient flexibility in contents and modalities**



(four countries with project resources plus one added subsequently, compared with the six foreseen in project's design) later allowed for further outreach when another three countries were included in the activities, increasing the multiplier effect in terms of resources and expected impact. One observation to emerge from the project implementation and field activities is how well the management was able to adapt to the contexts and needs arising from the selection of the countries, the sectors and the contents of the field studies in order to increase effectiveness and impact. It appears that a project conceived with a "supply-driven" approach effectively became a "demand-driven" project thanks to the changes in activities and contents decided by the management unit once the beneficiaries were identified. All this means that the embedded flexibility in the project's design and budget preparation, together with the capacity of the management unit to justify the increased quality and improved effectiveness of the new solutions proposed, constitute a good practice for the organization. The administrative flexibility to reassign resources within the project where appropriate (e.g. in order to hire the consultancy consortium needed for the field studies, the project was authorized to reassign funds from "Consultants and expert groups" to "Contractual services") is a credible example of the flexibility needed when "supply driven" projects are originally presented.

62. The plan and the content of the activities outlined in the project design respected the main value added of ECLAC: the capacity to identify institutional problems, to carry out ad hoc studies and to engineer technical assistance modules adapted to the selected beneficiaries. The project's logical framework was

**The project's selection of countries and local counterparts and its promotion of collaboration between public and private actors created multiplier effects**

well structured around the three main expected results that made up the basic approach: the theory of change embedded in the project's design identifies exposure to better and authoritative information for organizations and government bodies as a driver of increased awareness, that consequently will push for new actions, while knowledge of adequate technologies at the enterprise level will be the basis to develop innovations. Under this

approach, the modes of implementation were designed as standard packages typically provided by the institution: the preparation of general documents, the production of studies on special issues to be used as training materials, the organization of training workshops and international seminars, the preparation of field studies for each of the "selected industries" and the production of final summary documents. The selection of countries and local counterparts was quite rigorous and careful and enabled the project resources, in terms of the information and assistance distributed, to achieve a "multiplier effect". The choice of trade promotion organizations as focal points was functional to the success of activities, since it facilitated public-private partnerships thanks to most organizations' links with both governments and the export sector. The most relevant outcome of the selection process was the decision to establish public-private roundtables to partner the national counterpart institutions and give continuity to the project's objectives. The roundtables gave momentum for the creation of public-private partnerships based on shared interests that allowed for common advocacy drives. They also served to widen and enhance the impacts of project interventions. Not all of the public-private roundtables established in the original participating countries in 2012/13 made progress to the same extent. While some continued their work until the end of the project in 2014, the progress of others was hampered by coordination problems among government agencies and between government agencies and private sector representatives. The diversity of stakeholders (public and private sectors, academia, consultants, NGOs and others) allowed the project to reach out to different constituencies and so enlarge its impact.

63. The questionnaire responses confirmed that the project managed to fill important information gaps that were pervasive in the participant countries, in particular among agricultural producers and

**Theory of change confirmed: authoritative information and local case studies promote new awareness and adaptation**

exporters directly affected by carbon footprint initiatives in their destination markets. The sheer number of events organized by the project (31 national workshops and capacity-building meetings, three international seminars, two end-of-project seminars and one regional coffee seminar, plus 44 case studies) is a good indicator of the project's capacity to



disseminate a message and focused information to targeted beneficiaries. The number of participants (according to project figures, 1,562 persons) and their education level (more than 90% holding a university degree or higher) reflect the project's capacity to achieve the expected results in terms of the distribution of authoritative information: in fact 91.8% of participants confirmed that they had gained a better knowledge and understanding of the relationship between climate change and international trade, while more than 93% expressed their satisfaction with the organization and contents of the events. The fact that 80% of interviewed enterprises recognized that the final outcome of the footprint measurement was a useful instrument for improving management quality bodes well for their capacity to exploit new resources to boost export capacity. The project's main outputs (field studies and major documents) were successful in producing new knowledge useful for the enterprises directly involved but also for the food export sector as a whole, thanks to the methodology and suggestions that were widely disseminated. The use of a common footprint measurement for all participant countries, sectors and enterprises, as a field action, was a correct and fruitful decision as it allowed the dissemination of common knowledge and also some sort of comparison between the results. Besides the carbon footprint calculations, the most important outcome according to the interviews and questionnaire responses was the increased awareness of enterprises as they modified their standard behaviour to include attention to energy issues and waste treatment, followed by the recognition of the importance of searching for and collecting basic information and data.

64. Increased awareness of the topic is matched by increased local capacity to deal with footprint measurements, thanks to the participation of local consultants in the studies. However, it is too early to assess whether this capacity has been embedded in participating organizations, even though they confirmed their continued interest in carbon footprint measurement. It is far too early for positive results in terms of export flows. Several firms (in sectors such as coffee, bananas, cocoa and palm oil) informed their clients in Europe and the United States that they had measured their carbon footprint. In one specific case (Danec S.A., a palm oil producer in Ecuador), this resulted immediately in a new business opportunity. Some of these firms have indicated that they will seek full certification. According to the focal points, a critical indicator of the project's success was that other enterprises and sectors have submitted requests to implement the same exercise: the project's main outputs (field studies and major documents) have been successful in producing new knowledge useful for all parties thanks to the methodology and suggestions that were widely disseminated, generating a multiplier effect. An additional indicator of the consolidation of the message is that of repeated contacts between the participants: 78% confirmed that they had been in touch with other participants, with climate change the issue in 95% of cases.
- Capacity-building at local level confirmed but it is too early for positive results in export flows**
65. The project's direct involvement with multiple stakeholders, together with its effective approach at the enterprise level and emphasis on the development of public-private alliances have helped spur several recent initiatives across Latin America, consolidating the project's impact. From the information included in the reports of ECLAC and gathered in the interviews, it is clear that several initiatives inspired by the project—in particular its component on the carbon footprint measurement of export products—have recently been launched in different Latin American countries. The project activities effectively contributed to reinforcing the leading role of ECLAC as an institution able to offer credible services and assistance to Latin American and Caribbean organizations and institutions of different levels. The most important activities for the Commission's visibility and image were undoubtedly the three International Carbon Footprint Seminars, which were attended by hundreds of experts from the region and from Europe. ECLAC was immediately perceived as a leader in the preparation and distribution of information and technical assistance. Implementation was greatly assisted by internal collaboration between the divisions of ECLAC, with the joint effort between the International Trade and Integration Division and the Sustainable Development and Human Settlements Division proving
- Impact of project actions consolidated across Latin America through several recent initiatives**

especially fruitful. These divisions worked together on the organization of the International Carbon Footprint Seminars. The capacity to involve other organizations, evident from the increased availability of resources provided by partners (e.g. the French Government, which collaborated in the International Carbon Footprint Seminars and the COP 20 side-event) was another positive outcome. The array of initiatives inspired by the project, in particular by its component on the carbon footprint measurement of export products, is an indication of the appreciation for, and the validity of, the technical assistance and support provided by the project and consequently of the leading role of ECLAC in promoting Latin American and Caribbean countries' participation in international trade. In the implementation stage, the focus on women was constant at the management level, as well as among local counterparts: invitations were sent with the intention of promoting women's participation. From the project documents, it appears that on average 41% of event participants were women: considering the sector chosen for the exercise (agri-business), this figure was satisfactory.

## XII. MAIN FINDINGS AND LESSONS LEARNED

66. In addition to the overall conclusions presented above, it was decided to draw attention to some specific findings (F) and lessons learned (LL) as the basis for developing recommendations.
- **F 1. The reports produced and the contents debated during events organized by the project confirmed that environmental standards for food and agricultural products have expanded rapidly over the last 20 years and will continue to do so.** For exporters to the richest countries, compliance with these standards should be regarded as a basic pre-condition for entering food markets with a good chance of success. These standards may result from public legislation, such as the General Food Law Regulation of the European Union, or specific food regulations at the national level. Alternatively, in the absence of specific legislation, it is common for vocal consumer concerns to be addressed through labels or standards. Regardless of the source, labelling will continue: hence the need for international collaboration or agreement on common standards.
  - **F 2. The project succeeded thanks to the credible theory of change on which its design was based.** The assumption that better information from authoritative sources, coupled with focused field experiences would produce the expected changes in awareness as a first step towards action, has been validated by the project outcomes and the debates during the international seminars.
  - **F 3. Private-sector actors acknowledged during the debates that consumer preferences for less carbon-intensive products are becoming an important issue in export markets.** Retailers, especially in the European Union and the United States, know that consumers are willing to pay more for low-carbon goods and therefore have an incentive to create supply chain management systems that reduce carbon emissions, even before this becomes a legal requirement. Early adoption of such systems may well produce first-mover advantage over competitors in the longer term. Preparedness is thus a priority: a specific market opportunity has arisen to sell at better prices where it is possible to show that consumer products are low carbon.
  - **F 4. A rigorous and careful selection of countries, sectors and focal points was decisive in increasing the project's impact.** The management was able to find the right balance between the formal opportunity offered (a “supply-driven” approach) and the need to respond to critical needs of the beneficiaries (a “demand-driven” approach). The choice of trade promotion organizations as focal points facilitated the establishment of solid and constructive relations and simultaneously supported the development public-private partnerships thanks to the organizations’ links with both governments and the export sector. It should be stressed that the project outcomes were critically dependent on the participation of responsible and trustworthy national focal points. The negotiations with focal points were a solid step to build confidence and engagement, thanks to the formal commitment by the focal points supported by other local authorities. Moreover, because frequent institutional changes —typical of the Latin American political environment— can endanger project implementation and outcomes, it was essential to develop links and collaboration with multiple stakeholders. The ability to present the project’s objectives and concrete benefits through local case studies was an essential component of activities to raise the project’s profile and increase engagement, in keeping with an approach of building stakeholder commitment as a tool to facilitate successful project implementation and to enhance sustainability.
  - **F 5. Administrative and management flexibility to reassign resources and redefine outputs was a key instrument in achieving the expected outcomes.** “Supply-driven” projects require built-in flexibility in their content, activities and selection of beneficiaries in order to increase effectiveness and impact. The project had clearly defined objectives with strong relevance to the mandate of ECLAC and to beneficiary needs. It managed to increase its effectiveness and impact thanks to the changes the management unit was able to make in the selection and contents of activities, the implementation of capacity-building exercises, and the unification of field actions. The re-arrangement of the budget also allowed for frequent activities and staff visits that were important for maintaining the project’s momentum and supporting the focal points.

- **F 6. Collaboration and coordination within the divisions of ECLAC and with selected international partners allowed for increased effectiveness and impact.** The internal collaboration within ECLAC with the Sustainable Development and Human Settlements Division was very productive from the beginning of operations, enabling internal synergies and economies in the use of resources, especially in the joint organization of major international events. The coordination with other international partners (e.g. the French Government, which collaborated in the International Carbon Footprint Seminars and the COP 20 side-event) added to the project's outreach and contributed to the increased impact at the regional and international levels.

67. The main lessons learned are as follows:

- **LL 1. There is a need to clarify the roles of private standards and public legislation in addressing carbon concerns in the food system and how they are included in trade agreements and policies.** Both private and public policies currently influence trade and will be integral to achieving trade that supports global low-carbon growth in the future. Carbon agreements and standards should contain the opportunity to be leveraged for genuine progress on the Millennium Development Goals, poverty alleviation, technology transfer, equity and sustainable development. Voluntary standards, as well as those enforced under trade agreement legislation, should also be formulated to maximize positive spill-over into other industries. If the evolution of carbon as a public and private standard is not managed appropriately, the cascade into other supply chains and industrial sectors could be impeded, common benefits reduced and the risk of exploiters increased.
- **LL 2. When new approaches to important issues are presented to less prepared beneficiaries, some sort of follow-up will help consolidate the outcomes.** The project was correct in the selection of beneficiaries as it prioritized those with less capacity to deal with the consequences of climate change. This was also one of the reasons for the project's success, since the events had greater appeal for the local stakeholders.
- **LL 3. The decision to carry out more national activities allowed for increased participation and impact.** Based on demand from beneficiary countries and supported by a correct analysis, the decision of the management unit to transform regional or subregional events into national ones was essential to enhancing visibility and impact. National workshops had the greatest direct impact because of the participation of a large number of stakeholders and extensive media coverage. The national workshops contained the right mix of general issues (based on the documents produced by the management unit) and local issues (that is the presentation of cases based on local experiences).
- **LL 4. The increase in local capacity is one of the major by-products of the technological support requested by the beneficiaries.** The transfer of know-how to the benefit of the local environment is a decisive component in building local capacity. When specific technical exercises such as the carbon footprint measurement are deployed in the context of broader technical support, care should be taken that technical capacities are transferred to the local environment in ways that allow for clear process and control.

## XIII. RECOMMENDATIONS

68. For ECLAC as the leading organization offering technical support, and for member countries:

- **R 1. There is a need to outline a set of common standing positions for Latin American and Caribbean countries faced with advances in private and public labelling.** (See Conclusions paragraph 59, F1 and F2 and LL1). The basic hypothesis of the project is thus confirmed and **further research and action should be promoted at the regional and country levels.** Moreover, **to increase benefits, the interaction between public and private legislation and behaviours needs to be more clearly understood.** With its long experience in trade and climate change, ECLAC could certainly lead the process through the launch of new specific studies and research, in which the needs of economic actors, especially at enterprise level, are clearly considered as the basis for the expected outcomes.
- **R 2.** It is expected that the relationship between trade and climate change will be part of the new trade agreement process (See Conclusions paragraph 61, F 3 and LL 1). In this case **ECLAC could be entrusted to study the most convincing positions for Latin American and Caribbean countries** in accordance with its specific mandate to offer technical support to member countries. ECLAC may provide member countries with a “neutral space” where each member can present its views and proposals and where the debate may be less problematic than in a more formal environment. A series of focused seminars based on specific studies could help build a common vision.
- **R 3. Continue and promote public-private partnerships, which have been crucial to enhancing the impact and sustainability of the project’s initiatives and goals.** (See Conclusions paragraph 62, F 4 and LL 2.) It is important to push for the continuation of these structures: beneficiary countries should encourage the increased participation of private stakeholders. Moreover, the success of these partnerships can be extended to other areas. Both ECLAC and the member countries should use the experience to promote the establishment of similar bodies within other projects.

69. For the operational divisions of ECLAC:

- **R 4. Adaptation and flexibility are the main keywords for “supply-driven” projects.** (See Conclusions paragraph 61, F 5 and LL 2.) The administrative flexibility to reassign resources within the project budget once the local needs and constraints are clearly known and assessed is crucial to increasing efficiency, especially when projects are based on an offer of support for unknown beneficiaries, as in this case. The right balance between clearly identified objectives and results and the capacity to adapt to the real needs of beneficiaries—which has been a cornerstone of this project—is a “good practice” for the organization that deserves to be comprehensively assessed and replicated.
- **R 5.** Institutional changes, which occur frequently in some Latin American and Caribbean countries, could endanger project outcomes (see Conclusions paragraph 65 and F4). Therefore, when medium-term projects are developed with local authorities and institutions, **it is important not to rely exclusively on a single institution, since it should be more efficient to engage multiple stakeholders** (including government officials, lawmakers and producers’ and exporters’ associations). This obviously demands a careful preventive analysis that should be part of the project design, or at least included in the inception phase.
- **R 6. Stakeholders’ commitment to project activities and outcomes increases when the issues are presented through local cases and experiences.** (See Conclusions paragraphs 62 and 64, F 4 and LL 3). During the capacity-building events, the inclusion of specific cases of public and private good practices dealing with the main project issues demonstrated a high potential for increased interest and commitment. While this evidently demands an extra effort and more resources, it showed a clear value added in terms of effectiveness. It is therefore important to present the project’s objectives and concrete benefits, and to provide adequate training

materials with local examples. To increase the impact, frequent activities, staff visits and communications should maintain the project's momentum and support the focal points.

- **R 7. The need for adequate follow-up to avoid the loss of momentum should be part of the project from the design stage and should be adequately resourced.** (See Conclusions paragraph 65, F 4, LL 2 and LL 3.) It is in the interest of ECLAC to **create and cultivate a network of interested stakeholders as an important asset for future developments.** The different stakeholders showed considerable interest throughout project implementation, and more attention should be given to these contacts. The first necessary step is **to obtain the correct email addresses of all stakeholders and participants:** this is a must whenever major events are organized. Addresses should be collected and organized in a file that can be kept and consulted for other actions; **this would result in a database** that effectively constitutes a “market” to which new offers may be submitted. Moreover, **ECLAC should now find ways to continue the distribution of appropriate information, supported by credible experiences, as many participants requested.** Priority should obviously be given to the use of the latest technological media, but technical assistance and presence should not be set aside.
- **R 8. To increase and facilitate the transfer of know-how, the use of specialized international providers should be combined with the presence of local consultants.** (See Conclusions paragraphs 64 and 65, and LL 4.) In this specific project, most of the desired expertise and know-how was only available outside the region, which explains the use of international consultants. However, this should be an incentive to search for innovative options, in which international consultants are “obliged” to share new competences with local experts: the forms and conditions can obviously be adapted to the local circumstances but the obligation should be included in the contract, together with clearly defined specific expected results and modalities for control and monitoring.



# ANNEXES

ANNEX 1	Answers to evaluation questions
ANNEX 2	Questionnaires Texts
ANNEX 3	Questionnaire Results
ANNEX 4	Evaluator's revision matrix

# ANNEX 1

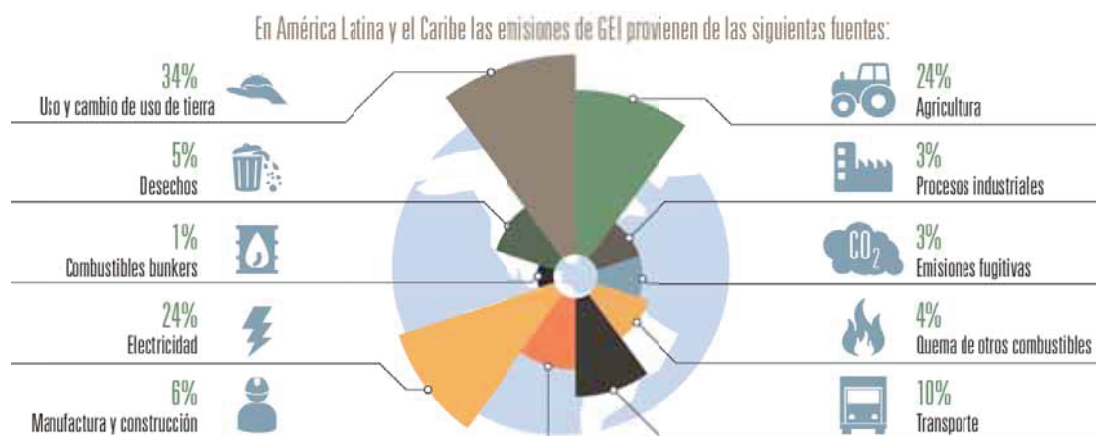
## Answers to Evaluation Questions

Information Matrix EQ 1	
Evaluation Question 1	
<b>Is there evidence that the project and its activities were suited to the priorities and policies of the region and countries at the time of its formulation and were related to the ECLAC mandate and programme of work?</b>	
<b>List of Judgment Criteria (JCs) under the EQ 1</b>	
JC- 1.1	The project's objective and accomplishments have been relevant to the beneficiary countries' development needs and priorities
JC- 1.2	The project's objective and accomplishments remained relevant throughout its implementation
JC- 1.3	The project's objective and accomplishments have been aligned with ECLAC's mandate and the relevant sub-programmes
<b>JC-1.1:</b> The project's objective and accomplishments have been relevant to the beneficiary countries' development needs and priorities	
KPI-1.1.1	<i>Presence of climate change challenges in LA countries production/exports</i>
KPI-1.1.2	<i>Evidence of awareness of climate changes effects in LA countries decisions at national/regional level</i>
<b>KPI-1.1.1:</b> <i>Presence of climate change challenges in LA countries production/exports</i>	
<b>Main Findings on KPI-1.1.1:</b>	
<p>The attention to the consequences of climate change in LA countries has been quite present since few years, at least in the major LAC countries, where the accounting for CO<sub>2</sub> emissions started many years ago and produced already some measures.</p> <p>Project design mentioned clearly however the different awareness and sensitivity to the issue in more developed countries, something that started the new options in terms of adaptation and mitigation that affect the terms of trade.</p> <p>ECLAC gave to the climate changes consequences for LAC countries substantial attention, as it can easily assessed from the documents produced and the activities implemented. The acknowledgement that since 2000 only 4 LAC countries have been able to reduce the CO<sub>2</sub> emissions stands as an alert that the climate change consequences can have a deep effect on the region.</p> <p>It is nevertheless true that climate change is a "wicked problem", as it has been acknowledged in many documents: "wicked" contrasts with "tame" problems for which the definition is clear, and the outcome is possible and credible. Tame problems may be readily identified as either solved or not solved. However, in the case of climate change, there is little agreement on appropriate definition of the problem —let alone the appropriate solution. And, while economics has played an important role in assessing climate impacts and alternative mitigation strategies, successful involvement by economists in the analysis of climate change requires broad engagement with other disciplines and with society at large, hence the complexity of this problem.</p> <p>It is also true that the issue of how to coordinate international trade rules with the mitigation of climate change only emerged in the international agenda during the last decade. Moreover at the moment of project proposal, there was still no international setting in place addressed to regulate the interaction between trade and climate change: consequently uncertainty on how best to design climate change policies that are in line with existing international trade principles was widely acknowledged. However developments in this field are fast evolving at the regional, national and sub-national levels, as both governments and private actors seek ways to understand and regulate this relationship.</p> <p>Face to a context rapidly evolving and considerable uncertainty, there is little accumulated experience from which to develop lessons for LAC governments and other stakeholders. The project then precisely</p>	

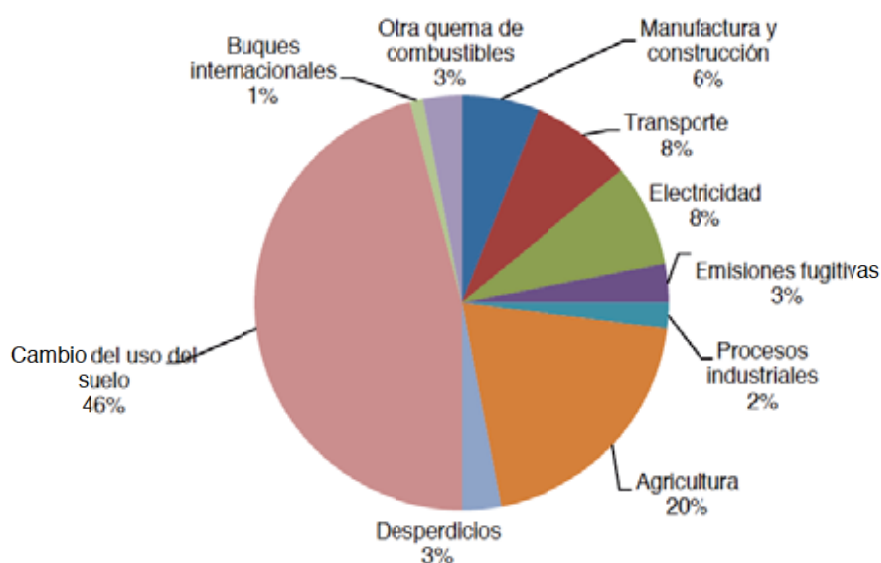
represents an effort in this direction, as one of its main expected outputs is a set of lessons and good practices that both governments and private sector stakeholders in LAC countries can benefit from. The fact that as a result of the difficulties in reaching an international agreement on climate change, various national, state and municipal governments, especially in industrialized countries, have formulated their own climate change mitigation policies could raise special challenges for LAC exports. The introduction of such border measures would entail some form of carbon accounting, Product Carbon Footprint (PCF) or perhaps a simple ad-valorem levy. Moreover voluntary and private initiatives have also emerged in an attempt to mitigate anthropogenic GHG's by appealing to consumer consciousness. The project design especially stresses that consumers, especially in developed countries, are demanding more information about the sustainability and climatic impact of their actions and are increasingly using this information to make their purchasing decisions. The potential levying of BCAs on imports may have drastic consequences on LAC exports to developed country markets, depending on the type of carbon accounting methodology and estimations employed by foreign governments to determine the magnitude of the BCAs to be imposed. The interest for LAC authorities and economic actors to be ready for these new developments is present but needs more support to be transformed in a policy instrument.

It should be marked that the project relates directly to Millennium Development Goals (MDG) 7 (specifically Target 1, "Integrate the principles of sustainable development into country policies and programs and reverse the loss of environmental resources") and MDG 8 (specifically Target 2, "Develop further an open, rule-based, predictable, non-discriminatory trading and financial system").

**KPI-1.1.1 (i) Data, figures and tables:** *(with explicit source referencing)*

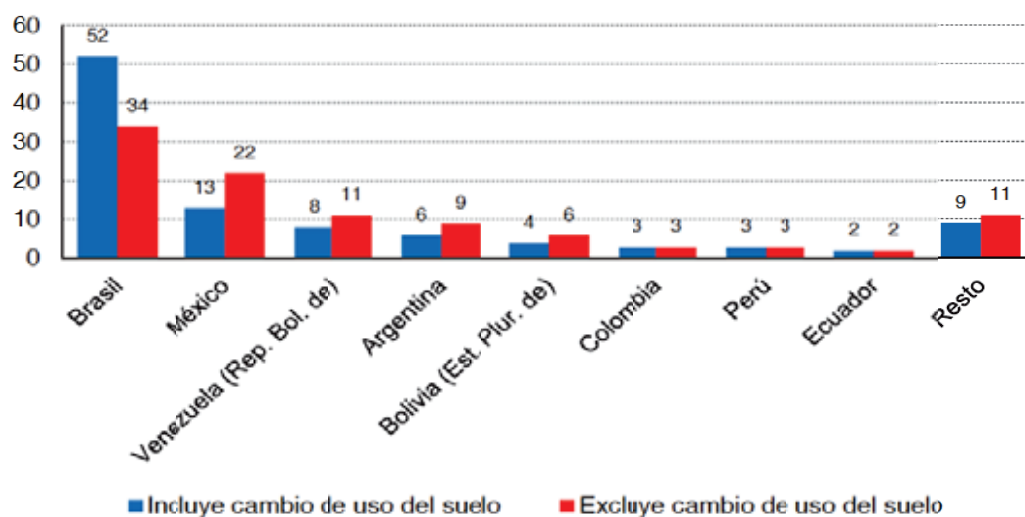


**AMERICA LATINA Y EL CARIBE: DISTRIBUCION POR FUENTE DE LAS EMISIONES DE GEI, 2005**  
(En porcentajes)



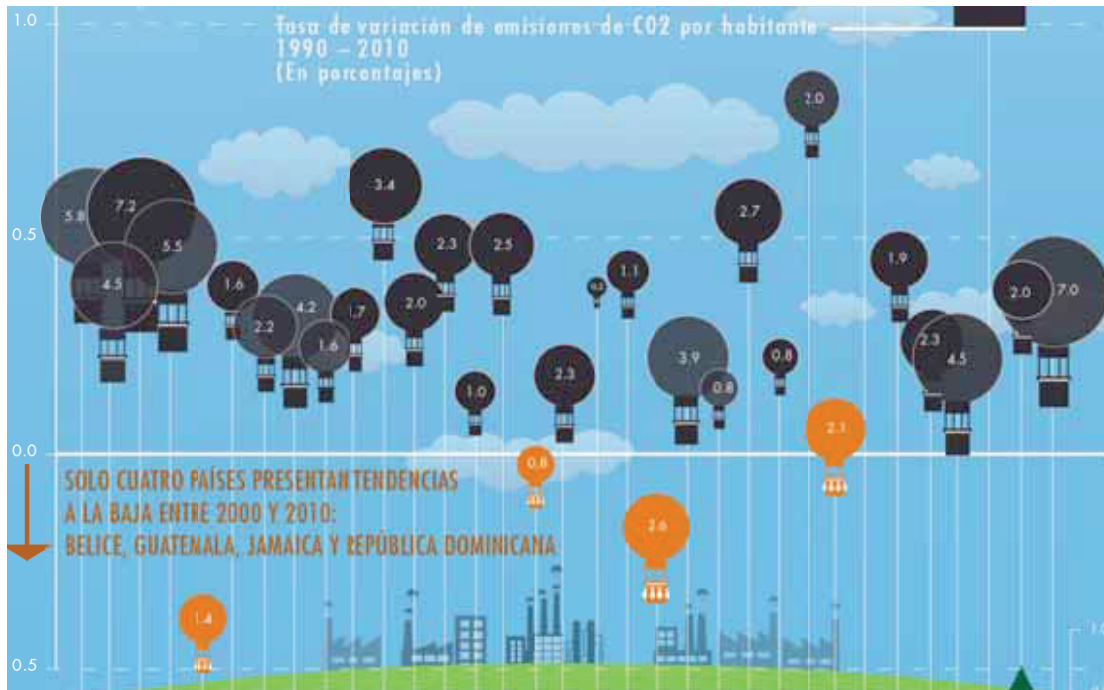
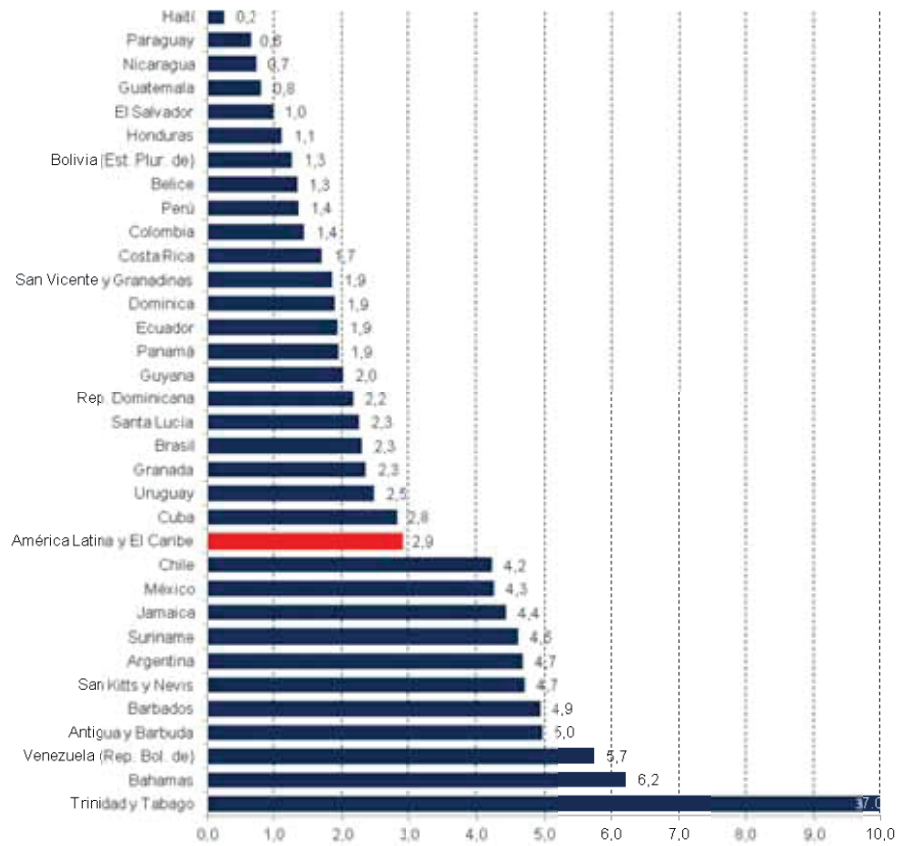
(Huella de carbono y exportaciones de alimentos Guía práctica, CEPAL- November 2012)

**AMERICA LATINA Y EL CARIBE (9 PAÍSES): PARTICIPACION EN LAS EMISIONES DE GEI, POR PAÍS, 2005**



(Huella de carbono y exportaciones de alimentos Guía práctica, CEPAL – November 2012)

**EMISIONES GEI PER CAPITA, PAISES DE AMERICA LATINA, 2011**  
 (En toneladas métricas de CO<sub>2</sub>eq por habitante)



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**KPI-1.1.1 (ii) Key extracts from documents:** *(with explicit source referencing)*

Mientras las principales fuentes de emisiones globales derivan del uso de combustibles fósiles, siendo el cambio del uso de suelo y agricultura una fuente secundaria (26% del total); en América Latina, el patrón de emisiones es distinto: dos tercios de las emisiones de la región provienen del cambio del uso de suelo y agricultura (2005).

Los productos agrícolas y alimentos representan un 21% de las exportaciones totales de la región, de los cuales 40% tiene por destino los mercados europeos y norteamericanos, cuyos consumidores son sensibles respecto de las emisiones de los productos que consumen

*(Informe del cuarto Seminario internacional sobre la huella de carbono “Huella ambiental en las exportaciones de alimentos de América Latina: normativa internacional y prácticas empresariales” CEPAL, 11 y 12 de octubre de 2012- Informe Alicia Frohmann)*

Después de esta introducción, Arto relató los resultados de un estudio que analiza la evolución de las emisiones de GEI contenidas en el comercio internacional en relación con el empleo asociado (1995-2008), utilizando la base WIOD (World Input Output Database) para 41 países (que representan 85% del PIB mundial) y el resto del mundo, en 35 sectores y 59 productos. La metodología permite calcular las emisiones incorporadas en la demanda final (huella carbono) y en el comercio internacional de un país, independientemente de dónde se hayan generado. Como era de esperar, China y los países en desarrollo están exportando más emisiones de lo que reciben, mientras que incrementan sus tasas de empleo debido al comercio internacional. Por otra parte, la Unión Europea, los Estados Unidos y otros países desarrollados son importadores de emisiones. El estudio trae elementos importantes al debate sobre el cambio climático. En las negociaciones internacionales sobre el cambio climático, es importante tener en cuenta las consecuencias ambientales del comercio internacional (que es responsable por 24% de las emisiones globales), como también las consecuencias económicas (el comercio internacional es asociado con 20% del empleo) al momento de analizar las opciones de reducir las emisiones exportadas/importadas. Del mismo modo, en el diseño de políticas para reducir las emisiones y, al mismo tiempo aumentar, el crecimiento económico, es muy útil examinar las emisiones no sólo a nivel de países, sino también a nivel de sectores y productos

*(Informe del quinto seminario internacional sobre la huella de carbono, “Prácticas públicas y privadas para reducir las huellas ambientales en el comercio internacional”, CEPAL, 13 y 14 de junio de 2013 – report by Inaky Arto)*

Mónica Casanovas, en su presentación, relató la experiencia de la Provincia de Buenos Aires en términos de medición de huella de carbono. En los estudios de la Provincia el objetivo principal ha sido estimar las emisiones de sus productos exportables, principalmente agropecuarios e industriales, seleccionados por su valor en la cadena exportadora y el impacto que podrían tener sobre ellas medidas restrictivas para el comercio internacional

*(Informe del quinto seminario internacional sobre la huella de carbono, “Prácticas públicas y privadas para reducir las huellas ambientales en el comercio internacional”, CEPAL, 13 y 14 de junio de 2013 – report by Monica Casanovas)*

Parte de los casos revisados corresponden a productos de exportación que en los últimos años han tenido un importante crecimiento y cuyos principales destinos están en los países industrializados, particularmente la Unión Europea y los Estados Unidos. Las demandas de esos mercados y la competencia de otros países han sido factores que han estimulado las actividades relacionadas con el cálculo de la huella de carbono.

*(Huella de carbono y exportaciones de alimentos Guía práctica, CEPAL – November 2012)*

Hacia la mitad del siglo, los aumentos de temperatura y, por consiguiente, la disminución del agua en los suelos darían lugar a una sustitución gradual de los bosques tropicales por las sabanas en la parte oriental de la Amazonía. La vegetación semiárida sería progresivamente sustituida por vegetación de tierras áridas.

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Podrían producirse pérdidas importantes de biodiversidad debido a la extinción de especies en numerosas áreas de la América Latina tropical. La productividad de ciertos cultivos importantes disminuiría, así como la productividad pecuaria, con consecuencias adversas para la seguridad alimentaria. En las zonas templadas aumentaría el rendimiento de los cultivos de poroto de soja. En conjunto, aumentaría el número de personas amenazadas de hambre.

Los cambios en las pautas de precipitación y la desaparición de glaciares afectarían seriamente la disponibilidad de agua para el consumo humano, para la agricultura y para la generación de energía. El aumento del nivel del mar intensificaría las inundaciones, las mareas de tempestad, la erosión y otros fenómenos costeros peligrosos.

Centroamérica en particular, pese a generar una mínima parte de las emisiones GEI del planeta, ya es una de las regiones más vulnerables a sus consecuencias. Al aumento de la temperatura en este caso se suma la reducción y la inestabilidad del régimen de lluvias, el aumento del nivel del mar y la intensificación de los fenómenos meteorológicos extremos. Todo ello tendrá efectos en la producción, infraestructura, salud y seguridad de la población

*(Huella de carbono y exportaciones de alimentos Guía práctica, CEPAL – November 2012)*

### **Países industrializados**

- Fuerte sensibilidad ambiental
- Protección de competitividad de industrias domésticas (evitar “fuga de carbono” hacia países con estándares de protección ambiental más bajos)
- Fuerte interés exportador en el área de tecnologías ambientales

### **Países en desarrollo**

- Prioridad al crecimiento y desarrollo
- Defensa del acceso a mercados claves de exportación
- Solicitan financiamiento y transferencia de tecnología para adaptación y mitigación

En definitiva, no existe claridad sobre cuál será la arquitectura internacional sobre el cambio climático posterior a 2012. Sin perjuicio de ello, muchos gobiernos se han comprometido públicamente y de manera autónoma con reducciones significativas de emisiones en sus economías, y están implementando políticas para lograrlo. Estas políticas incluyen medidas de distinta naturaleza (regulaciones, impuestos, mercados para transar emisiones)

Diferentes iniciativas son detectadas a nivel público y privado en el continente europeo, asiático y americano. Como se puede comprobar, excepto una iniciativa de obligado cumplimiento en Reino Unido para todas las empresas dentro de la bolsa, el resto de iniciativas son voluntarias. Esto indica que las empresas latinoamericanas que tengan este indicador gestionado tienen un gran valor añadido respecto al resto de sus competidores porque:

- ✓ Están gestionando un indicador que todavía no es de obligado cumplimiento y desde los diferentes mercados están preguntando por él, pero no lo están obligando a implementar.
- ✓ Pueden introducir en el mercado un producto gestionado de manera sostenible, diferenciándose del resto.
- ✓ Pueden gestionar un producto bajo en carbono.
- ✓ Este indicador les puede reforzar otras iniciativas que están llevando a cabo como la producción orgánica, las buenas prácticas agrícolas que están implementando, etc.

Por lo tanto este indicador no es un indicador que pueda revalorizar el producto de manera directa, pero sí de manera indirecta:

- ✓ manteniendo los mercados en los que estamos.
- ✓ abriendo nuevos mercados.
- ✓ mejorando la gestión de nuestro producto reduciendo costos.
- ✓ manteniendo la relación entre los proveedores.

En definitiva, es un indicador que a día de hoy marca la diferencia y puede ser de gran relevancia para trabajar en diferentes mercados. En un futuro será pseudo obligatorio por los diferentes clientes, con lo que todas las empresas del sector lo tendrán controlado y no permitirá diferenciarse como lo permite a día de hoy.

*(CEPAL Project management unit, internal document, 2012)*

**KPI-1.1.1 (iii) Information from interviews and questionnaire** (with explicit source referencing)**KPI- 1.1.2 : Evidence of awareness of climate changes effects in LA countries decisions at national/regional level****Main Findings on KPI-1.1.2 :**

In general the awareness of climate change effects on LA countries policies is mixed: while a number of countries (the larger ones) started studies and activities, in many others the incipient awareness did not consolidate in proper programs and policies, creating then a critical empty space where new risks could emerge.

Unfortunately marked weaknesses appear in regional public policies facing the climate change issues. In a number of countries ministries and public agencies do not have the institutional capacity to grasp and create new visions, budgets remain mostly figurative without real analysis and distribution of definite tasks: this is the most common scenario together however with some interesting experiences, mostly established and developed by private economic actors. This is why the focus for a dialogue between public and private sectors could be a very fertile instrument.

In general LAC enterprises reacted to the climate change effect as consequence of the behaviors of the destination markets, especially if the foreign importers demand some adaptation. The project design marked that this scattered model of reaction could be a burden in a near future when more specific policies could start. More important is the fact the majority of carbon accounting methodologies and carbon labeling schemes have been developed in industrialized countries, so they tend to reflect these countries' own approaches and biases, with the risk to raise negative effects for the products from developing countries. Carbon accounting methodologies and carbon labeling schemes developed in industrialized countries also tend to increase the importance of air transport in a product's carbon footprint, thereby encouraging the purchase of products locally produced.

Nevertheless it is quite interesting that, according to below figures the amount of enterprises from LAC countries certified for ISO 14001 —environmental management— keep increasing and was then —2010— on a par with the north American enterprises: another indicator for the existence of a need and for the necessity of a specific intervention. Even if it is true that climate change is relatively new on the business agenda, it is nevertheless clear that some businesses are motivated to measure their carbon footprint because of potential cost reduction coming from identification of efficiency problems, in order to adapt to or anticipate market environmental standards to improve their brand: the feeling for an incipient “green protectionism” means that it is better to be proactive. To invest in sustainability (including carbon measurement and reduction) is not only good for the environment but also for business as the Pressure to transit towards a green economy will only increase

However since many years it has been known that the major sources of CO<sub>2</sub> is for LAC region the change in the use of soil, that give almost the 50% with the enlarged agricultural sector contributing for 20%.

**KPI-1.1.2 (i) Data, figures and tables:** (with explicit source referencing)

**EMPRESAS CERTIFICADAS ISO 14001 DE GESTION AMBIENTAL SEGUN REGIONES DEL MUNDO, 2007-2010**  
(Total acumulado a cada año)

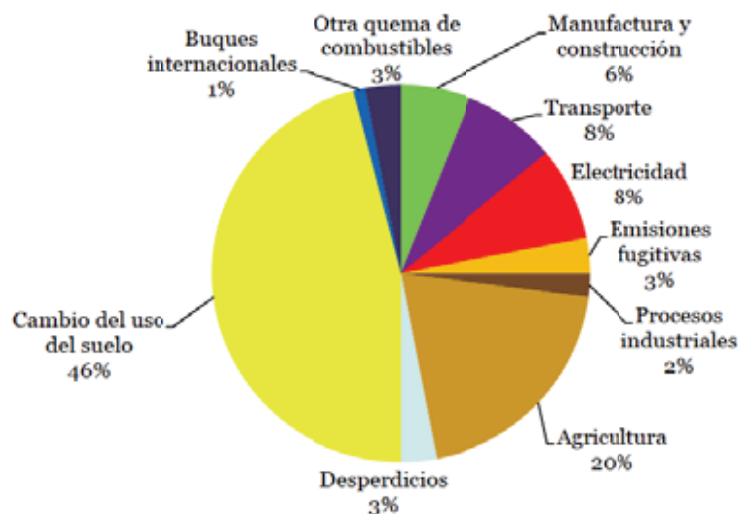
Región	2007	2008	2009	2010
África/Asia occidental	5 586	7 682	8 813	8 557
América del Sur / Central*	4 260	4 654	3 923	6 423
América del Norte	7 267	7 194	7 316	6 302
Europa	65 097	78 118	89 237	103 126
Lejano Oriente	71 458	89 894	112 237	124 922
Australia/Nueva Zelanda	904	1 273	1 623	1 642
<b>Mundo</b>	<b>154 572</b>	<b>188 815</b>	<b>223 149</b>	<b>250 972</b>

Fuente: ISO.

(Huella de carbono y exportaciones de alimentos Guía práctica, CEPAL – November 2012)

### Distribución por fuente de las emisiones de gases de efecto invernadero en América Latina y el Caribe, 2005

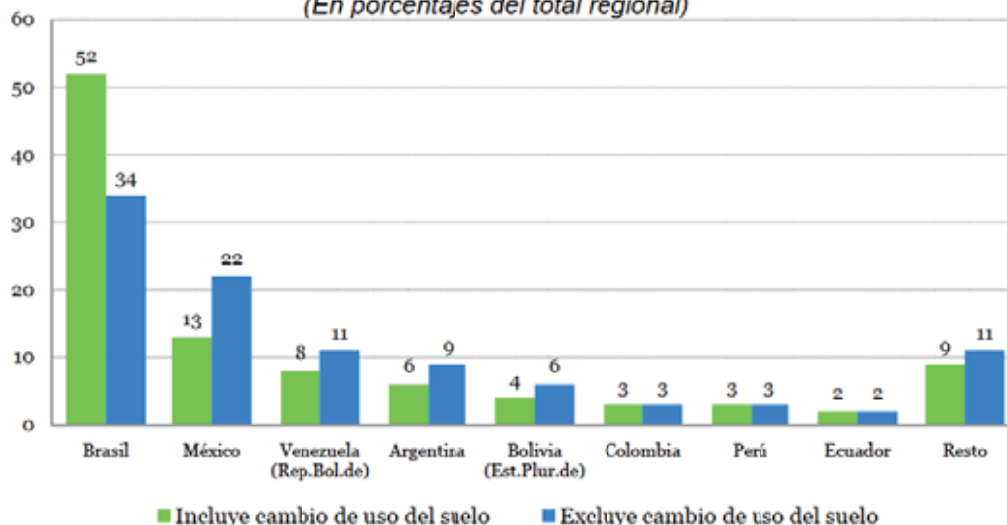
(En porcentajes)



Fuente: CEPAL, sobre la base de Instituto de Recursos Mundiales (WRI) (2010), "Climate Analysis Indicators Tool (CAIT) Versión 7.0," Washington D.C.

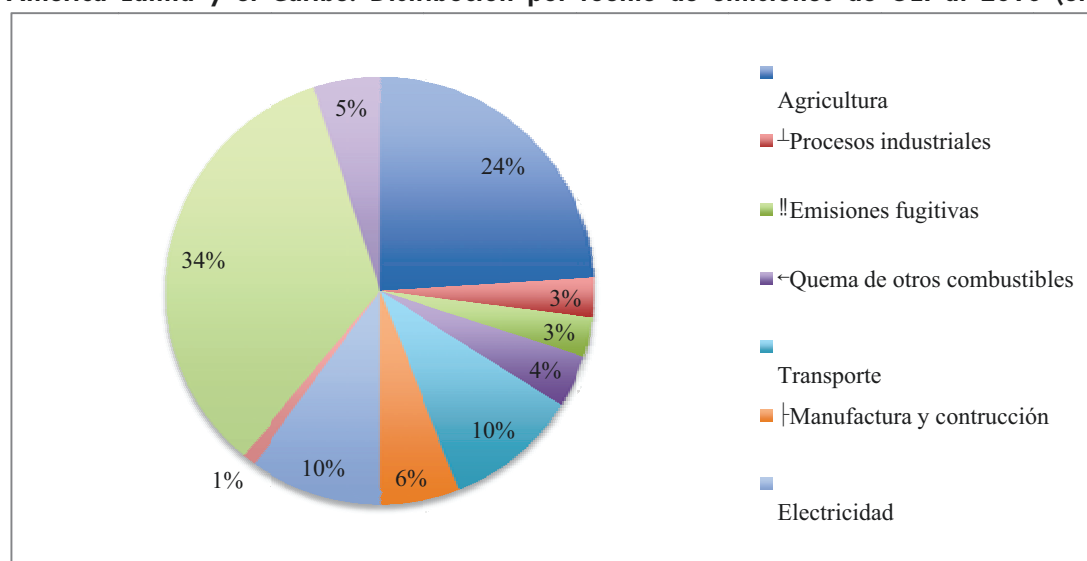
### América Latina y el Caribe (9 países): Participación en las emisiones totales de GEI, por país, 2005

(En porcentajes del total regional)



Fuente: CEPAL, sobre la base de Instituto de Recursos Mundiales (WRI) (2010), "Climate Analysis Indicators Tool (CAIT) Versión 7.0," Washington D.C.

(CEPAL Infographica)

**América Latina y el Caribe: Distribución por fuente de emisiones de GEI al 2010 (en porcentajes)**

(CEPAL Data base)

**KPI-1.1.2 (ii) Key extracts from documents:** *(with explicit source referencing)*

La presentación de Antonin Vergez levantó mucho interés por las oportunidades de cooperación y colaboración entre Francia, la Unión Europea y los países de la región latinoamericana. La preocupación en la región es que se están generando diferentes protocolos, creando divisiones y poca comunicación. Otro desafío para la región es la falta de datos latinoamericanos en las bases de datos utilizadas en los diferentes proyectos europeos. Eso también dificulta el proceso de verificación *(Informe del quinto seminario internacional sobre la huella de carbono, "Prácticas públicas y privadas para reducir las huellas ambientales en el comercio internacional", CEPAL, 13 y 14 de junio de 2013 - pag 23)*

La participación de países de América Latina y el Caribe en el desarrollo de metodologías y normas sobre la HC es muy limitada y se da solo parcialmente en el caso de las normas ISO. Es urgente que los países de la región participen más activamente en las discusiones metodológicas a nivel internacional, para asegurarse de que las particularidades de sus procesos productivos sean incorporadas y que no se definan métodos cuya aplicación pueda perjudicar a sus productores respecto de los de otras regiones. Esto es así ya que en la mayor parte de las metodologías hay un porcentaje de la información que no es medida directamente sino que se estima a partir de información disponible que proviene de estudios realizados generalmente en países industrializados. En algunos casos esta estimación tiene relación con la matriz energética de un país o con la huella de carbono de insumos específicos (los cuales pueden variar enormemente dependiendo de su origen).

A lo anterior hay que agregar que la implementación de estas mediciones requiere de recursos técnicos y humanos que no siempre están disponibles en países en desarrollo, especialmente en las empresas de menor tamaño.

Adicionalmente, la distancia geográfica existente entre los lugares de producción y los de consumo en algunos casos puede distorsionar de manera importante la huella de ciertos productos, dependiendo de si el transporte hasta el consumidor final está o no incluido en las mediciones y cómo se registra. Lo mismo en relación con la mayor o menor intensidad en el uso de maquinarias en relación con el uso de mano de obra. Por todo lo anterior, es importante conocer la forma en que se mide la huella de carbono, sus alcances y posibles consecuencias en la elección de distintas metodologías.

*(Huella de carbono y exportaciones de alimentos Guía práctica, CEPAL – November 2012)*

En general, las empresas latinoamericanas han debido ir reaccionando a estos temas dependiendo de los mercados de destino de sus productos, y más específicamente, de sus importadores. Ello, pues como se verá más adelante, los requerimientos en estas materias están siendo desarrollados mayoritariamente por empresas (especialmente del sector minorista) y en menor medida por los gobiernos. Considerando los principales mercados de la oferta de alimentos latinoamericana, existen dos principales tipos de requerimientos: los europeos y los norteamericanos.

*(Huella de carbono y exportaciones de alimentos Guía práctica, CEPAL – November 2012)*

El proyecto “Identificación, Cálculo y Mitigación de la Huella Ecológica del Sector Público y Productivo del Ecuador” (2012-2015) tiene tres ejes estratégicos: 1) la huella ecológica nacional, 2) la huella ecológica de los sectores productivos, y 3) la huella ecológica del sector público. Se agrega un eje transversal que es la sensibilización ambiental y capacitación respecto de la huella ecológica. El modelo de gestión en los tres ejes es el mismo: 1) recopilación de información, 2) cálculo de la huella, 3) propuestas para la mitigación, incluyendo el desarrollo de guías de mitigación, e incentivos tributarios, generación de herramientas para cambios en patrones de consumo, y cambios en la matriz energética y productiva. Los cálculos para el proyecto fueron hechos utilizando la metodología desarrollada por el *Global Footprint Network* en base a las fuentes IEA, CONELEC y FAO, entre otras. El proyecto calcula seis componentes distintos: carbono, pastoreo, agua, bosques, infraestructura y tierra agrícola.

*(Informe del quinto seminario internacional sobre la huella de carbono, “Prácticas públicas y privadas para reducir las huellas ambientales en el comercio internacional”, CEPAL, 13 y 14 de junio de 2013 – report by Juan Carlos Boca)*

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#### **KPI-1.1.2 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

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##### **Assessment of/statement on Judgement Criterion JC-1.1 (based on the KPIs main findings)**

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The attention to the consequences of climate change in LA countries has been quite present since few years; at least in the major countries, where the accounting for CO<sub>2</sub> emissions started many years ago and produced already some measures.

Project design mentioned clearly however the different awareness and sensitivity to the issue in more developed countries, something that started the new options in terms of adaptation and mitigation that affect the terms of trade.

ECLAC gave to the climate changes consequences for LAC countries substantial attention, as it can easily assessed from the documents produced and the activities implemented. The acknowledgement that since 2000 only 4 LAC countries have been able to reduce the CO<sub>2</sub> emissions stands as an alert that the climate change consequences can have a deep effect on the region.

It is nevertheless true that climate change is a “wicked problem”, as it has been acknowledged in many documents: “wicked” contrasts with “tame” problems for which the definition is clear, and the outcome is possible and credible. Tame problems may be readily identified as either solved or not solved. However, in the case of climate change, there is little agreement on appropriate definition of the problem —let alone the appropriate solution. And, while economics has played an important role in assessing climate impacts and alternative mitigation strategies, successful involvement by economists in the analysis of climate change requires broad engagement with other disciplines and with society at large, hence the complexity of this problem.

It is also true that the issue of how to coordinate international trade rules with the mitigation of climate change only emerged in the international agenda during the last decade. Moreover at the moment of project proposal, there was still no international setting in place addressed to regulate the interaction between trade and climate change: consequently uncertainty on how best to design climate change policies that are in line with existing international trade principles was widely acknowledged. However developments in this field are fast evolving at the regional, national and sub-national levels, as both governments and private actors seek ways to understand and regulate this relationship. (KPI 1.1.1)

Face to a context rapidly evolving and considerable uncertainty, there is little accumulated experience from which to develop lessons for LAC governments and other stakeholders. The project then precisely represents an effort in this direction, as one of its main expected outputs is a set of lessons and good practices that both governments and private sector stakeholders in LAC countries can benefit from. The fact

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that as a result of the difficulties in reaching an international agreement on climate change, various national, state and municipal governments, especially in industrialized countries, have formulated their own climate change mitigation policies could raise special challenges for LAC exports. (KPI 1.1.1)

The interest for LAC authorities and economic actors to be ready for these new developments is present but needs more support to be transformed in a policy instrument.

It should be marked that the project relates directly to Millennium Development Goals (MDG) 7 (specifically Target 1, “Integrate the principles of sustainable development into country policies and programs and reverse the loss of environmental resources”) and MDG 8 (specifically Target 2, “Develop further an open, rule-based, predictable, non-discriminatory trading and financial system”).

In general the awareness of climate change effects on LA countries policies is mixed: while a number of countries (the larger ones) started studies and activities, in many others the incipient awareness did not consolidate in proper programs and policies, creating then a critical empty space where new risks could emerge.

Unfortunately marked weaknesses appear in regional public policies facing the climate change issues. In a number of countries ministries and public agencies do not have the institutional capacity to grasp and create new visions, budgets remain mostly figurative without real analysis and distribution of definite tasks: this is the most common scenario together however with some interesting experiences, mostly established and developed by private economic actors. This is why the focus for a dialogue between public and private sectors could be a very fertile instrument. In general LAC enterprises reacted to the climate change effect as consequence of the behaviors of the destination markets, especially if the foreign importers demand some adaptation. The project design marked that this scattered model of reaction could be a burden in a near future when more specific policies could start. More important is the fact the majority of carbon accounting methodologies and carbon labeling schemes have been developed in industrialized countries, so they tend to reflect these countries’ own approaches and biases, with the risk to raise negative effects for the products from developing countries. Carbon accounting methodologies and carbon labeling schemes developed in industrialized countries also tend to increase the importance of air transport in a product’s carbon footprint, thereby encouraging the purchase of products locally produced. (KPI 1.1.2)

Nevertheless it is quite interesting that, according to below figures the amount of enterprises from LAC countries certified for ISO 14001 —environmental management— keep increasing and was then —2010— on a par with the north American enterprises: another indicator for the existence of a need and for the necessity of a specific intervention. Even if it is true that climate change is relatively new on the business agenda, it is nevertheless clear that some businesses are motivated to measure their carbon footprint because of potential cost reduction coming from identification of efficiency problems, in order to adapt to or anticipate market environmental standards to improve their brand: the feeling for an incipient “green protectionism” means that it is better to be proactive. To invest in sustainability (including carbon measurement and reduction) is not only good for the environment but also for business as the Pressure to transit towards a green economy will only increase

However since many years it has been known that the major sources of CO<sub>2</sub> is for LAC region the change in the use of soil, that gives more than 40% of the total with the enlarged agricultural sector contributing for 20%. (KPI 1.1.2)

**JC-1.2:** The project’s objective and accomplishments remained relevant throughout its implementation

**List of Key Performance Indicators (KPIs) under JC 1.2 (codes and definition)**

KPI-1.2.1 | *Project’s objectives/outcomes against trends in LA countries exports*

KPI-1.2.2 | *Selection of countries according to needs in climate change challenges*

**KPI-1.2.1 :** *Project’s objectives/outcomes against trends in LA countries exports*

**Main Findings on KPI-1.2.1 :**

The participation of LAC countries in the development of methodologies for carbon footprint measure remains quite limited: one reason more to stress the urgency to be more present and vocal in the official spaces where these methodologies are discussed and approved in order to grant that the specificities of LAC products and technologies be considered. In effect it must be noted that in many carbon footprint measure methodologies the presence of estimations based on western production techniques and knowledge can raise biases against other producers. Moreover the direct implementation of such methodologies demand technical and human capacities not always available in still developing countries, creating then a new barrier.



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Exports from Latin America and Caribbean may be negatively affected by climate adaptation and mitigation measures of industrialized countries, if such measures include carbon-based trade restrictions whose limits are built on local methodologies. These measures pose a particular challenge to small and medium-sized exporters, as well as the public sector, which typically lack the capacity and resources to meet these requirements in major export markets. Accordingly, ECLAC has encountered a growing demand for technical support and advice by these countries.

Based on the well-consolidated experience developed in recent years within the institution, project objectives correctly respond to the region needs and weaknesses with reference to carbon foot print methodologies. Strengthening the capacities of governments and exporters from participating LAC countries to meet the challenges, and exploit the new opportunities, arising from the growing interactions between climate change regulations and international trade is a credible and functional objective for this type of intervention. The definition of the expected results confirm the soundness of the approach: (i) public and private stakeholders are better aware about the critical importance of incorporating the climate change dimension into their policies and strategies, thanks to capacity building and increased availability of information; (ii) public-private cooperation is established and consolidated in order to meet requirements and exploit opportunities in third markets.

The overall credibility of the project could have been increased if in the design better definition would have given to the specific sectors to be included in the activities and on their quantitative importance for the region. In effect at the start the project official title was (and still is in the official communications) *“Strengthening the national capacities of export sectors in Latin America and the Caribbean to meet the challenges of climate change”*: no open mention of a major interest for a specific sector, the agriculture, that in effect become the only one for the following activities of the projects, to the point that the project was mentioned in many official documents as *“Reforzamiento de las capacidades de los gobiernos y exportadores de alimentos para adaptarse a los requisitos del cambio climático”* or *“Huella de carbono y exportaciones de alimentos”*. In effect two major shifts appeared immediately after the start: the focus on agriculture and the attention to the carbon footprint as main topics of the activities that allowed the project to be identified simply as *“Huella de carbono”*.

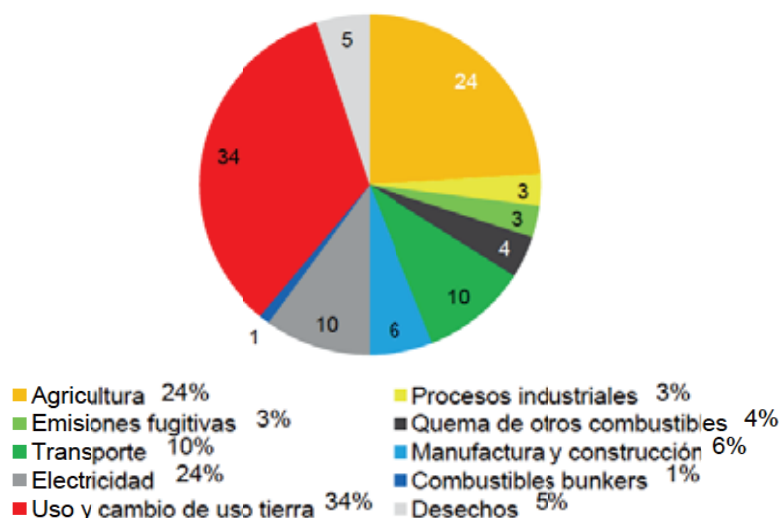
While it is true that in project design the attention to agricultural sector was evident as the main priority, nevertheless one would have appreciated a more precise declaration of intent: in the definition of objectives and expected results agriculture is never mentioned as well as the carbon footprint. A quantitative analysis of LAC exports (see below) would have pointed out that agricultural export at large are around 20% of total exports and that the markets where the risks of “green protectionism measure” is higher (EU) would account for 18% of the agricultural exports. This means then 3,6% of total exports with a total value of 33billion US\$: this would have given more authority to the proposal since the start.

Another missing point is the important link between the agricultural exports trends and local employment that later during some event has been correctly pointed out as a major issue. What we would like to stress is that it would have been easy to strengthen the good analysis with some more precise indication of objectives while a quantitative analysis of the context would have increased the relevance and credibility of the proposal. Moreover when the agricultural sector including the change of the use of soil contribute to around 60% of the region carbon footprint.

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**KPI-1.2.1 (i) Data, figures and tables:** (with explicit source referencing)**AMÉRICA LATINA Y EL CARIBE: DISTRIBUCIÓN POR FUENTE DE EMISIONES DE GEI, 2010**

(En porcentajes)



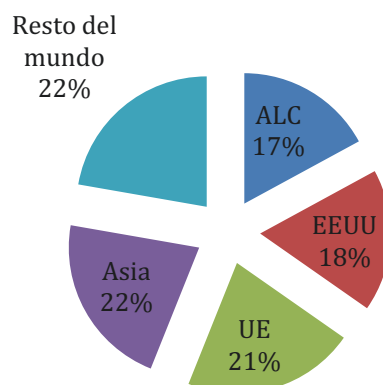
(Huella de carbono, exportaciones y estrategias empresariales frente al cambio climático, CEPAL November 2013 – pag. 14 )

A number of specific exporting sectors will be selected among those with a higher exposure to climate change-related initiatives in third markets and underdeveloped capacities to meet such requirements, in particular within agriculture and agro-industry. The mining and energy sectors, while important for several LAC countries' exports, will not be considered, as most actors in these sectors are large companies, which have the technological and financial resources to adapt to carbon- and other climate change-related requirements in third markets.

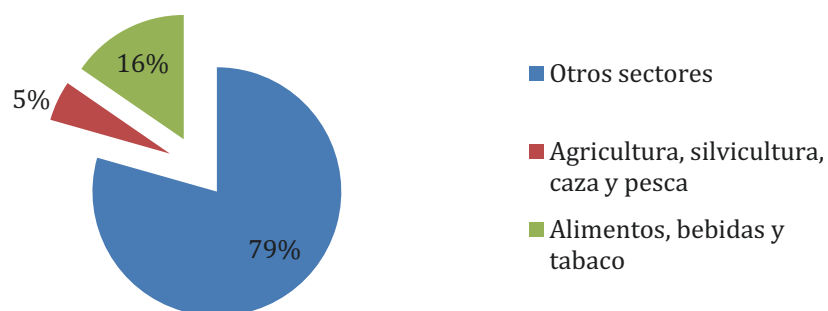
(CEPAL project design, September 2011)

EXPORTACIONES ALIMENTOS 2011	
Commodity Description	Value
Meat and preparations	20.883.219.782
Dairy products and birds' eggs	2.436.803.454
Fish, crustacean and molluscs, and preparations thereof	10.858.158.961
Cereals and cereal preparations	17.543.087.458
Vegetables and fruit	30.662.261.688
Sugar, sugar preparations and honey	20.184.076.416
Coffee, tea, cocoa, spices, and manufactures thereof	19.577.844.683
Feeding stuff for animals (not including unmilled cereals)	20.487.806.232
Miscellaneous edible products and preparations	3.143.556.277
Beverages	6.815.934.244
Tobacco and tobacco manufactures	4.423.812.909
Hides, skins and furskins, raw	120.564.401
Oil seeds and oleaginous fruit	25.075.206.568
Crude rubber (including synthetic and reclaimed)	1.461.917.114
Cork and wood	3.096.914.978
TOTAL ALIMENTOS	186.771.165.165
All Commodities	959.385.775.354
<b>Alimentos 19.6% total exportaciones</b>	

### Destinos de las exportaciones agrícolas y de alimentos de ALC 2011



### Participación de productos agrícolas y alimentos en total exportado por ALC 2011



(Author elaboration from CEPAL DATABASE)

#### **KPI-1.2.1 (ii) Key extracts from documents:** (with explicit source referencing)

**Objective:** To strengthen the national capacities of Latin American and Caribbean export sectors to meet the challenges, and exploit the new opportunities arising from the growing influence of climate change regulations on international trade.

#### **Expected accomplishments**

**EA 1.** Increased understanding among government entities, export associations and other relevant stakeholders within each participating country of the potential impact of climate change adaptation and mitigation measures by developed countries on participating countries' export competitiveness.

**EA 2.** Improved capacity of LAC export sectors to adequately incorporate climate change related requirements in their products and services.

**EA 3.** Improved capacity of LAC export sectors to adequately identify new opportunities in the trade of low-carbon products and services.

(CEPAL project design, September 2011)

Para los estados, emprender y apoyar iniciativas de medición y reducción de la huella de carbono en los sectores productivos **puede ser un bien público**. Por un lado, estos proyectos contribuyen directamente a la reducción de emisiones de GEI y al desarrollo sustentable. Por otro, sirven como incentivo para comprometer a

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los empresarios con dichas políticas. Desde la perspectiva del desarrollo productivo, las iniciativas permiten incrementar la eficiencia energética y la competitividad de las empresas, y a su vez diferenciar los productos de exportación en los mercados de destino y reducir el impacto de eventuales barreras proteccionistas (*Huella de carbono, exportaciones y estrategias empresariales frente al cambio climático, CEPAL November 2013 – pag. 10*)

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**KPI-1.2.1 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

*The title in the design of the project did not mention “agro products” as such in order to stimulate the interest but the focus on agricultural sector was evident*  
Mulder (CEPAL)

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**KPI- 1.2.2 : Selection of countries according to needs in climate change challenges**

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**Main Findings on KPI-1.2.2 :**

The beneficiary countries should have been 6 according to the project’s design: it is evident that the limited amount of resources imposed a selection of the beneficiaries in order to increase effectiveness and impact. The criteria mentioned in the text were purposely vague allowing the for a more focused selection based more on the real needs and engagement capacity of the local stakeholders, that in general are the conditions that allow for better implementation and stronger impact.

In effect according to the information received from the management unit the opportunity to participate to the project activities was distributed to a select group of countries, whose list was based not only on the assessed vulnerability to climate change effects but more on the absence or marginal presence of the topic in the local context and policies. This was coupled with the formal engagement requested from the identified local institutions to consolidate the interest and allow for a smooth implementation.

The opportunity was presented then to a restricted list of countries, where none of the LAC major ones was present (as in these ones the topic was already well dealt by the public or private organizations); records say that at the end 7 countries expressed a real interest, out of which 4 were finally selected as the others did not completely accept the ECLAC rules for this type of intervention (basically that the resources are offered as technical assistance not as financial means).

At the end the 4 selected countries (Colombia, the Dominican Republic, Ecuador and Nicaragua, to which Honduras was added thanks to additional external resources) allowed a certain optimization of the project effectiveness as in almost all of them the topic was quite marginal (not in Colombia where the major exporters were already dealing with it with emphasis and results) and then created the right base for the expected capacity building, that at the end is the major objective of the ECLAC actions. Three more countries (Argentina, Peru and Uruguay) were partial beneficiaries with some capacity building activities.

It should be noted that the preliminary and final selection criteria have not been openly presented in any document. During the interviews with the beneficiary institutions (see below) it appears that the approach modalities were quite simple (a letter or a message from CEPAL with a deadline to respond) followed by direct communication and finally visits.

The fact that only 7 countries —for what we know— showed a real interest in the project appears to be contradictory with the correct analysis of the problems presented in the project’s design, that should have moved larger interests. It is worth assessing if a more precise definition of objectives and sectors could have increased the interest.

On the other side it should also be noted that the limited amount of resources would not have offered the opportunity to a larger amount of beneficiaries: in the end the selected countries represent a good sample of the problems the region should face and really allowed for an increased effectiveness. Moreover the reduced amount of selected priority beneficiaries (4 countries against the 6 foreseen in project’s design) allowed a later increased reach out when 4 more countries were included in the activities, contributing to an increased multiplier both for the resources and for the expected impact.

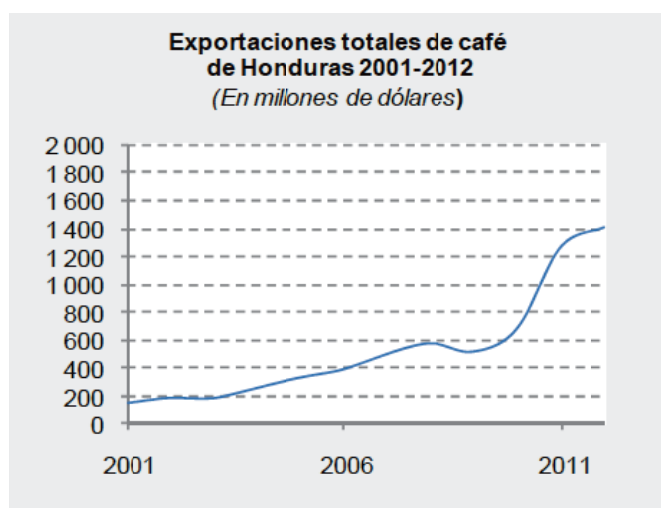
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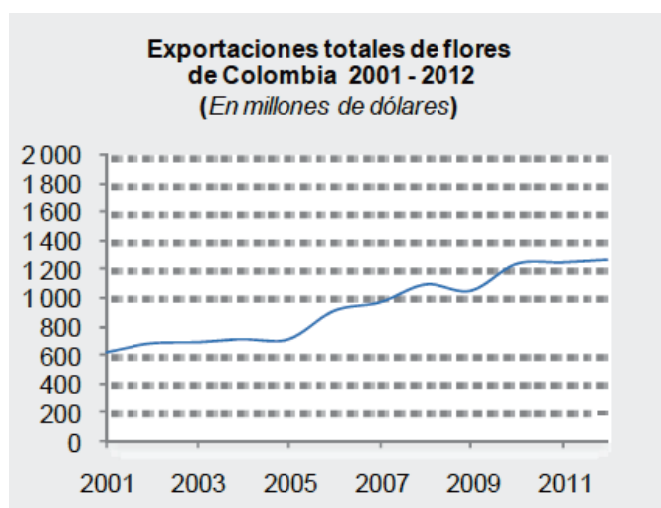
**KPI-1.2.2 (i) Data, figures and tables:** *(with explicit source referencing)*

**EMISIONES DE CO<sub>2</sub> TOTALES POR PAIS, 2010**  
(En miles de toneladas de CO<sub>2</sub>)

País	Sin uso y cambio de uso del suelo y silvicultura	Con uso y cambio de uso del suelo y silvicultura
Total mundo	44 542,70	47 182,60
Brasil	1 162,60	2 136,20
México	688,3	706,5
Argentina	359	450,5
Colombia	174	215,4
Chile	103,5	92,1
Perú	79,7	149
Cuba	53,6	43,6
Ecuador	53,3	138,9
Bolivia (Estado Plurinacional de)	59,8	147,8
Paraguay	40,1	117,5
Guatemala	35	50,9
Uruguay	34,7	15,3
Venezuela (República Bolivariana de)	262,5	387,1
República Dominicana	30,4	30,4
Panamá	23,4	28,3
Honduras	19	47,2
Nicaragua	17,4	46,2
Costa Rica	15,1	7,5
Jamaica	12,9	13,2
El Salvador	12,3	13,7
Belice	9	17,7
Haití	7,7	7,9
Suriname	4	6,8
Bahamas	3,9	3,9
Guyana	3,9	3,9
Barbaós	3,5	3,6
Granada	1,9	1,9
Santa Lucía	1,1	1,1
Dominica	0,2	0,2

*(Huella de carbono, exportaciones y estrategias empresariales frente al cambio climático, CEPAL November 2013 – pag. 16)*





**KPI-1.2.2 (ii) Key extracts from documents:** (with explicit source referencing)

It will target six LAC countries, to be selected on the basis of: (i) the size and structure of their economies; (ii) the degree of exposure of their exports to climate change-related initiatives in their main export markets; (iii) their manifestations of interest and national capacity to participate in the proposed activities; and (iv) the share of environmentally sensitive products in their exports. A number of specific exporting sectors will be selected among those with a higher exposure to climate change-related initiatives in third markets and underdeveloped capacities to meet such requirements, in particular within agriculture and agro-industry.

(CEPAL project design, September 2011)

La presentación detalló la experimentación de etiquetado ambiental de uchuva (*Physalis peruviana*) y clavel en Colombia. De acuerdo con datos de 2004, la agricultura representa la mayor parte de las emisiones en el inventario nacional de Colombia (un poco más alta que la energía). Adicionalmente, ciertas áreas clave del sector agrícola, como la producción de café, van a sufrir impactos negativos del cambio climático. Otras áreas, como la ganadería, han excedido su bio-capacidad. En respuesta a ello, Colombia ha desarrollado una serie de estrategias en el marco de la política agrícola para hacer frente al cambio climático.

(Informe del cuarto Seminario internacional sobre la huella de carbono "Huella ambiental en las exportaciones de alimentos de América Latina: normativa internacional y prácticas empresariales" CEPAL, 11 y 12 de octubre de 2012- Informe Miguel Angel Perez, Colombia)

**KPI-1.2.2 (iii) Information from interviews and questionnaire** (with explicit source referencing)

CEPAL called us by phone, then we received a formal letter. This is the typical modality used by CEPAL for this kind of intervention.

Amezquita (PROCOLOMBIA)

CORPEI has the mandate for export promotion.

We are in the network of export promotion institution in LA.

We were directly invited by CEPAL to participate and we found the initiative fit with our mandate

Luque (ECUADOR)

The topic was not present in the public/private policy agenda of the country so we were very much interested in getting a specific support

Moreover one of the pillars of our strategy is innovation and we thought that climate change adaptation was an important issue.

Guerrero (NICARAGUA)

As part of the export promotion network we received the invitation from CEPAL

We were not able to answer on time but when we met CEPAL officers at a meeting of the export organizations we were able to enter into the programme even though not to all the activities.

Solano (PERU)

We found that the topic was absent in the public debate of few countries so we decided to start with some sort of manual to collect and present the basic concepts, also considering the potential public we wanted to reach (enterprises, public officials, politicians, etc.)

Mulder (CEPAL)

The implicit selection of countries with more institutional weaknesses (to increase effectiveness and impact) was a good selection criterion but opened the door to some problems: cases where the work continuity was difficult because of change of personnel and lack of built memory has to be reported

This was coupled with the attention to emerging products

El primer contacto con los organismos de promoción comercial fue con carta y resumen del proyecto enviados por vía electrónica a los directores de la institución de aquella época. Había una fecha límite para contestar. Tuvimos respuesta de 7 países. Una vez hecha la manifestación de interés por parte de la institución, mantuvimos un primer intercambio por skype o VC. En algunos casos, la modalidad de trabajo del proyecto no cumplía con las expectativas de las instituciones, ya que la CEPAL no puede realizar transferencias directas a los países, sino que financia sólo actividades y consultores.

Luego de definido el interés recíproco, visitamos los 4 países dispuestos a comprometerse en aquel momento, para conocer en mayor profundidad a las contrapartes y tener un diálogo con una mesa público privada que pudiera apoyar y dar seguimiento al proyecto. Luego hubo un intercambio formal de cartas entre los directivos de la institución (en el caso de la CEPAL, el Director de la División de Comercio Internacional e Integración).

La excepción fue el caso de Honduras, donde el organismo de promoción no pudo asumir la responsabilidad del proyecto, a pesar del interés de algunos actores públicos y privados. Allí, el Servicio de Cooperación Holandés realizó la convocatoria inicial y luego continuamos en una relación con otros actores públicos, sobre todo con el Ministerio de Energía, Recursos Naturales y Medio Ambiente. Junto con ellos organizamos el side-event de la COP 20, donde fueron presentados los resultados del proyecto.

Frohmann (CEPAL)



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**Assessment of/statement on Judgement Criterion JC-1.2 (based on the KPIs main findings)**


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The participation of LAC countries in the development of methodologies for carbon footprint measure remains quite limited: one reason more to stress the urgency to be more present and vocal in the official spaces where these methodologies are discussed and approved in order to grant that the specificities of LAC products and technologies be considered. In effect it must be noted that in many carbon footprint measure methodologies the presence of estimations based on western production techniques and knowledge can raise biases against other producers. Moreover the direct implementation of such methodologies demand technical and human capacities not always available in still developing countries, creating then a new barrier. (KPI 1.2.1)

Based on the well-consolidated experience developed in recent years within the institution, project objectives correctly respond to the region needs and weaknesses with reference to carbon foot print methodologies. Strengthening the capacities of governments and exporters from participating LAC countries to meet the challenges, and exploit the new opportunities, arising from the growing interactions between climate change regulations and international trade is a credible and functional objective for this type of intervention. The definition of the expected results confirm the soundness of the approach: (i) public and private stakeholders are better aware about the critical importance of incorporating the climate change dimension into their policies and strategies, thanks to capacity building and increased availability of information ; (ii) public-private cooperation is established and consolidated in order to meet requirements and exploit opportunities in third markets. (KPI 1.2.1)

The overall credibility of the project could have been increased if in the design better definition would have given to the specific sectors to be included in the activities and on their quantitative importance for the region. In effect at the start the project official title was (and still is in the official communications) *“Strengthening the national capacities of export sectors in Latin America and the Caribbean to meet the challenges of climate change”*: no open mention of a major interest for a specific sector, the agriculture, that in effect become the only one for the following activities.

While it is true that in project design the attention to agricultural sector was evident as the main priority, nevertheless one would have appreciated a more precise declaration of intent: in the definition of objectives and expected results agriculture is never mentioned as well as the carbon footprint. A quantitative analysis of LAC exports (see below) would have pointed out that agricultural export at large are around 20% of total exports and that the markets where the risks of “green protectionism measure” is higher (EU) would account for 18% of the agricultural exports. This means then 3,6% of total exports with a total value of 33billion US\$: this would have given more authority to the proposal since the start.

Another missing point is the important link between the agricultural exports trends and local employment that later during some event has been correctly pointed out as a major issue. What we would like to stress is that it would have been easy to strengthen the good analysis with some more precise indication of objectives while a quantitative analysis of the context would have increased the relevance and credibility of the proposal. (KPI 1.2.1)

The beneficiary countries should have been 6 according to the project’s design: it is evident that the limited amount of resources imposed a selection of the beneficiaries in order to increase effectiveness and impact. The criteria mentioned in the text were purposely vague allowing for a more focused selection based more on the real needs and engagement capacity (KPI 1.2.2). In effect according to the information received from the management unit the opportunity to participate to the project activities was distributed to a select group of countries, whose list was based not only on the assessed vulnerability to climate change effects but more on the absence or marginal presence of the topic in the local context and policies. This was coupled with the formal engagement requested from the identified local institutions to consolidate the interest and allow for a smooth implementation.

The fact that only 7 countries —for what we know— showed a real interest in the project appears to be contradictory with the correct analysis of the problems presented in the project’s design, that should have moved larger interests. It is worth assessing if a more precise definition of objectives and sectors could have increased the interest.

On the other side it should also be noted that the limited amount of resources would not have offered the opportunity to a larger amount of beneficiaries: in the end the selected countries represent a good sample of the problems the region should face and really allowed for an increased effectiveness. Moreover the reduced amount of selected priority beneficiaries (4 countries against the 6 foreseen in project’s design)

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allowed a later increased reach out when 4 more countries were included in the activities, contributing to an increased multiplier both for the resources and for the expected impact. (KPI 1.2.2)

**JC-1.3 :** The project's objective and accomplishments have been aligned with ECLAC's mandate and UNDA mandate

KPI-1.3.1 *Evidence of coherence against main ECLAC mandate and policies*

KPI-1.3.2 *Contribution/consistency with thematic ECLAC sub-programmes*

KPI 1..3.3 - *Evidence of coherence against main UNDA mandate and policies*

**KPI-1.3.1 :** *Evidence of coherence against main ECLAC mandate and policies*

**Main Findings on KPI-1.3.1 :**

Even if the issue of carbon footprint has been present in ECLAC activities since few years, in the same time there was a wide awareness (remarked also in the documents presented in the ECLAC international events) of a certain institutional weaknesses in some LAC countries. To support the region institutions face the problems that their export could suffer as consequence of these weaknesses appears to be perfectly fit with the ECLAC mandate as within this one there are to develop actions addressed to a better and more effective participation of LAC countries exports in the international markets. This is done through studies/cooperation programmes/offer of technical assistance/production of ad hoc documentation/training etc.

To be prepared against the potential risk of “green protectionism” fits then well within the institution mandate: however a basic difference in this case should be mentioned. ECLAC actions were not requested formally by the Governments but were articulated as an offer to beneficiary countries to participate in a technical assistance programme (“supply driven” against the most standard” demand driven” approach typical of the institution). It means —as mentioned in previous point— that the offer was distributed to the potential beneficiaries to find “buyers” clearly interested and engaged in the future actions.

Another consequence was that the contents of the offer should have been sufficiently flexible to adapt to local needs as these ones were only generally sketched in the project design.

**KPI-1.3.1 (i) Data, figures and tables:** *(with explicit source referencing)*

**KPI-1.3.1 (ii) Key extracts from documents:** *(with explicit source referencing)*

Lamentablemente, se perciben marcados rezagos en las políticas públicas regionales en estos ámbitos. Ministerios o agencias públicas muy débiles, presupuestos simbólicos y ausencia de atribuciones sustantivas, son parte del escenario que predomina en muchos países de la región. Sin embargo, también se percibe un conjunto relevante de buenas experiencias en varios países de la región, principalmente emergiendo desde el mundo empresarial. Por cierto, un diálogo público privado más fecundo al respecto permitiría mayores avances.

*(Informe del quinto seminario internacional sobre la huella de carbono, “Prácticas públicas y privadas para reducir las huellas ambientales en el comercio internacional”, CEPAL, 13 y 14 de junio de 2013 – Osvaldo Rosales, Director de la División de Comercio Internacional e Integración CEPAL - page 12)*

**KPI-1.3.1 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

*The issue of carbon footprint has been present in CEPAL activities since few years. In the same time there was some awareness of a certain institutional weaknesses in some LAC countries.*

*The start of some form of “green protectionism” was already on the table (see French actions and the retailers in different EU markets, the “food miles” count, etc.). Let’s say that there was some “defensive concern” and to be prepared for a harder approach was a fair option and fit with the CEPAL mandate*

*The preparation and design was done in house by our department (international trade and integration) with the support of unit of sustainable development and human settlement division.*

Herreros (CEPAL)

*Not enough experience in LAC countries for climate change effects on trade and on how to adapt.*

*In Chile there were some activities as consequence of Concha y Toro exports to Europe after ley Grenelle in France and TESCO decisions in UK*

*Good practices also in Colombia for flowers*

*Frohmann (CEPAL)*

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**KPI-1.3.2 : Contribution/consistency with thematic ECLAC sub-programmes****Main Findings on KPI-1.3.2 :**

Since before the preparation of the proposal of this project, ECLAC was already studying the implications of both climate change and climate change-related measures for LAC countries, including searching for consequences on trade. Different units of the institutions were already involved.

ECLAC's International Trade and Integration Division (ITID) consolidated an expertise in assessing the impact of tariff and non-tariff barriers on LAC exports, while the Sustainable Development and Human Settlements Division (SDHSD) had a longstanding tradition in advising and guiding countries on the implementation of sustainable public policies, focusing not only on climate change but also on issues such as MDGs. The Production, Productivity and Management Division (PPMD) built a sound experience of working with the private and public sectors on innovation and investment issues, which are at the core for achieving a low-carbon economy, and through its Agricultural Development Unit (ADU) is currently pursuing the introduction of climate change in the policy agenda of the agricultural sector in the region, in partnership with FAO and the Inter- American Institute for Cooperation on Agriculture (IICA).

Since project design phase the collaboration with the other ECLAC units was well defined and the engagements confirmed, something that during implementation was a common practice (confirmed by the management unit).

**KPI-1.3.2 (i) Data, figures and tables:** (with explicit source referencing)**KPI-1.3.2 (ii) Key extracts from documents:** (with explicit source referencing)

The current project relates directly to ECLAC's Work Programme 2010-2011, specifically to the objective and expected accomplishments of the two subprogrammes described below:

- International Trade and Integration Division, Subprogramme 1 Objective: To enhance regional cooperation and integration schemes at the sub regional, regional and hemispheric levels through strengthening linkages between Latin American and Caribbean countries and the global economy.

*Expected accomplishment (a):* Improved capacity of member States to participate effectively in global and regional trade flows and value-chains by formulating and implementing trade policies and export development strategies

- Sustainable Development and Human Settlements Division, Subprogramme 8:

Objective: Enhanced capacity of the Governments of the region to follow-up and make progress in the implementation of international and national commitments derived from the outcomes of the World Summit on Sustainable Development and the relevant goals and objectives of the Millennium Declaration.

*Expected accomplishment (a):* Increased capacity of ECLAC member countries to integrate policies and measures for sustainable development, particularly in relation to climate change and human settlements

The current project also relates directly to ECLAC's Work Programme 2012-2013, specifically to the objective and expected accomplishments of the two subprogrammes described below:

- International Trade and Integration Division, Subprogramme 1 Objective: To enhance regional cooperation and integration schemes at the subregional, regional and hemispheric levels through strengthening linkages between Latin American and Caribbean countries and the global economy.

*Expected accomplishment (b):* Strengthened capacity of regional stakeholders for assessing the impact and contribution of trade policy on other areas of sustainable development, including poverty and climate change.

- Sustainable Development and Human Settlements Division, Subprogramme 8: Objective: To improve the integration of environmental and urban management considerations into economic, social and land-use policies in the framework of sustainable development and climate change.

*Expected accomplishment (a):* Increased capacity of Latin American and Caribbean countries to integrate sustainability criteria in development policies and measures, particularly in relation to human settlements, risk reduction and adaptation to climate change.

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- Production and Innovation, Subprogramme 2 Objective: to foster productivity convergence and innovation in Latin America and the Caribbean with due consideration to sustainable development and the linkages with the global economy

Expected accomplishment (a): Strengthened capacity of Latin American and Caribbean governments to formulate policies and strategies to enhance the competitiveness of their production structures.

(CEPAL project document – September 2011)

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**KPI-1.3.2 (iii) Information from interviews and questionnaire** (with explicit source referencing)

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**KPI-1.3.3 : Evidence of coherence against main UNDA mandate and policies**

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**Main Findings on KPI-1.3.3 :**

The Development Account was established in 1997, as a mechanism to fund capacity development projects of the economic and social entities of the United Nations. Projects financed from the Account aim at achieving development impact through building the socioeconomic capacity of developing countries through collaboration at the national, sub-regional, regional and interregional levels. The projects should seek to ensure effective follow-up to the United Nations conferences and summits in the economic and social areas and serve as an operational extension to the normative and analytical work of the implementing entities.

Development Account projects are formulated based on “specific government requests” for support from the implementing entities, with project ideas often being put forth in follow-up to previous Development Account efforts and/or assistance provided through the Regular Program for Technical Cooperation or extra-budgetary funding. The Development Account provides a mechanism for promoting the exchange and transfer of skills, knowledge and good practices among target countries within and between different geographic regions, and through cooperation with a wide range of partners in the broader development assistance community. The Account provides a bridge between in-country capacity development actors, on the one hand, and United Nations Secretariat entities, on the other

The objective of the Development Account is to fund capacity development projects in the priority areas of the United Nations Development Agenda that benefit developing countries. The Account encourages close collaboration of entities of the United Nations Secretariat on innovative, cross- sectoral regional or interregional activities, which draw mainly on the technical, human and other resources available in developing countries. The implementing entities are expected to use human and technical capacities to the extent possible to maximize knowledge transfer, utilizing networks of expertise with links at sub-regional, regional and global levels and with a view to promoting capacity-building in developing countries.

The project was approved in the batch of the seventh tranche of the Development Account, where the main objective was “Support to addressing key global development challenges to further the achievement of internationally agreed development goals, through collaboration at the global, regional and national levels”. The official approval of the project within the Projects funded from section 35, Development Account, of the program budget for the biennium 2010-2011 (seventh tranche - B) The proposed project complies with the criteria established and takes into account the capacity of the implementing entity concerned to execute the project activities. In effect the project specifically focuses on responding to emerging needs of Member States, including the challenges related to climate change, one of the main areas mentioned in DA mandate. It should be noted that in the official synthesis of the project presented in the UNDA report for the approval of the seventh tranche, the texts repeats the standard generic objective of the project (support to export sectors in LAC countries to face climate change challenges) without mentioning anywhere the agricultural sector as main potential beneficiary.

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**KPI-1.3.3 (i) Data, figures and tables:** (with explicit source referencing)

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**KPI-1.3.3 (ii) Key extracts from documents:** (with explicit source referencing)

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The Development Account remains an instrumental capacity development funding facility for the United Nations Secretariat in a highly dynamic development environment. Its distinct operational profile offers developing countries the opportunity to access the full range of development knowledge and expertise of the United Nations Secretariat, which helps countries design and implement strategies towards sustainable,

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equitable and inclusive development (the theme of the ninth tranche of the Development Account). The Account's programming approach encourages a vast range of strongly collaborative partnerships, both across the implementing entities and with national stakeholders.

The Development Account has been responsive to this dynamic environment, establishing specific themes to guide the programming and implementation of the Account in each tranche and encouraging demand-driven approaches that address beneficiary countries' priorities, drawing from the guidance from intergovernmental processes in the General Assembly and the Economic and Social Council, including through its functional and regional commissions. The ability of the Account to address current priorities and needs of target countries is demonstrated systematically through the outcomes of the projects.

The Development Account, together with the Regular Programme for Technical Cooperation, provides funding for the operational activities for development of the economic and social entities of the United Nations. By building capacity on three levels, namely: (a) the individual; (b) the organizational; and (c) the enabling environment, the Development Account becomes a supportive vehicle for advancing the implementation of internationally agreed development goals and the outcomes of the United Nations conferences and summits. While the Regular Programme for Technical Cooperation provides a short-term, flexible response mechanism to assist Member States with urgent issues, the Development Account adopts a medium- to longer-term approach in helping countries to better integrate social, economic and environmental policies and strategies in order to achieve inclusive and sustained economic growth, poverty eradication, and sustainable development. While spanning across a number of regions and thematic clusters, the Account often adopts a pilot approach to test new ideas that can be scaled up with supplementary funding.

The Development Account has been able to remain responsive to a highly evolving development environment, through the un-earmarked and predictable nature of its funding, a demand-driven approach that reflects beneficiary countries' priorities and a theme-driven programming for each tranche. By functioning as a bridge between the expertise of United Nations Secretariat entities and locally present development actors who often have a significantly different focus, the Account offers countries a distinctive opportunity to access skills and development knowledge to design and implement strategies and policies towards sustainable, equitable and inclusive development. Its operational profile is further reinforced by the adoption of pilot approaches that test new ideas and eventually scale them up through supplementary funding, and the emphasis on integration of national expertise in the projects to ensure national ownership and sustainability of project outcomes

*(UNDA 2013 Report)*

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**KPI-1.3.3 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

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**Assessment of/statement on Judgement Criterion JC-1.3 (based on the KPIs main findings)**

Even if the issue of carbon footprint has been present in ECLAC activities since few years, in the same time there was a wide awareness (remarked also in the documents presented in the ECLAC international events) of a certain institutional weaknesses in some LAC countries. To support the region institutions face the problems that their export could suffer as consequence of these weaknesses appears to be perfectly fit with the ECLAC mandate as within this one there are to develop actions addressed to a better and more effective participation of LAC countries exports in the international markets. (KPI 1.3.1)

Since before the preparation of the proposal of this project, ECLAC was already studying the implications of both climate change and climate change-related measures for LAC countries, including searching for consequences on trade. Different units of the institutions were already involved. Since project design phase the collaboration with the other ECLAC units was well defined and the engagements confirmed, something that during implementation was a common practice (confirmed by the management unit). (KPI 1.3.2)

The Development Account was established in 1997, as a mechanism to fund capacity development projects of the economic and social entities of the United Nations. The objective of the Development Account is to fund capacity development projects in the priority areas of the United Nations Development Agenda. The Account encourages close collaboration of entities of the United Nations Secretariat on innovative, cross-



sectoral regional or interregional activities, utilizing networks of expertise with links at sub-regional, regional and global levels and with a view to promoting capacity-building in developing countries.

The project was funded from section 35, Development Account, of the program budget for the biennium 2010-2011 (seventh tranche - B), where the main objective was “Support to addressing key global development challenges to further the achievement of internationally agreed development goals, through collaboration at the global, regional and national levels”. The proposed project complies with the criteria established and takes into account the capacity of the implementing entity concerned to execute the project activities. In effect the project specifically focuses on responding to emerging needs of Member States, including the challenges related to climate change, one of the main areas mentioned in DA mandate. (KPI 1.3.3)

However a basic difference for this project should be mentioned. The Governments did not request ECLAC proposal formally —as is the standard procedure of the institution and again stressed in the DA mandate— but on the contrary the project was articulated as an offer to beneficiary countries to participate in a technical assistance programme (“supply driven” against the most standard” demand driven” approach). It means —as mentioned in previous point— that the offer was distributed to the potential beneficiaries to find “buyers” clearly interested and engaged in the future actions. This had some consequences in the project design as this should have kept as much flexibility as possible to be ready to meet possible special needs claimed by the beneficiaries, meaning that some results and actions were on purpose vague to allow for better specification during implementation.

It should be noted that in the official synthesis of the project presented in the UNDA report for the approval of the seventh tranche, the texts repeats the standard generic objective of the project (support to export sectors in LAC countries to face climate change challenges) without mentioning anywhere the agricultural sector as main potential beneficiary.

#### **Preliminary Answer to the Evaluation Question EQ-1 based on the statements on the Judgement Criteria**

Climate change is a “wicked problem”, as it has been acknowledged in many documents: “wicked” problems contrast with “tame” problems for which the definition is clear, and the outcome is possible and credible. Tame problems may be readily identified as either solved or not solved. However, in the case of climate change, there is little agreement on appropriate definition of the problem —let alone the appropriate solution. And, while economics has played an important role in assessing climate impacts and alternative mitigation strategies, successful involvement by economists in the analysis of climate change requires broad engagement with other disciplines and with society at large, hence the complexity of this problem. Climate change is a “wicked problem”, and wicked problems do not have clear-cut solutions. There is little to be gained by waiting another year or two before taking concrete steps to deal with this issue —particularly in countries where extreme climate events are already imposing severe burdens on the poor.

The attention to the consequences of climate change in LA countries has been quite present since few years; at least in the major countries, where the accounting for CO<sub>2</sub> emissions started many years ago and produced already some measures.

Project design mentioned clearly however the different awareness and sensitivity to the issue in more developed countries, something that started the new options in terms of adaptation and mitigation that affect the terms of trade.

ECLAC gave to the climate changes consequences for LAC countries substantial attention, as it can easily assessed from the documents produced and the activities implemented. The acknowledgement that since 2000 only 4 LAC countries have been able to reduce the CO<sub>2</sub> emissions stands as an alert that the climate change consequences can have a deep effect on the region.

Face to a context rapidly evolving and considerable uncertainty, there is little accumulated experience from which to develop lessons for LAC governments and other stakeholders. The project then precisely represents an effort in this direction, as one of its main expected outputs is a set of lessons and good practices that both governments and private sector stakeholders in LAC countries can benefit from. The fact that as a result of the difficulties in reaching an international agreement on climate change, various national, state and municipal governments, especially in industrialized countries, have formulated their own climate change mitigation policies could raise special challenges for LAC exports. (JC 1.1)



It should be marked that the project relates directly to Millennium Development Goals (MDG) 7 (specifically Target 1, “Integrate the principles of sustainable development into country policies and programs and reverse the loss of environmental resources”) and MDG 8 (specifically Target 2, “Develop further an open, rule-based, predictable, non-discriminatory trading and financial system”).

In general the awareness of climate change effects on LA countries policies is mixed: while a number of countries (the larger ones) started studies and activities, in many others the incipient awareness did not consolidate in proper programs and policies, creating then a critical empty space where new risks could emerge.

Unfortunately marked weaknesses appear in regional public policies facing the climate change issues. In a number of countries ministries and public agencies do not have the institutional capacity to grasp and create new visions, budgets remain mostly figurative without real analysis and distribution of definite tasks: this is the most common scenario together however with some interesting experiences, mostly established and developed by private economic actors. This is why the focus for a dialogue between public and private sectors could be a very fertile instrument. In general LAC enterprises reacted to the climate change effect as consequence of the behaviors of the destination markets, especially if the foreign importers demand some adaptation. The project design marked that this scattered model of reaction could be a burden in a near future when more specific policies could start. More important is the fact the majority of carbon accounting methodologies and carbon labeling schemes have been developed in industrialized countries, so they tend to reflect these countries’ own approaches and biases, with the risk to raise negative effects for the products from developing countries. Carbon accounting methodologies and carbon labeling schemes developed in industrialized countries also tend to increase the importance of air transport in a product’s carbon footprint, thereby encouraging the purchase of products locally produced. (JC 1.1)

The feeling for an incipient “green protectionism” means that it is better to be proactive. To invest in sustainability (including carbon measurement and reduction) is not only good for the environment but also for business as the Pressure to transit towards a green economy will only increase. However since many years it has been known that the major sources of CO<sub>2</sub> is for LAC region the change in the use of soil, that gives more than 40% of the total with the enlarged agricultural sector contributing for 20%.

The participation of LAC countries in the development of methodologies for carbon footprint measure remains quite limited: one reason more to stress the urgency to be more present and vocal in the official spaces where these methodologies are discussed and approved in order to grant that the specificities of LAC products and technologies be considered. In effect it must be noted that in many carbon footprint measure methodologies the presence of estimations based on western production techniques and knowledge can raise biases against other producers. Moreover the direct implementation of such methodologies demand technical and human capacities not always available in still developing countries, creating then a new barrier.(JC 1.2)

Based on the well-consolidated experience developed in recent years within the institution, project objectives correctly respond to the region needs and weaknesses with reference to carbon foot print methodologies. Strengthening the capacities of governments and exporters from participating LAC countries to meet the challenges, and exploit the new opportunities, arising from the growing interactions between climate change regulations and international trade is a credible and functional objective for this type of intervention. The definition of the expected results confirm the soundness of the approach: (i) public and private stakeholders are better aware about the critical importance of incorporating the climate change dimension into their policies and strategies, thanks to capacity building and increased availability of information; (ii) public-private cooperation is established and consolidated in order to meet requirements and exploit opportunities in third markets. (JC 1.2)

The overall credibility of the project could have been increased if in the design better definition would have given to the specific sectors to be included in the activities and on their quantitative importance for the region. In effect at the start the project official title was (and still is in the official communications) “*Strengthening the national capacities of export sectors in Latin America and the Caribbean to meet the challenges of climate change*”: no open mention of a major interest for a specific sector, the agriculture, that in effect become the only one for the following activities. Another missing point is the important link between the agricultural exports trends and local employment that later during some event has been correctly pointed out as a major issue. What we would like to stress is that it would have been easy to strengthen the good analysis with some more precise indication of objectives while a quantitative analysis of the context would have increased the relevance and credibility of the proposal. (JC 1.2)

While it is true that in project design the attention to agricultural sector was evident as the main priority, nevertheless one would have appreciated a more precise declaration of intent: in the definition of objectives and expected results agriculture is never mentioned as well as the carbon footprint. A quantitative analysis of LAC exports (see below) would have pointed out that agricultural export at large are around 20% of total exports and that the markets where the risks of “green protectionism measure” is higher (EU) would account for 18% of the agricultural exports. This means then 3,6% of total exports with a total value of 33billion US\$: this would have given more authority to the proposal since the start. (JC 1.2)

Even if the issue of carbon footprint has been present in ECLAC activities since few years, in the same time there was a wide awareness (remarked also in the documents presented in the ECLAC international events) of a certain institutional weaknesses in some LAC countries. To support the region institutions face the problems that their export could suffer as consequence of these weaknesses appears to be perfectly fit with the ECLAC mandate as within this one there are to develop actions addressed to a better and more effective participation of LAC countries exports in the international markets. Different units of the institutions were already involved. Since project design phase the collaboration with the other ECLAC units was well defined and the engagements confirmed, something that during implementation was a common practice (confirmed by the management unit). (JC 1.3)

The Development Account was established in 1997, as a mechanism to fund capacity development projects of the economic and social entities of the United Nations. The objective of the Development Account is to fund capacity development projects in the priority areas of the United Nations Development Agenda. The project was funded from section 35, Development Account, of the program budget for the biennium 2010-2011 (seventh tranche - B), where the main objective was “Support to addressing key global development challenges to further the achievement of internationally agreed development goals, through collaboration at the global, regional and national levels”. The proposed project complies with the criteria established and takes into account the capacity of the implementing entity concerned to execute the project activities. However a basic difference for this project should be mentioned. The Governments did not request ECLAC proposal formally —as is the standard procedure of the institution and again stressed in the DA mandate— but on the contrary the project was articulated as an offer to beneficiary countries to participate in a technical assistance programme (“supply driven” against the most standard” demand driven” approach). It means —as mentioned in previous point— that the offer was distributed to the potential beneficiaries to find “buyers” clearly interested and engaged in the future actions. This had some consequences in the project design as this should have kept as much flexibility as possible to be ready to meet possible special needs claimed by the beneficiaries, meaning that some results and actions were on purpose vague to allow for better specification during implementation. The fact that only 7 countries —for what we know— showed a real interest in the project appears to be contradictory with the correct analysis of the problems presented in the project’s design, that should have moved larger interests. It is worth assessing if a more precise definition of objectives and sectors could have increased the interest.

On the other side it should also be noted that the limited amount of resources would not have offered the opportunity to a larger amount of beneficiaries: in the end the selected countries represent a good sample of the problems the region should face and really allowed for an increased effectiveness. Moreover the reduced amount of selected priority beneficiaries (4 countries against the 6 foreseen in project’s design) allowed a later increased reach out when 4 more countries were included in the activities, contributing to an increased multiplier both for the resources and for the expected impact. (JC 1.2)

It should be noted that in the official synthesis of the project presented in the UNDA report for the approval of the seventh tranche, the texts repeats the standard generic objective of the project (support to export sectors in LAC countries to face climate change challenges) without mentioning anywhere the agricultural sector as main potential beneficiary. (JC1.3)

**Information Matrix EQ 2****Evaluation Question 2**

**To what extent did the project's design properly address the major issues identified in connection with the climate change challenges affecting the region exports?**

**List of Judgement Criteria (JCs) under the EQ 2**

JC-2.1	The analysis defined the issues and the major problem conditions with sufficient precision
JC-2.2	The problem analysis identified realistic cause-effect relationships among problem conditions
JC-2.3	The governance and management structures of the project were appropriate to the objective, accomplishments and activities

**JC-2.1:** The analysis defined the issues and the major problem conditions with sufficient precision

**List of Key Performance Indicators (KPIs) under JC 2.1 (codes and definition)**

KPI-2.1.1	Presence of updated analysis on climate change effects/problems and its awareness at global/local level
KPI-2.1.2	Presence in the project documents of quantitative/qualitative data sufficient to identify issues and problems with reference to LAC exports

**KPI-2.1.1:** Presence of updated concepts on climate change effects/problems and its awareness at global/local level

**Main Findings on KPI-2.1.1:**

It is now widely accepted that the world's climate is changing and that we are in a period of global warming. Agriculture is a significant source of global greenhouse gas (GHG) emissions, although it can also contribute to carbon sequestration. The sector is particularly susceptible to the effects of climate change on crop and livestock production. A key issue is whether policy measures that are emerging to promote mitigation or adaptation in the sector are consistent with GATT/WTO disciplines. What modifications (if any) might be made to allow countries to achieve objectives in this area while at the same time preventing undue restrictions on trade? In effect climate change policies could easily become a guise for protecting domestic food and agricultural sectors from international competition. Environmental standards for food products and environmental labelling are being adopted already in some countries. The most popular approach is labelling based on the carbon "footprint" of a product, which corresponds to the amount of carbon emissions generated by its production, processing and transportation. The majority of the labelling initiatives are associated with private voluntary standards.

The project design correctly defines three main problems facing the LAC countries exports: the potential "green protectionism" structured possibly around labelling for carbon contents, the methodologies to account for the carbon foot print developed by the rich countries (mainly importers from LAC region) and the weaknesses of the regional institutions. What is interesting is that the general approach wanted to stimulate the common participation of public and private actors because on one hand both can benefit from the project technical assistance and on the other hand because the issues coming from climate change effects are so complex that all actors should coordinate their responses to be successful. In the word of a ECLAC officer: "What we wanted to stress was the need for interaction between the public sector and the private sector in matter as the climate change effects and reactions, as they touch issues, domains, etc that are too wide for any single actor: we pushed to have both involved at different levels (support for the local export promotion organizations, technical assistance for the enterprises through the carbon foot print measure). The establishment of the "public private tables" as coordination mechanism was a central point of the strategy"

**KPI-2.1.1 (i) Data, figures and tables:** (with explicit source referencing)

**KPI-2.1.1 (ii) Key extracts from documents:** (with explicit source referencing)

**1. Limited knowledge of LAC countries about (i) the links between trade and climate change, and (ii) the implications for LAC exporters of climate change-related initiatives:** As already stated, the regulatory environment in this field is constantly evolving, especially in industrialized export markets. As a consequence, information on new requirements is dispersed across multiple stakeholders and coordination problems may arise. This ever increasing set of measures poses a particular challenge for small and medium-sized exporters, who typically lack information to a greater extent than larger exporters and do not have sufficient financial, technological and human resources to meet these requirements in major export markets.

**2. Weak public policies of LAC governments to adapt to climate change-related requirements in third markets:** Many LAC countries, especially the smaller ones, lack the institutional capacity to quickly adapt to changing requirements in their export markets and to implement national carbon accounting mechanisms without significant financial and technical help. However, private sector initiatives in developed countries, such as for example carbon labeling schemes, do not necessarily take into account these limitations. Accordingly, ECLAC has encountered a growing demand for technical support and advice by these countries.

**3. Limited dialogue between the public and private sectors:** enhancing the capacity of LAC countries to meet climate change-related requirements in their export markets is an effort of such importance and complexity that it must be jointly undertaken by the public and private sectors. The formation of public-private partnerships is thus essential, for information and coordination purposes. These institutional arrangements already exist in some LAC countries (for example, the technical working groups on meat, dairy and rice in Uruguay). However, overall the region is lagging behind in terms of a more structured and continuous interaction between public and private actors to improve LAC countries' ability to compete internationally in a low-carbon economy.

(CEPAL project design, September 2011)

Dos iniciativas vinculadas de Francia y de la Unión Europea, con el objetivo de desarrollar métodos para calcular y comunicar al consumidor final informaciones sobre los impactos ambientales de diversos productos. El experimento nacional (piloto) francés está en la etapa de evaluación. El proyecto de la UE emitió una nueva comunicación a principios de abril de 2013, "Building the single market for green products," con la recomendación de utilizar un documento clave "PEF –Product Environmental Footprint Guide."

(Informe del quinto seminario internacional sobre la huella de carbono, "Prácticas públicas y privadas para reducir las huellas ambientales en el comercio internacional", CEPAL, 13 y 14 de junio de 2013)

#### **KPI-2.1.1 (iii) Information from interviews and questionnaire** (with explicit source referencing)

*The appearance of "green protectionism measures" like carbon tariffs (see retailers decisions on package symbols etc) raised the level of attention*

*LAC countries especially stricken due to the amount of agricultural exports*

*What we wanted to stress was the need for interaction between the public sector and the private sector in matter as the climate change effects and reactions, as they touch issues, domains, etc that are too wide for any single actor: we pushed to have both involved at different levels (support for the local export promotion organizations, technical assistance for the enterprises through the carbon foot print measure). The establishment of the "public private tables" as coordination mechanism was a central point of the strategy.*

Mulder (CEPAL)

#### **KPI- 2.1.2: Presence in the project documents of quantitative/qualitative data sufficient to identify issues and problems with reference to LAC exports**

##### **Main Findings on KPI-2.1.2 :**

As pointed out already in KPI 1.2.1, project design focused exclusively in a qualitative analysis of the problems at institutional level. More quantitative/qualitative data would have added to the appeal /relevance of the proposal and probably would also have helped define specific indicator.

Project design in effect concentrated on two assumptions: first, the project is an "offer" for potential interested beneficiaries (more that a specific action to face a very definite problem) so it should avoid specificities and focuses more on common (or supposedly common) problems, second it offer explicit "technical assistance" to institutions to increase awareness more than precise indications on how to deal with the issue at enterprises level.

Nonetheless during implementation, the documents produced by the project management unit filled the void with a wide collection of data and information. Moreover it should be noted —as an ECLAC officer stressed— "Documents were expressly written not to be academic papers (no CEPALESE!!!!) but more toward distribution of information and as didactic tool, able to have larger impact and to be re-distributed at lower levels within the organizations.

However the specific attention later developed to have the agricultural sector as main and only sector of analysis would have benefitted by a deeper analysis based on quantitative figures, well available at ECLAC and UNCTAD database.

**KPI-2.1.2 (i) Data, figures and tables:** *(with explicit source referencing)***KPI-2.1.2 (ii) Key extracts from documents:** *(with explicit source referencing)*

América Latina y el Caribe es un importante proveedor de alimentos de los países industrializados. En Estados Unidos, en 2011, más del 33% de las importaciones de productos agrícolas provenían de la región y se proyecta que éstas alcanzarán el 40% en 2013. También en el caso de la Unión Europea, varios países de la región figuran entre los 10 primeros proveedores en los distintos rubros de alimentos. Dados los crecientes requisitos de información sobre el contenido de carbono de los productos alimenticios en los mercados industrializados, los exportadores latinoamericanos deben estar muy atentos a los cambios regulatorios, para poder adaptarse a los nuevos requisitos.

Resulta difícil estimar con precisión qué porcentaje del comercio de América Latina y el Caribe puede ser afectado por los requisitos vinculados al carbono en los mercados de exportación. Esta dificultad es consecuencia del creciente número de requisitos, de su diversidad en términos de cobertura y metodología, y del hecho de que la información sobre ellos está muy dispersa y, por lo tanto, es difícil de conseguir. Hasta que no se alcance algún tipo de acuerdo multilateral donde se especifique cómo se debe calcular la huella de carbono de los bienes comerciales, cualquier estimación del posible costo de los requisitos relacionados con el carbono necesariamente deberá basarse en suposiciones generales. Sin perjuicio de lo anterior, resulta claro que esos costos existen y pueden ser importantes, especialmente para los productores y exportadores más pequeños. La cuantificación del contenido de carbono de un producto involucra un importante proceso de aprendizaje, pero también implica costos asociados a la recolección de los datos necesarios.

*(CEPAL Huella de carbono, exportaciones y estrategias empresariales, November 2012, page 21)*

En los últimos meses se observó la evolución de algunas normas y un evento inesperado en el proceso del desarrollo de la norma ISO 14067 (huella de carbono de los productos). La norma ISO 14067 no fue aceptada como norma. Fueron publicadas las versiones definitivas de *Product Environmental Footprint* (PEF) y *Organization Environmental Footprint* (OEF) de la Comisión Europea, y en Francia se prepara la evolución de la norma BP X 30-323, alineada con la norma europea. También hubo nuevas versiones del *GHG Protocol* y del *Sustainability Index* para diversos productos agrícolas.

La norma ISO 14067 recibió un voto negativo y solo fue adoptada como estándar técnico debido a la oposición de una coalición de países emergentes liderada por India, que temía que en el futuro la norma podría convertirse en un obstáculo al comercio (a pesar de que este punto había sido abordado en el texto del proyecto de la norma). El bloqueo de la norma puede tener consecuencias para el comercio. En ese caso, el etiquetado puede ser analizado por la OMC con base en el acuerdo sobre Obstáculos Técnicos al Comercio (OTC) y el Acuerdo General sobre Aranceles Aduaneros y Comercio (GATT), los que toman como referencia las normas internacionales.

Las iniciativas de la Unión Europea, de Francia y Quebec están más o menos suspendidas. El proyecto piloto en Francia acabó a finales de 2012 y hasta la fecha está en el proceso de negociación con los diferentes ministerios, ONGs, entre otros, para finalizar un informe oficial del gobierno francés y decidir la etapa siguiente. El proyecto francés tenía dos objetivos principales: observar si realmente es posible para las empresas recolectar la información necesaria para la evaluación de la huella ambiental de sus productos, y también observar si a los consumidores les interesa obtener esta información.

*(Informe del quinto seminario internacional sobre la huella de carbono, "Prácticas públicas y privadas para reducir las huellas ambientales en el comercio internacional", CEPAL, 13 y 14 de junio de 2013 Report by Olivier Jan)*

Las bases legislativas para el experimento francés son las dos leyes Grenelle (2009, 2010). Grenelle 1 estipula que los consumidores deben tener acceso a la información ambiental sincera, objetiva y completa sobre los productos, y también compromete que Francia apoyará requisitos similares a nivel de la UE. Grenelle 2 establece las modalidades para una fase de experimentación de un año de duración utilizando la metodología de ciclo de vida y múltiples criterios ambientales. Estas leyes son el primer pilar del dispositivo francés.



A nivel europeo, hubo un evento muy importante: una nueva comunicación a principios de abril del 2013: “*Building the single market for green products,*” donde la Comisión Europea recomendó el uso de los documentos clave “*PEF—Product Environmental Footprint Guide*” para armonizar maneras de evaluar impactos sobre el medio ambiente de los productos y de “*OEF- Organization Environmental Footprint Guide*”, para las organizaciones. La Comisión Europea también anunció una fase piloto de tres años (empezando en octubre), dedicada a elaborar documentos sectoriales que siguiendo la PEF/OEF buscan armonizar los diferentes métodos e indicadores de manera simplificada. La fase piloto estará abierta a propuestas de todo tipo de participantes —estados miembros, organizaciones industriales, empresas, ONGs, etc. La segunda fase, que empezará a principios de 2014, estará abierta al sector agro-alimenticio

*(Informe del quinto seminario internacional sobre la huella de carbono, “Prácticas públicas y privadas para reducir las huellas ambientales en el comercio internacional”, CEPAL, 13 y 14 de junio de 2013 – report by Antonin Vergez)*

#### **KPI-2.1.2 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

*Most of the work done as team*

*Structure of the local events based on the production of documents: event 1 on the guide and event 3 on the strategy for enterprises*

*The other events based on the carbon footprint measure advances and results*

*Documents were expressly written not to be academic papers (no CEPALESE!!!!) but more toward distribution of information and as didactic tool (able to have larger impact and to be re-distributed at lower levels within the organizations)*

Frohmann (CEPAL)

#### **Assessment of/statement on Judgement Criterion JC-2.1 (based on the KPIs main findings)**

The project design correctly defines three main problems facing the LAC countries exports: the potential “green protectionism” structured possibly around labelling for carbon contents, the methodologies to account for the carbon foot print developed by the rich countries (mainly importers from LAC region) and the weaknesses of the regional institutions. What is interesting is that the general approach wanted to stimulate the common participation of public and private actors because on one hand both can benefit from the project technical assistance and on the other hand because the issues coming from climate change effects are so complex that all actors should coordinate their responses to be successful. In the word of a ECLAC officer: “*What we wanted to stress was the need for interaction between the public sector and the private sector in matter as the climate change effects and reactions, as they touch issues, domains, etc that are too wide for any single actor: we pushed to have both involved at different levels (support for the local export promotion organizations, technical assistance for the enterprises through the carbon foot print measure). The establishment of the “public private tables” as coordination mechanism was a central point of the strategy*”(KPI 2.1.1)

As pointed out already in KPI 1.2.1, project design focused exclusively in a qualitative analysis of the problems at institutional level. More quantitative/qualitative data would have added to the appeal /relevance of the proposal and probably would also have helped define specific indicator.

Project design in effect concentrated on two assumptions: first, the project is an “offer” for potential interested beneficiaries (more that a specific action to face a very definite problem) so it should avoid specificities and focuses more on common (or supposedly common) problems, second it offer explicit “technical assistance” to institutions to increase awareness more than precise indications on how to deal with the issue at enterprises level.

Nonetheless during implementation, the documents produced by the project management unit filled the void with a wide collection of data and information. Moreover it should be noted —as an ECLAC officer stressed— “*Documents were expressly written not to be academic papers (no CEPALESE!!!!) but more toward distribution of information and as didactic tool, able to have larger impact and to be re-distributed at lower levels within the organizations.*

However the specific attention later developed to have the agricultural sector as main and only sector of analysis would have benefitted by a deeper analysis based on quantitative figures, well available at ECLAC and UNCTAD database. (KPI 2.1.2)



It is now widely accepted that the world's climate is changing and that we are in a period of global warming. Agriculture is a significant source of global greenhouse gas (GHG) emissions, although it can also contribute to carbon sequestration. The sector is particularly susceptible to the effects of climate change on crop and livestock production. A key issue is whether policy measures that are emerging to promote mitigation or adaptation in the sector are consistent with GATT/WTO disciplines. What modifications (if any) might be made to allow countries to achieve objectives in this area while at the same time preventing undue restrictions on trade? In effect climate change policies could easily become a guise for protecting domestic food and agricultural sectors from international competition. (KPI 2.1.1)

**JC-2.2:** The problem analysis identified realistic cause-effect relationships among problem conditions

**List of Key Performance Indicators (KPIs) under JC 2.2 (codes and definition)**

KPI-2.2.1 *Presence of credible intervention logic in project documents relating how the climate change could affect LAC exports*

KPI-2.2.2 *Confirmed existence of documentation on how the climate change affects the policies of the major importers of LAC exports*

**KPI-2.2.1 :** *Presence of credible intervention logic in project documents relating how the climate change could affect LAC exports*

**Main Findings on KPI-2.2.1 :**

As said in KPI 2.1.1, the basic problem analysis of project design is well founded on correct findings and views. The carbon embedded in internationally traded food and agricultural goods —its measurement, as well as different ways of communicating its climate impact— is a rapidly emerging factor in agricultural production, processing and trade. The emerging, mainly non-statutory, private-sector driven carbon labelling schemes raise a number of issues. They will —by design— alter costs and benefit-sharing across a wide range of stakeholders, including producers and consumers, the public and private sector, and developing and developed countries, along all levels of globally-dispersed value chains. Also, how effective are they likely to be in changing consumption patterns?

There are a number of difficulties associated with these standards, however. Much of the demand for carbon standards stems from the fear that producers in developed countries will simply outsource their production to developing countries that are not burdened with emission caps. There is often the assumption that imported food and agriculture goods will automatically have a higher carbon footprint due to greater transport emissions. This assumption can often be inaccurate, however, as developing countries often rely on less carbon intensive methods of agriculture by using less fertiliser, mechanisation, and energy for heating. To calculate the true carbon cost of a good, those setting standards might rely on Life Cycle Analysis to gain a more exact measurement. So far, however, methods for fully verifying and monitoring carbon emissions are not fully reliable. They also place an expensive additional burden on producers, who might be expected to pay for this verification.

In many countries where product standards and labelling are an issue, governments are not necessarily in the vanguard of such initiatives. Private companies often lead these developments. Organizations such as GlobalGAP, which establishes voluntary standards for the certification of agricultural products as being “safe and sustainable” have emerged to provide certification for farmers wishing to prove to retailers that they meet certain production standards. The SCM Agreement makes reference to the activities of “private bodies” in the provision of subsidies, so that such activities are not entirely excluded from the ambit of WTO agreements. However, it remains to be seen to what extent specific activities undertaken by private entities that may provide a competitive advantage to domestic producers or disadvantage foreign suppliers could be subject to challenge under WTO agreements. The SCM specifies that this may be the case if “a government makes payments to a funding mechanism, or entrusts or directs a private body to carry out functions (for which a subsidy shall be deemed to exist) which would normally be vested in the government and the practice, in no real sense, differs from practices normally followed by governments.”

The consequence of the problems analysis defines then the space for the activities as the provision for updated information and technical assistance on methodologies. Again it is worth noting the absence of specific mention in the activities plan of what would later be the main contents of the activities, which is the agricultural sector and the carbon footprint.

**KPI-2.2.1 (i) Data, figures and tables:** (with explicit source referencing)**KPI-2.2.1 (ii) Key extracts from documents:** (with explicit source referencing)

Consumers should receive accurate, easy to understand and reliable information about the products they purchase, through clear and coherent labelling, including in relation to environmental claims. Packaging should be optimised to minimize environmental impacts, and resource-efficient business models such as product service systems, including leasing of products, should also be supported. Existing product legislation such as the Ecodesign and Energy Label Directives and the Ecolabel Regulation will be reviewed with a view to improving the environmental performance and resource-efficiency of products throughout their lifecycle, and addressing existing provisions through a more coherent policy and legislative framework for sustainable production and consumption in the Union.

(European Union Environment Action Programme to 2020 “Living well, within the limits of our planet”, Bruxelles 2014)

**KPI-2.2.1 (iii) Information from interviews and questionnaire** (with explicit source referencing)

**KPI- 2.2.2 :** Confirmed existence of documentation on how the climate change affects the policies of the major importers of LAC exports

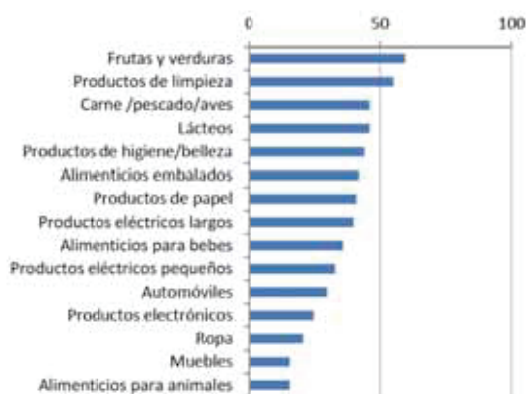
**Main Findings on KPI-2.2.2 :**

The lack of direct documentation of the quantitative/qualitative effects of the climate change adaptation/mitigation measures decided in the importers countries (already noted) should be again noted. It could be partially explained by the condition of the project implementation: being an “offer” for potential beneficiaries, any type of more specific analysis of precise sector/industries/countries could have limited the appeal and the interest for some countries: so it was decided to focus on the general analysis of the problems that supposedly all countries should face and to leave the activities quite open in order to allow for better identification once the beneficiaries would have been selected.

In effect this assumption has been confirmed during the interviews with ECLAC officers: “We were convinced that LAC countries were especially stricken by the climate change adaptation decided by the importers countries, due to the large amount of agricultural exports, especially toward EU and US. The title in the design of the project did not mention “agro products” as such in order to stimulate the interest but the focus on agricultural sector was evident”

**KPI-2.2.2 (i) Data, figures and tables:** (with explicit source referencing)

LOS CONSUMIDORES TIENEN UN FUERTE INTERÉS EN CONOCER LA HUELLA AMBIENTAL DE LOS ALIMENTOS  
(Encuesta 2012)



(Informe del cuarto Seminario internacional sobre la huella de carbono “Huella ambiental en las exportaciones de alimentos de América Latina: normativa internacional y prácticas empresariales” CEPAL, 11 y 12 de octubre de 2012- Olivier Jan)

**KPI-2.2.2 (ii) Key extracts from documents:** *(with explicit source referencing)*

América Latina y el Caribe es un importante proveedor de alimentos de los países industrializados. En Estados Unidos, en 2011, más del 33% de las importaciones de productos agrícolas provenían de la región y se proyecta que éstas alcanzarán el 40% en 2013. También en el caso de la Unión Europea, varios países de la región figuran entre los 10 primeros proveedores en los distintos rubros de alimentos. Dados los crecientes requisitos de información sobre el contenido de carbono de los productos alimenticios en los mercados industrializados, los exportadores latinoamericanos deben estar muy atentos a los cambios regulatorios, para poder adaptarse a los nuevos requisitos.

*(Huella de carbono, exportaciones y estrategias empresariales frente al cambio climático, CEPAL November 2013 – pag. 18)*

Una de las debilidades de las estadísticas relacionadas con las emisiones tiene relación con la medición del uso y cambio de uso de la tierra. Sin embargo, por tratarse de un tema de extrema importancia para América Latina, algunas instituciones internacionales, como el Instituto de Recursos Mundiales (WRI en sus siglas en inglés), realizan estimaciones a partir de lo que informa cada país, las que son incorporadas a los análisis a nivel mundial. Este aspecto es de gran relevancia para mejorar las mediciones nacionales

*(Huella de carbono, exportaciones y estrategias empresariales frente al cambio climático, CEPAL November 2013 – pag. 17)*

Respondiendo a la pregunta formulada por uno de los comentaristas sobre el objetivo de la medición de huella de carbono, Vergez acordó que si el objetivo es reducir las emisiones, “cap and trade” es más eficaz, pero señaló que el objetivo de la medición de huella en realidad es involucrar al consumidor y reducir las emisiones de forma indirecta por el suministro de información. También aclaró que el programa piloto francés y el desarrollo de normas de la UE son complementarios —Francia proporciona insumos al proceso de desarrollo de normas de la UE sobre la base de las lecciones aprendidas del piloto, e inmediatamente adoptará la norma de la UE una vez que se haya completado. Se expresaron algunas preocupaciones acerca de si existe evidencia concreta de que el consumidor está dispuesto a pagar una prima (al menos inicialmente) para productos de baja emisión de carbono. La respuesta fue que aún no hay evidencia concreta, pero hay algunos estudios económicos que confirman que efectivamente existe una voluntad de pago.

Jason Hafemeister agregó que en los EE.UU., las empresas quieren asociar sus marcas con una imagen más sostenible y “más verde” de una forma genérica, especialmente en los sectores no alimentarios, tales como automóviles, electricidad y artículos para el hogar. En el sector alimenticio, hay más preocupación por la conservación de bosques y por el bienestar animal. Examinó tres alternativas de política para Estados Unidos para hacer frente al problema de las emisiones de GEI de los productores de alimentos. La primera es la situación actual, donde prevalecen las normas privadas y no existe un estándar coherente del etiquetado del producto para comunicar la huella de carbono. Una alternativa es introducir un impuesto sobre el carbono. Tanto Obama como McCain propusieron “cap and trade” en sus campañas electorales de 2008, pero desde entonces no se ha discutido más. No obstante, un impuesto sobre el carbono sería un gran desafío en la OMC, ya que se aplicaría a los productos importados también. Por último, los EE.UU. podrían regular las emisiones de carbono. En este escenario, los costos para los productores serían pasados a los consumidores y productores de otros países.

*(Informe del cuarto Seminario internacional sobre la huella de carbono “Huella ambiental en las exportaciones de alimentos de América Latina: normativa internacional y prácticas empresariales” CEPAL, 11 y 12 de octubre de 2012- Debate)*

**KPI-2.2.2 (iii) Information from interviews and questionnaire** *(with explicit source referencing)***Assessment of/statement on Judgement Criterion JC-2.2 (based on the KPIs main findings)**

The basic problem analysis of project design is well founded on correct findings and views. The carbon embedded in internationally traded food and agricultural goods —its measurement, as well as different ways of communicating its climate impact— is a rapidly emerging factor in agricultural production, processing and trade. The emerging, mainly non-statutory, private sector driven carbon labeling schemes raise a number of issues. They will —by design— alter costs and benefit sharing across a wide range of stakeholders, including producers and consumers, the public and private sector, and developing and

developed countries, along all levels of globally-dispersed value chains. Also, how effective are they likely to be in changing consumption patterns?

There are a number of difficulties associated with these standards, however. Much of the demand for carbon standards stems from the fear that producers in developed countries will simply outsource their production to developing countries that are not burdened with emission caps. There is often the assumption that imported food and agriculture goods will automatically have a higher carbon footprint due to greater transport emissions. This assumption can often be inaccurate, however, as developing countries often rely on less carbon intensive methods of agriculture by using less fertiliser, mechanisation, and energy for heating. To calculate the true carbon cost of a good, those setting standards might rely on Life Cycle Analysis to gain a more exact measurement. So far, however, methods for fully verifying and monitoring carbon emissions are not fully reliable. They also place an expensive additional burden on producers, who might be expected to pay for this verification. In many countries where product standards and labeling are an issue, governments are not necessarily in the vanguard of such initiatives. Private companies often lead these developments. The consequence of the problems analysis defines then the space for the activities as the provision for updated information and technical assistance on methodologies. Again it is worth noting the absence of specific mention in the activities plan of what would later be the main contents of the activities, which is the agricultural sector and the carbon footprint. (KPI 2.2.1)

The lack of direct documentation of the quantitative/qualitative effects of the climate change adaptation/mitigation measures decided in the importers countries (already noted) should be again noted. It could be partially explained by the condition of the project implementation: being an "offer" for potential beneficiaries, any type of more specific analysis of precise sector/industries/countries could have limited the appeal and the interest for some countries: so it was decided to focus on the general analysis of the problems that supposedly all countries should face and to leave the activities quite open in order to allow for better identification once the beneficiaries would have been selected.

In effect this assumption has been confirmed during the interviews with ECLAC officers: "We were convinced that LAC countries could have especially stricken by the climate change adaptation measures unilaterally decided by the importers countries, due to the large amount of agricultural exports, especially toward EU and US. The title in the design of the project did not mention "agro products" as such in order to stimulate the interest but the focus on agricultural sector was evident". (KPI 2.2.2)

**JC-2.3 :** The governance and management structures of the project were appropriate to the objective, accomplishments and activities

*KPI-2.3.1 Definition of project management structure adequate to tasks and responsibilities*

*KPI-2.3.2 The participation, roles and responsibilities of national actors has been selected to increase the outcomes and the transfer of know how*

*KPI-2.3.3: The design of the activities and the distribution of related resources were consistent with the objectives and the expected results*

**KPI-2.3.1: Definition of project management structure adequate to tasks and responsibilities**

#### **Main Findings on KPI-2.3.1 :**

The project management structure was well defined in project design. The International Trade and Integration Division will be the lead unit responsible for the overall technical coordination and execution of the project's activities. The Sustainable Development and Human Settlements Division and the Agricultural Development Unit of the Production, Productivity and Management Division will collaborate at substantive and technical levels and can be present in the implementation of specific activities.

A project Steering Committee will be created joining the units with the scope to supervise the overall implementation and to increase coordination and synergies.

The Trade and Integration Division will carry out program and budget monitoring with the support of the Program Planning and Operations Division (PPOD). It is well stressed the need for coordination and collaboration between the different units: all planning, monitoring and evaluation exercises shall emphasize the systematic identification of synergies with other programs or projects being executed in ECLAC.

The unit at International Trade and Integration Division was in practice the unit that developed most of the work: composed at the start by three experts, was increased to a fourth one after few months. The unit led not only all the relations and negotiations with the beneficiaries but participated actively both in the production of the main documents and in the organization and implementation of the events.

**KPI-2.3.1 (i) Data, figures and tables:** *(with explicit source referencing)***KPI-2.3.1 (ii) Key extracts from documents:** *(with explicit source referencing)*

The International Trade and Integration Division will be the lead division responsible for the overall technical coordination and execution of the project's activities. The Sustainable Development and Human Settlements Division and the Agricultural Development Unit of the Production, Productivity and Management Division will collaborate at substantive and technical levels and may lead the implementation of specific activities.

A project Steering Committee will be created including representatives from the three aforementioned divisions. It will meet at least twice a year to plan, revise and assess project implementation. The Programme Planning and Operations Division will participate in these meetings when considered relevant. Program and budget monitoring will be carried out by the Trade and Integration Division of ECLAC with the support of the Programme Planning and Operations Division (PPOD). The PPOD is responsible for overseeing all technical cooperation projects in ECLAC and ensuring compliance with technical and financial reporting while striving to maximize synergies between projects and avoid overlaps. Therefore, all planning, monitoring and evaluation exercises carried out during the project's implementation period will emphasize the systematic identification of synergies with other programmes or projects being executed in ECLAC.

With the support of PPOD, the Trade and Integration Division will apply results and outcome oriented evaluation surveys with participants in selected activities of the project to assess the relevance and effectiveness of activities and inform the indicators of achievement at the beneficiary level in all participating countries. The results of these surveys will be analyzed and reported to the main project stakeholders, including relevant national, regional, and international agencies that directly or indirectly benefit from the cooperation activities undertaken within the framework of this project. They will provide inputs to enhance the design and implementation of research and technical cooperation activities both during and after project implementation.

The lead division and the Programme Planning and Operations Division (PPOD) will carry out regular project management meetings to revise all aspects of the project cycle (budgeting, reporting, use of RBM tools) and provide any necessary solutions to implementation issues. As part of its monitoring practices, both divisions will carry out a mid-term self-assessment of the project. Further, feedback from stakeholders will be processed by the ECLAC's Executive Secretariat, and will play a significant role in measuring and evaluating the achievement of the expected accomplishments.

*(CEPAL Project document, September 2011)*

**KPI-2.3.1 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

*Our unit has been in charge of the management with 3 persons at the start and one more after few months.*

Herreros (CEPAL)

**KPI-2.3.2:** *The participation, roles and responsibilities of national actors has been selected to increase the outcomes and the transfer of know how*

**Main Findings on KPI-2.3.2 :**

The project design presented a clear assessment of the main stakeholders

- Relevant government agencies in every target country. These include mainly those in charge of environmental and trade policies, as well as -depending on the specific exporting sectors to be selected in each country- those dealing with key LAC export sectors such as agriculture, fisheries, and forestry.
- Relevant private sector associations in every target country, especially those representing the export sectors selected for participation in the project.
- Relevant research institutions in every target country. These institutions are best placed to help the exporting sector to streamline production processes, use alternative technologies, and otherwise find ways to lower the environmental impact of their products to better meet emerging requirements in their export markets.

The "entry point" has been the national export promotion agencies (that by the way have their own network for exchange of experience and opportunities): ECLAC management unit sent an invitation letter presenting the project and defining the condition to participate. The selection criteria foresee in design (size/structure of the economies; degree of exposure of their exports to climate change; manifestations of



interest/national capacity; share of carbon-intensive sector exports) allowed for a wide choice. In effect the assumption was that at the end countries were the climate change as issues were less present in the public domain should be selected in order to increase the effectiveness and the potential impact, considering that the limited amount of resources would not allow a large participation.

The national counterparts have been then the local export promotion agencies that assumed also the role of “focal points” to distribute the information and collaborate in the logistics and organization of local events. The comments received during the interviews stress that the negotiations with ECLAC since the start were effortless and remained easy all along the implementation.

**KPI-2.3.2 (i) Data, figures and tables:** (with explicit source referencing)

**KPI-2.3.2 (ii) Key extracts from documents:** (with explicit source referencing)

**KPI-2.3.2 (iii) Information from interviews and questionnaire** (with explicit source referencing)

*Very easy arrangement with CEPAL through exchange of calls and formal communications  
Amezquita (PROCOLOMBIA)*

*The negotiations with CEPAL were extremely easy and we take the occasion to thank then for the support  
CEPAL rules are very transparent and easy to understand  
CORPEI has resources to invest for increasing the technical capacity; moreover as “public private” organization we are able to “sell” to the market our technical assistance.  
In our case the institution itself was the “public private table” around which the coordination/distribution of information has been developed  
So we are open to some investment for improving our capacity, even though in the case CEPAL took charge of most of the costs  
Luque (ECUADOR)*

*Negotiations with CEPAL were very easy.*

*The suggestion to start a public/private table was a very interesting and effective solution to involve the other stakeholders  
Guerrero (NICARAGUA)*

**KPI-2.3.3:** The design of the activities and the distribution of related resources were consistent with the objectives and the expected results

**Main Findings on KPI-2.3.3 :**

The plan and the content of the activities in project design respected what is the main value added of ECLAC: starting with the capacity to identify institutional problems, to develop ad hoc studies and to engineer technical assistance modules adapted to the selected beneficiaries.

While the modalities see some standard packages (preparation of general documents, production of studies on special issues to be used as training materials, organization of training workshops and international seminars, elaboration of field studies for each of the “selected industries”, production of final sum up documents), what is interesting is the deliberate choice to avoid any specific identification of contents joined by a clear definition of what the instruments will be supposed to produce. This was anyway an obliged choice when a “supply driven” proposal is prepared for unknown beneficiaries. There is in effect an embedded flexibility in the action plan that allowed later the correct adaptation of the activities to the needs and demands of the selected partners.

Moreover the selection of countries has an impact on the definition of the activities to be implemented: as the countries finally selected showed interest but low domestic capacities to deal with climate change issues, we decided to start with the production of basic documents where concepts and analysis have been developed with simple language adapted for what we supposed should have been the major beneficiaries (local businessmen, public servants, political representatives, etc.).

**KPI-2.3.3 (i) Data, figures and tables:** (with explicit source referencing)



**KPI-2.3.3 (ii) Key extracts from documents: (with explicit source referencing)****Main activities**

**A 1.1.** Preparation of training materials on the implications for LAC exports of climate change related initiatives, in the region's main export markets, including: 1. An overview of export sectors in each participating country; 2. A manual detailing the various existing methodologies for measuring the carbon footprint. 3. A comprehensive report documenting the existing climate change-related measures. 4. A manual on how to identify existing exporter support facilities

**A 1.2** Two sub regional training workshop to build capacity to: (i) identify the links between climate change and trade policy; (ii) adapt trade and export promotion policies (iii) strengthen government officials' knowledge

**A 1.3.** Organization of one international high-level meeting with the participation of representatives industrialized nations

**A 2.1.** Preparation of an overview report of good practices.

**A 2.2.** Elaboration of field studies for each of the selected industries,

**A 2.3.** Organization of a combined one national high-level forum and workshop in each target country,

**A 2.4.** A publication capturing and analyzing the information gathered during the project.

**A 3.1.** Organization of two sub-regional training workshops with the participation of representatives from government and selected exporting sectors

*(CEPAL Project document, September 2011)*

**KPI-2.3.3 (iii) Information from interviews and questionnaire (with explicit source referencing)**

*We found that the topic was absent in the public debate of few countries so we decided to start with some sort of manual to collect and present the basic concepts, also considering the potential public we wanted to reach (enterprises, public officials, politicians, etc.)*

Mulder (CEPAL)

**Assessment of/statement on Judgement Criterion JC-2.3 (based on the KPIs main findings)**

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#### **Preliminary Answer to the Evaluation Question EQ-2 based on the statements on the Judgement Criteria**

It is now widely accepted—and the project design shared this view since the start—that the world’s climate is changing and that we are in a period of global warming. It is acknowledged that agriculture is a significant source of global greenhouse gas (GHG) emissions, although it can also contribute to carbon sequestration. The sector is particularly susceptible to the effects of climate change from crop and livestock production to the processing and trade of intermediate and final products. One key issue is whether policy measures and labelling options that are emerging to promote mitigation or adaptation in the sector are consistent with GATT/WTO disciplines. What modifications (if any) might be made to allow countries to achieve objectives in this area while at the same time preventing undue restrictions on trade? In effect climate change policies could easily become a guise for protecting domestic food and agricultural sectors from international competition. Environmental standards for food products and environmental labelling are being adopted already in some countries without a proper international shared debate. The most popular approach is labelling based on the carbon “footprint” of a product, which corresponds to the amount of carbon emissions generated by its production, processing and transportation. The majority of the labelling initiatives are associated with private voluntary standards. Retailers both in EU and US have recently launched Private Voluntary Standards (PVS). PVS are likely to impose additional costs on suppliers. However, it is difficult to argue that PVS are an explicit discriminatory device against traded products, since they are generally also imposed on local suppliers, even though suppliers of food and agricultural products are often vocal in complaining about additional costs that PVS can create for them.

From an international perspective, a difficulty arises if PVS are transformed into legislated standards (LS) and if these are structured in such a way as to discriminate against imports. The treatment of product standards is covered by the Agreement on Technical Barriers to Trade (TBTs); several other WTO agreements, e.g. the Agreement on Sanitary and Phytosanitary Measures (SPS), may also be relevant. The Technical Barriers to Trade (TBT) Agreement is the key WTO mechanism for governing technical regulations, standards and conformity assessment procedures, including those on climate change mitigation objectives, although other GATT rules may also be relevant, particularly in cases where the measure in question prohibits the import of certain substances or products.

All these agreements indicate that no country should be prevented from taking measures necessary to ensure the protection of human, animal or plant life or health. The TBT Agreement extends this principle to the protection of the environment. All the agreements specify that measures used should not be discriminatory or constitute a disguised restriction on international trade.

A key environmental policy measure, often used by regulators to induce change in behavior, is to put a price on pollution. Such pricing tools aim at internalizing the environmental externality (i.e. climate change) by setting a price on the carbon content of energy consumed or on the CO<sub>2</sub> emissions generated in the production and/or consumption of goods. The approach taken by a number of countries over the last two decades has been to put a price on the introduction of CO<sub>2</sub> into the atmosphere by imposing taxes on the consumption of fossil fuels according to their level of carbon content. In addition to economic incentives, governments have also used traditional regulatory tools in their climate change mitigation strategies. Such requirements are accompanied by implementation and enforcement measures, such as labeling requirements and procedures to assess conformity. Technical requirements to promote energy efficiency,

such as labeling to indicate the energy efficiency of a product, have been adopted at the national level by most developed countries. Standards that aim at enhancing energy efficiency have also been developed internationally. Such international standards are often used as a basis for regulations at the national level. Currently, examples of areas where international standards may assist in the application of climate-related regulations include standards on measurement and methodology for quantifying energy efficiency and greenhouse gas emissions. Performance-based requirements prescribe the specific environmental outcomes, which should be achieved by products or production methods, without defining how the outcomes are to be delivered. Such requirements may be established, for instance, in terms of maximum CO<sub>2</sub> emission levels, maximum energy consumption levels. Energy labelling schemes are intended to provide consumers with data on a product's energy performance (such as its energy use, efficiency, or energy cost) and/or its related greenhouse gas emissions. Labelling schemes may also provide information on a product's entire life cycle, including its production, use and disposal. Labeling schemes have also been used by some private companies to declare the origin of an agricultural product, how many "food miles" it has travelled from where it was grown to where it will be consumed, and the emissions generated during transport. Labeling schemes, such as carbon footprint and energy labeling, help consumers make informed decisions that take into account the relative energy efficiency of a product compared to other similar products. Another key objective of energy labeling is to encourage manufacturers to develop and market the most efficient products. By increasing the visibility of energy costs and measuring them against an energy benchmark, labeling schemes also aim to stimulate innovation in energy-efficient products, transforming these more energy-efficient products from "niche markets" to market leaders. Finally, measures have been taken by governments to restrict the sale or prohibit the import of certain products, which are not energy-efficient, or to ban the use of certain greenhouse gases in the composition of products. It is common for governments to restrict the use of certain substances for environmental and health reasons. However, since bans and prohibitions have a direct impact on trade (by removing or reducing trade opportunities), governments commonly seek to apply such measures while taking into account such factors as the availability of viable alternatives, technical feasibility and cost-effectiveness.

The potential development of such measures is the main justification for the present project and led the design for the activities. In effect since November 2009 President Nicholas Sarkozy of France declared, "We need to impose a carbon tax at [Europe's] borders. I will lead that battle." Around the same time Nobel-prize winning trade economist, Paul Krugman issued his own endorsement, arguing that carbon taxes at the border are "a matter of leveling the playing field, not protectionism." And the WTO itself has given a cautious nod: "Rules permit, under certain conditions, the use of border tax adjustments on imported and exported products," says a report at the end of 2009 jointly issued by the trade body and the United Nations Environmental Program. In the EU, no clear policy initiatives have so far been taken in relation to border tax adjustments. But as mentioned the French President, Nicolas Sarkozy, called for countries in the European Union to adopt carbon taxes and to impose adjustments at the border for these taxes. In his view, the idea was now "progressing" among EU leaders "because it is more and more understood, not as a protectionist measure," but as a way to "rebalance the conditions of free-trade and competition...Otherwise, it is a massive aid to relocations. We cannot tax European companies and exempt others." Lord Turner, Chairman of the United Kingdom's Committee on Climate Change, while noting that the distribution of free carbon permits to affected companies had for the time being addressed competitiveness concerns, has stated that border tax adjustment might be a better solution in future. "Looking forward, we should keep an open mind about the two approaches."

In a differentiated carbon price regime, there will be strong pressure in the industrial countries to take trade actions against countries that set low carbon prices. Environmental concerns cannot be the basis for such actions because "leakage"—increases in emissions in poor countries as a result of emission tightening in the rich—will be low. Given the stated level of ambition in the US and EU on unilateral emission reductions—17 per cent cuts relative to 2005 levels by 2020, the increase in emissions in low and middle income countries will be about 1 per cent.

The pressure from domestic producers of energy-intensive manufactures who will witness erosion in their competitiveness, reflected in export and output declines, will be heavy on the governments to take actions. A country which has imposed a tax on carbon emissions domestically (or equivalently introduced a domestic cap-and-trade scheme) can impose a tax on imports either based on the carbon content of domestic

production or based on the carbon content embodied in imports. Imposing tariffs across-the-board based on the carbon content of imports would address competitiveness concerns of domestic producers and contribute to further emissions reductions. But it would be a “nuclear option” in terms of trade consequences. It has been said that for example, such an action by the US and EU would be the equivalent of imposing a tariff of over 20 percent on China and India, resulting in lost exports of up to 20 percent.

Current multilateral efforts to reduce GHG emissions are considered to be ineffective because of insufficient participation and lack of enforcement. Governments differ in their willingness to impose limitations on activities with harmful climate impacts due to major complexities: first, projected harmful impacts of climate change and mitigation and adaptation costs differ across countries. Second, global climate is a public good; therefore, there is a free-riding opportunity for each country when others pay for it. Third, there may be disadvantages for the first movers; that is, the impact of efforts in one country may be undone fully or partly by others if they do not participate. Fourth, any restriction on current economic activity imposes definite instant costs, whereas the benefits may be realized in the future and are subject to stochastic variations.

Even though trade policy is suggested as a mechanism to facilitate compliance and participation in global mitigation and also supplement domestic measures to internalize the cost of climate distortions, nevertheless the project stresses that the LAC exporters need to be prepared for any possible solution: besides the study and assessment of the possible policies and direct consequences of import countries decisions, it is worth to start convincing the business sector of the importance to assess the carbon foot print as first step toward the climate change adaptation process.

The project design correctly defines three main problems facing the LAC countries exports: the potential “green protectionism” structured possibly around labelling for carbon contents, the methodologies to account for the carbon foot print developed by the rich countries (mainly importers from LAC region) and the weaknesses of the regional institutions. What is interesting is that the general approach wanted to stimulate the common participation of public and private actors because on one hand both can benefit from the project technical assistance and on the other hand because the issues coming from climate change effects are so complex that all actors should coordinate their responses to be successful. In the word of a ECLAC officer: *“What we wanted to stress was the need for interaction between the public sector and the private sector in matter as the climate change effects and reactions, as they touch issues, domains, etc that are too wide for any single actor: we pushed to have both involved at different levels (support for the local export promotion organizations, technical assistance for the enterprises through the carbon foot print measure). The establishment of the “public private tables” as coordination mechanism was a central point of the strategy”* (JC 2.1)

As pointed out already in KPI 1.2.1, project design focused exclusively in a qualitative analysis of the problems at institutional level. More quantitative/qualitative data would have added to the appeal/relevance of the proposal and probably would also have helped define specific indicator.

Project design in effect concentrated on two assumptions: first, the project is an “offer” for potential interested beneficiaries (more that a specific action to face a very definite problem) so it should avoid specificities and focuses more on common (or supposedly common) problems, second it offer explicit “technical assistance” to institutions to increase awareness more than precise indications on how to deal with the issue at enterprises level.

Nonetheless during implementation, the documents produced by the project management unit filled the void with a wide collection of data and information. Moreover it should be noted —as an ECLAC officer stressed— *“Documents were expressly written not to be academic papers (no CEPALESE!!!!) but more toward distribution of information and as didactic tool, able to have larger impact and to be re-distributed at lower levels within the organizations.*

However the specific attention later developed to have the agricultural sector as main and only sector of analysis would have benefitted by a deeper analysis based on quantitative figures, well available at ECLAC and UNCTAD database. (JC 2.1)

The basic problem analysis of project design is well founded on correct findings and views. The carbon embedded in internationally traded food and agricultural goods —its measurement, as well as different ways of communicating its climate impact— is a rapidly emerging factor in agricultural production, processing and trade. The emerging, mainly non-statutory, private sector driven carbon labeling schemes raise a number of issues. They will —by design— alter costs and benefit sharing across a wide range of stakeholders, including producers and consumers, the public and private sector, and developing and

developed countries, along all levels of globally-dispersed value chains. Also, how effective are they likely to be in changing consumption patterns? (JC 2.2)

In many countries where product standards and labeling are an issue, governments are not necessarily in the vanguard of such initiatives. Private companies often lead these developments. The consequence of the problems analysis defines then the space for the activities as the provision for updated information and technical assistance on methodologies. Again it is worth noting the absence of specific mention in the activities plan of what would later be the main contents of the activities, which is the agricultural sector and the carbon footprint.

The lack of direct documentation of the quantitative/qualitative effects of the climate change adaptation/mitigation measures decided in the importers countries (already noted) should be again noted. It could be partially explained by the condition of the project implementation: being an “offer” for potential beneficiaries, any type of more specific analysis of precise sector/industries/countries could have limited the appeal and the interest for some countries: so it was decided to focus on the general analysis of the problems that supposedly all countries should face and to leave the activities quite open in order to allow for better identification once the beneficiaries would have been selected.

In effect this assumption has been confirmed during the interviews with ECLAC officers: *“We were convinced that LAC countries could have especially stricken by the climate change adaptation measures unilaterally decided by the importers countries, due to the large amount of agricultural exports, especially toward EU and US. The title in the design of the project did not mention “agro products” as such in order to stimulate the interest but the focus on agricultural sector was evident”*.(JC 2.2)

The project management structure was well defined in project design. The International Trade and Integration Division will be the lead unit responsible for the overall technical coordination and execution of the project's activities. The Sustainable Development and Human Settlements Division and the Agricultural Development Unit of the Production, Productivity and Management Division will collaborate at substantive and technical levels and can be present in the implementation of specific activities. The unit at International Trade and Integration Division was in practice the unit that developed most of the work: composed at the start by three experts, was increased to a fourth one after few months. The unit led not only all the relations and negotiations with the beneficiaries but participated actively both in the production of the main documents and in the organization and implementation of the events. The project design presented a clear assessment of the main stakeholders and the problems they have to face. (JC 2.3)

The national counterparts have been then the local export promotion agencies that assumed also the role of “focal points” to distribute the information and collaborate in the logistics and organization of local events. The comments received during the interviews stress that the negotiations with ECLAC since the start were effortless and remained easy all along the implementation. The plan and the content of the activities in project design respected what is the main value added of ECLAC: starting with the capacity to identify institutional problems, to develop ad hoc studies and to engineer technical assistance modules adapted to the selected beneficiaries.

While the modalities see some standard packages (preparation of general documents, production of studies on special issues to be used as training materials, organization of training workshops and international seminars, elaboration of field studies for each of the “selected industries”, production of final sum up documents), what is interesting is the deliberate choice to avoid any specific identification of contents joined by a clear definition of what the instruments will be supposed to produce. This was anyway an obliged choice when a “supply driven” proposal is prepared for unknown beneficiaries. There is in effect an embedded flexibility in the action plan that allowed later the correct adaptation of the activities to the needs and demands of the selected partners. (JC 2.3)



**Information Matrix EQ 3****Evaluation Question 3**

**To what extent did the project complete the expected activities and achieved the expected outcomes as outlined in the project document?**

**List of Judgement Criteria (JCs) under the EQ 3**

- |        |  |
|--------|--|
| JC-3.1 | The selection of countries/partners/sectors allowed for increased efficiency |
| JC-3.2 | The invested resources allowed to produce the planned outcomes               |
| JC-3.3 | Flexibility in budget allocation allowed adaptation face to emerging needs   |

**JC-3.1: The selection of countries/partners/sectors allowed for increased efficiency****List of Key Performance Indicators (KPIs) under JC 3.1 (codes and definition)**

- |           |  |
|-----------|--|
| KPI-3.1.1 | Type/provenance of the countries/partners the project management selected  |
| KPI-3.1.2 | Criteria for the selection of beneficiaries/sectors respected the needed transparency to allow for a level participation and to increase of efficacy |

**KPI-3.1.1: Type/provenance of the countries/partners the project management selected****Main Findings on KPI-3.1.1:**

According to project design, the project should focus its activities on a subset of countries and exporting sectors within LAC selected on the basis of: (i) the size and structure of their economies; (ii) the degree of exposure of their exports to climate change-related initiatives in their main export markets; (iii) their manifestations of interest and national capacity to participate in the proposed activities; and (iv) the share of carbon-intensive sector exports in their national GDPs. Participating sectors will be chosen among those with a higher exposure to climate change-related initiatives in third markets and insufficient own capacities to meet such requirements. Project design assumptions appear addressed to: interest for the project purpose should come from a substantial amount of countries, the diversity of potential beneficiaries will add to the cumulative knowledge, to offer credible technical support to different beneficiaries the planned activities should be flexible enough to allow adaptation as the heterogeneity that characterizes the LAC region at large, in terms of institutional capacities, export profiles, and environmental and trade policies, will build different contexts.

As mentioned in 1.2.1, the offer was submitted to a first group of countries chosen by the management team on the base of the apparent institutional weaknesses in terms of capacities and knowledge: this was a consequence of the limitation of the resources that demanded focused actions to increase effectiveness and impact. The choice was to use the national export promotion agencies as these ones are supposed not only to act in support of exports but also have a consolidated network of businesses as potential final beneficiaries. Out of the 7 that answered, the management unit negotiated the conditions for participation through video-conferences. Once 4 (Colombia, Ecuador, Nicaragua y República Dominicana) were selected, the unit visited all of them to define the final deals.

The process was sufficiently rapid to allow the start of the first events for March 2012 in Colombia.

The most relevant outcome of the selection was the establishment of public-private roundtables to serve as partners to ECLAC's national counterpart institutions and give continuity to the project's objectives. This allowed an increased dialogue among public officials, as well as with private sector representatives about the main topics of climate change (greenhouse gas emissions, climate change and exports. The special attention to set in motion public private partnership to implement project at the national level allowed for greater impact and continuity (as all main stakeholders —government officials, lawmakers and producers' and exporters' associations, academia— were jointly involved).

The selection of countries and local counterparts was quite rigorous and careful as it allowed the project resources to become a 'Multiplier' of the information and assistance distributed. The condition to have a formal commitment by the focal points was essential to ensure the continuous engagement of the focal points, as the project could not offer financial contribution for the local human resources (it can only paid for the costs related to the events). The choice of trade promotion organization as focal point was functional to the success of the activities as it facilitated public private partnerships, because most of organization's link both to government and the export sector.



It should be mentioned that the selection of countries has an impact on the definition of the activities to be implemented: as the countries finally selected showed interest but low domestic capacities to deal with climate change issues, the management unit decided to start with the production of basic documents where concepts and analysis have been developed with simple language adapted for what we supposed should have been the major beneficiaries (local businessmen, public servants, political representatives, etc.)

**KPI-3.1.1 (i) Data, figures and tables:** *(with explicit source referencing)*

**KPI-3.1.1 (ii) Key extracts from documents:** *(with explicit source referencing)*

This project assumes that the selected countries will closely reflect the heterogeneity that characterizes the LAC region at large, in terms of institutional capacities, export profiles, and environmental and trade policies, among many other dimensions. Given this diversity of starting points, the achievement of the project's goals will take place at different speeds depending on the country  
(CEPAL Project Design, September 2011)

**KPI-3.1.1 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

Siguiendo los criterios de selección del Documento de Proyecto, se realizó una selección inicial, considerando el nivel de precariedad institucional de los países para el tratamiento de estos temas y la posibilidad por ende de maximizar el impacto del proyecto. Se optó por contactar a los organismos de promoción comercial como contrapartes directas del proyecto, por su capacidad de convocatoria y de articulación entre el sector público y los exportadores.

A continuación, el equipo de CEPAL envió una carta a los directores de los organismos de promoción de los países inicialmente seleccionados, describiendo el proyecto e invitándolos a participar. Luego se sostuvieron videoconferencias con aquellos que manifestaron interés, para explicar los alcances del proyecto y aclarar cuáles serían los aportes de CEPAL y de las contrapartes. Como resultado de esos intercambios, se definieron 4 países (Colombia, Ecuador, Nicaragua y República Dominicana) para visitar previo a la decisión final. En esta primera visita se mantuvieron reuniones con los organismos de promoción comercial y se constituyó la mesa público privada de acompañamiento del proyecto. Después de la visita, se confirmó la selección del país y se intercambiaron cartas de compromiso del Director del organismo respectivo y el Director de la División de Comercio Internacional e Integración de CEPAL. Honduras se incorporó en una fase posterior por la demanda de diferentes actores nacionales y gracias a la disponibilidad de recursos de asistencia técnica adicionales a los del proyecto mismo.

*(CEPAL project management unit communication, March 2013)*

**KPI-3.1.2: Criteria for the selection of sectors respected the needed transparency to allow for a level participation and increase of efficacy**

**Main Findings on KPI-3.1.2 :**

In project design the selection of the main sectors on which project activities should focus was quite vague: the conditions were the importance in the exports flows and the potential risks face to importers countries unilateral measures.

As said in QE1, since the immediate start of the project the attention was directed to the agricultural sector. We commented already that in project design, this sector was mentioned only as one of the priorities: one would have expected a better justification based on some quantitative/qualitative analysis. It is true in effect —see below for figures presented later during the 2013 international seminar— that agricultural sector in LAC is the major contributor to GHG (up to 70% of the total).

As a result of consultations held with national counterparts during the first phase of project implementation, it was decided that the national field studies should focus on calculating the carbon footprint of two export products per country. These products were to be identified through a public private dialogue coordinated by the project's national counterpart in each country. For each product at least five producers should participate in the field studies. The project then focused on agricultural and food exports, since these are both very relevant in the participating countries' export baskets and highly exposed to carbon footprint labeling and other related requirements in destination markets (especially Europe).

The final selection of the products was made by the local counterparts and confirmed during the interviews: *"We waited to the business community to express some recommendations.*

Final selection was made according to the needs of some export sectors where the environmental challenges are largest (palm oil and shrimps) and where no other initiatives were on going (Ecuador)", "The local authorities have done the selection of the sectors and enterprises. Only in Honduras we suggested some companies because of our specific experience (SNV)", "We used the export potential and the known needs as final criteria for the selection of the sectors for the carbon footprint measure. Then we circulated a general request to the enterprises and we selected the first ones that presented credible and focused demands (Nicaragua)", "We selected the participants according to the most critical issues and the most exposed sectors, especially for the exports to EU (Peru)". Only in Colombia the criterion has been different as for the main agricultural exports (coffee, flowers) the exercise was already implemented by the export organizations: the selection then went for the marginal product with most potential on international markets (stevia and uchuva). Again one would have appreciated some quantitative justification at country level: however —see blow table— one of the selected products (coffee) cover more that 50% of EU market. None of the other showed was included.

**KPI-3.1.2 (i) Data, figures and tables:** (with explicit source referencing)

#### **América Latina y el Caribe cuentan con:**

- 11% de la producción internacional de alimentos
- 24% del terreno cultivable del mundo

#### **Por sus estaciones anticíclicas:**

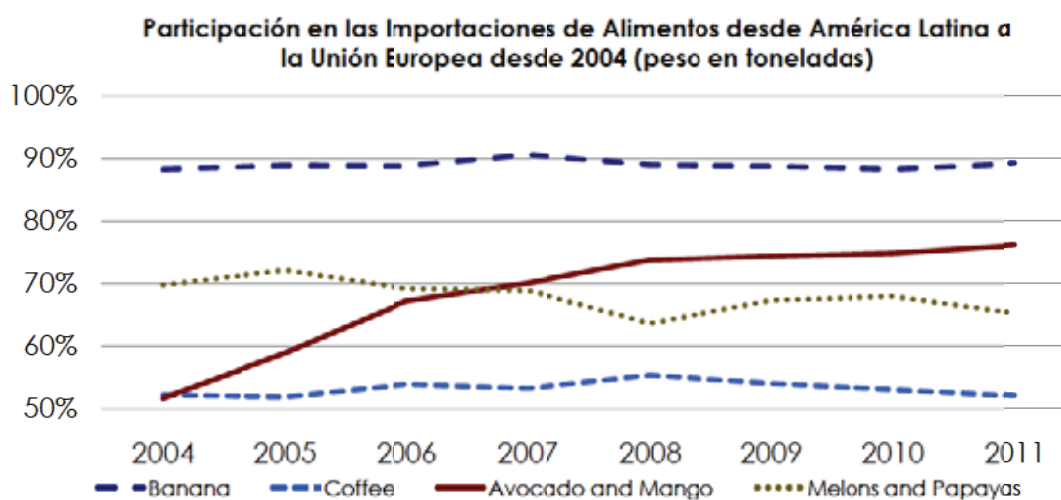
- Exportadores líderes en Europa y E.E.U.U. con participaciones de mercado de importaciones de hasta 50% - 90%

#### **El sector agrícola (incl. cambio el uso de suelo) contribuye:**

- aprox. 10% en promedio al PIB en América Latina y el Caribe
- 70% de los gases de efecto invernadero
- Promedio global: 55%

#### **IPCC proyecta impactos severos de cambio climático en el sector agrícola:**

- Reducción de cosecha de i.e. maíz, trigo, cebada y uvas en Argentina, Brasil, Chile, México y Uruguay (incluso con la implementación de medidas moderadas de adaptación)



"El impacto de la medición de HC en cadenas internacionales de suministro", Ann Kathrin Zotz, IDB , presented at V CEPAL HC Seminar, December 2013

**KPI-3.1.2 (ii) Key extracts from documents:** *(with explicit source referencing)*

Los productos a analizar en los estudios piloto fueron elegidos en los propios países participantes. En algunos, la selección fue hecha por la mesa público-privada previamente constituida en el marco del proyecto; en otros, recayó en el organismo de promoción de exportaciones. En general, se trató de productos que ya tienen una importante presencia en la canasta de exportaciones de alimentos de cada país. La única excepción fue Colombia, en cuyo caso la contraparte nacional designó dos productos emergentes aún no consolidados en los mercados internacionales

País	Productos estudiados	Número de empresas participantes
Colombia	Stevia deshidratada	4 (stevia)
	Uchuva	5 (uchuva)
Ecuador	Aceite de palma	5 (aceite de palma)
	Camarón	5 (camarón)
Honduras	Aceite de palma	5
Nicaragua	Cacao	5 (cacao)
	Café	5 (café)
República Dominicana	Cacao	6 (cacao)
	Banano	5 (banano)

*(CEPAL Project Management unit, March 2015)*

Como ya lo indica el Documento de Proyecto, el sector agrícola y alimentos fue una opción natural para el proyecto, dada la sensibilidad respecto de la huella de carbono de estos productos entre los consumidores de los países desarrollados. Por otra parte, reducir las emisiones en estos sectores es importante ya que el cambio de uso del suelo y la agricultura representan 2 tercios del total de las emisiones de CO<sub>2</sub> de América Latina. También se tuvo en cuenta que los productos agrícolas y los alimentos representan un 21% de las exportaciones de América Latina y el Caribe (2011) y el impacto social y sobre el empleo de estos sectores en los países es alto. En el caso de los países seleccionados, estos sectores tienen un peso muy importante en la canasta exportadora, sobre todo en el caso de las exportaciones hacia la Unión Europea.

Finalmente, los productos para los cuales el proyecto realizó estudios de caso de medición de huella de carbono fueron seleccionados por los propios países, según sus prioridades. En algunos casos, la mesa público-privada hizo la selección de los productos y en otros, fue el propio organismo de promoción comercial.

**Países y productos incluidos en los estudios de caso**

Colombia	Ecuador	Honduras	Nicaragua	R. Dominicana
Stevia deshidratada	Aceite de palma	Aceite de palma	Cacao	Cacao
Uchuva	Camarón		Café	Banano

*(CEPAL Project Management unit, March 2015)*

**KPI-3.1.2 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

*We waited to the business community to express some recommendations.*

*Final selection was made according to the needs of some export sectors where the environmental challenges are largest (palm oil and shrimps) and where no other initiatives were on going*

*As said we wanted the involvement of the business sectors as we act as public private institution*

*The set up of the private public working table on the topic was an important initiative*

*This allowed for a smooth organization of the events on one side and for the creation of an experience that the following activities with CEPAL allowed to consolidate*

*We decided to have the first general event as public one with invitations while the more specific ones addressed to footprint measure were reserved for the involved companies*

*Luque (ECUADOR)*

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*The local authorities have done the selection of the sectors and enterprises.*

*Only in Honduras we suggested some companies because of our specific experience*

*In RD they selected organic products*

*In a number of cases the final enterprises were sufficiently interested; in other cases they did not show the attention we expected*

*Gallozzi (SNV)*

*We had an internal procedure: first a general overview, then —thank to the public private table we joined the academia. We used the export potential and the known needs as final criteria for the selection of the sectors for the carbon footprint measure. Then we circulated a general request to the enterprises and we selected the first ones that presented credible and focused demands.*

*Guerrero (NICARAGUA)*

*The most important step was the establishment of the public/private table: it has been the first time for this type of experience and it allowed us to have a specific focus: we think it has been the right methodology and it can be easily replicated*

*The table allowed us to develop a credible selection pattern, as we were able to listen to different stakeholders*

*The first event was held in connection with another event we organized for expert promotion so we had some 1000 participants*

*The selection of the sectors (Cacao/café) was based on the export potential and the needs expressed in the table by the business organizations*

*Ulloa (NICARAGUA)*

*We selected the participants according to the most critical issues and the most exposed sectors, especially for the exports to EU.*

*The space created with the public private tables has been a good instrument to allow every stakeholder to express his feelings and opinions: moreover helped in the distribution of information*

*One additional criterion was the availability of data and information: we prioritized companies that showed the capacity to collect and process data as we understood the extreme importance to have standard information available.*

*Solano (PERU)*

*Due to the amount of resources the programme was designed for a reduced amount of beneficiary countries (6 in the original document). This means that there should be some selection criteria in order to achieve a credible effectiveness and impact.*

*The selection criteria foreseen in design (size/structure of the economies; degree of exposure of their exports to climate change; manifestations of interest/national capacity; share of carbon-intensive sector exports) allowed for a wide choice) were quite generic even though correct and fair. In effect the assumption was to select countries where the climate change issues were less present in the public domain in order to increase the impact.*

*The idea was to send the proposal to the export promotion agencies existing in all countries (they also have some sort of network between them).*

*The selection of countries was then done according to the answers we received, in general first answered first served. Moreover the presentations at the events were always made to include “national” cases (based then on local products/markets/companies) to increase the appeal and to strengthen the message.*

*Herrerros (CEPAL)*

*It is true that in project design there is not specific mention of local institutional weakness as selection criterion but the listed criteria were sufficient to not only select the beneficiaries but also to increase the effectiveness.*

*Local export promotion organizations were informed of the opportunity through mails and the project was presented in the web site and in the facebook page.*

*Local selection of enterprises taken with the involvement of business organizations (“gremios”) to increase ownership and demonstration effect*

*Mulder (CEPAL)*

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*We knew that in our country the major exporters of agricultural products (coffee, flowers) had already started some initiatives addressed to the issue of climate change with analysis, activities including the footprint measure. So we thought more interesting to involve other sectors, marginal for the moment in terms of exported quantities, but with clear interest in the future (stevia, uchuva). We selected 7 enterprises for uchuva and 10 for stevia, with a final selection of 5 for each Amezquita (PROCOLOMBIA)*

#### **Assessment of/statement on Judgement Criterion JC-3.1 (based on the KPIs main findings)**

Face to generic selection criteria offered by project design, the management unit went through a credible process based on the assumption that, due to the limitation in available resources, the project must address a reduced amount of beneficiary countries (this was already acknowledged in project design that suggested 6 in the original document). The selection criteria foreseen in design (size/structure of the economies; degree of exposure of their exports to climate change; manifestations of interest/national capacity; share of carbon-intensive sector exports) allowed for a wide choice). In effect the main assumption leading the selection process was to choose countries where the climate change as debate and guiding issues were less present in the public domain in order to increase effectiveness and impact. Project design assumptions appear addressed to: interest for the project purpose should come from a substantial amount of countries, the diversity of potential beneficiaries will add to the cumulative knowledge, to offer credible technical support to different beneficiaries the planned activities should be flexible enough to allow adaptation as the heterogeneity that characterizes the LAC region at large, in terms of institutional capacities, export profiles, and environmental and trade policies, will build different contexts. (KPI 3.1.1)

The offer was then submitted to a first group of countries chosen by the management team on the base of the apparent institutional weaknesses in terms of capacities and knowledge. The choice was to use the national export promotion agencies as these ones are supposed not only to act in support of exports but also have a consolidated network of businesses as potential final beneficiaries. Out of the 7 that answered, the management unit negotiated the conditions for participation to reach the final 4 (Colombia, Ecuador, Nicaragua y República Dominicana). The process was sufficiently rapid to allow the start of the first events for March 2012 in Colombia. (KPI 3.1.1)

The most relevant outcome of the selection was the establishment of public-private roundtables to serve as partners to ECLAC's national counterpart institutions and give continuity to the project's objectives. This allowed an increased dialogue among public officials, as well as with private sector representatives about the main topics of climate change (greenhouse gas emissions, climate change and exports).

The selection of countries and local counterparts was quite rigorous and careful as it allowed the project resources to become a 'Multiplier' of the information and assistance distributed. The condition to have a formal commitment by the focal points was essential to ensure the continuous engagement of the focal points, as the project could not offer financial contribution for the local human resources. The choice of trade promotion organization as focal point was functional to the success of the activities as it facilitated public private partnerships, because most of organization's link both to government and the export sector.

It should be mentioned that the selection of countries has an impact on the definition of the activities to be implemented: as the countries finally selected showed interest but low domestic capacities to deal with climate change issues, the management unit decided to start with the production of basic documents where concepts and analysis have been developed with simple language adapted for what we supposed should have been the major beneficiaries (local businessmen, public servants, political representatives, etc.) (KPI 3.1.1)

In project design the selection of the main sectors on which project activities should focus was quite vague: the conditions were the importance in the exports flows and the potential risks face to importers countries unilateral measures.

As said in QE1, since the immediate start of the project the attention was directed to the agricultural sector. It is true in effect that agricultural sector in LAC is the major contributor to GHG (up to 70% of the total). (KPI 3.1.2)

As a result of consultations held with national counterparts during the first phase of project implementation, it was decided that the national field studies should focus on calculating the carbon footprint of two export products per country. These products were to be identified through a public private dialogue coordinated by the project's national counterpart in each country. For each product at least five producers should



participate in the field studies. The project then focused on agricultural and food exports, since these are both very relevant in the participating countries' export baskets and highly exposed to carbon footprint labeling and other related requirements in destination markets (especially Europe).

The final selection of the products was made by the local counterparts and confirmed during the interviews. Only in Colombia the criterion has been different as for the main agricultural exports (coffee, flowers) the exercise was already implemented by the export organizations: the selection then went for the marginal product with most potential on international markets (stevia and uchuva).

Again one would have appreciated some quantitative justification at country level: however —see blow table— one of the selected products (coffee) cover more that 50% of EU market. None of the other showed was included.(KPI 3.1.2)

**JC-3.2:** The invested resources allowed to produce the planned outcomes

**List of Key Performance Indicators (KPIs) under JC 3.2 (codes and definition)**

KPI-3.2.1 *The expected outcomes have been achieved on time in the most efficient way compared to alternatives*

KPI-3.2.2 *The governance and management structures of the project contributed to effective national implementation and coordination of partners*

**KPI-3.2.1 :** *The expected outcomes have been achieved on time in the most efficient way compared to alternatives*

**Main Findings on KPI-3.2.1 :**

The Project was implemented in full scale in four countries (Colombia, the Dominican Republic, Ecuador, Nicaragua) with the DA resources plus Honduras thanks to additional resources coming from ECLAC's Regular Programme of Technical Cooperation (RPTC) Cooperation); additional activities (basically workshops) took place in another three (Argentina, Peru and Uruguay).

The main activities modality was the organization of workshops/seminars where the main topics were presented by ECLAC officers and/or other experts. A total of 32 events have been implemented over the three years of the project directly reached no less than 1,500 persons (including the 3 international seminars on the carbon footprint). All the events have been characterize as mostly capacity building activities addressed to a wide range of relevant stakeholders, including government officials, representatives from business associations, agricultural cooperatives, academics and students.

The national workshops had in general a two days format (at least for the 4 selected countries, for the other they were mostly in one day). During the first day the ECLAC team presented the main links between climate change and international trade, explained the concepts of carbon footprint and carbon labeling, as well as the main methodologies to calculate the carbon footprint of exported products (especially agricultural), and presented the most important climate change-related initiatives (with trade impacts) applied by developed countries. Afterwards national representatives presented the main initiatives (both public and private) that were being taken in each country with the goal of reducing the carbon footprint of its exports. Each presentation was followed by an interactive debate.

The second day was devoted to a practical exercise. This consisted in calculating the carbon footprint of an exported agricultural product. A specialist explained this process step by step using a carbon footprint calculator, showing how the various stages of the product's life cycle contribute to its total carbon footprint. Afterwards participants were divided in groups and asked to change certain parameters in the calculation (type of fertilizer, energy, transportation, etc.) and observe the impact on the product's carbon footprint. The exercise concluded with a discussion of the main alternatives producers and exporters have at their disposal to reduce the carbon footprint of their products

The events were joined by another core activity of the project, the field pilot studies conducted in five countries, Colombia, the Dominican Republic, Ecuador, Nicaragua, Honduras), where a consortium of specialized consultants calculated the carbon footprint of 7 different food export products (see KPI 3.1.2 for the list) of 45 firms and producer associations. All these firms acquired practical, hands-on knowledge about how to calculate the carbon footprint of the products they export, as well as how to implement actions to reduce it. In the process, they found out that measuring and reducing their carbon footprint was not only useful to prepare for future environmental standards in developed country markets, but also to increase their own efficiency and competitiveness. About 22.000 producers were indirect beneficiaries of the pilot projects because 11 of the participating firms (in Honduras, Nicaragua and the Dominican Republic) were actually cooperatives or producer associations with a large number of associates. The main



results of these pilot studies were made available to a broader public within each country, so they could serve as a benchmark and reference for future policies and private sector practices.

In addition, a much broader public was—and continues to be—reached through the publication of two guides presenting the main issues involved in the trade and climate change relationship in a language accessible to non specialists.

Four points should be stressed as overall comment:

- 1- the efficient use of the resources: if we calculate the cost per person/day of the events (in total we have 1476 person/days for the standard events plus 437 for the international seminars), we reach a direct cost per person/day of 168\$ (based on the costs sustained for these activities as marked in the financial budget; adding the local costs it could reach something around 200\$ person/day. This seems to be a correct amount that a normal enterprise will be keen to pay to get useful information. A better assessment will need more information on local market costs for similar type of capacity building events.
- 2- The field studies to measure the carbon footprint had some difficulties: At the start to get the needed information. Most of the selected companies did not collect the needed information Errors, delays, missing data have been frequent and obliged the experts team to find ways to build a credible set of information. The main reasons were a) the measure was done for free so there were less incentives for the participants, b) the focal point did not make enough pressure on the companies, c) the selection process had consequences, as the availability of information depends extremely from the production process and from the dimension of the enterprises—that in most of the cases were small and with not efficient management procedures: for cacao and coffee it was easy, for shrimps quite difficult, for palm oil in between. But overall it depend on the commitment of the participating companies that has not been up to the expected level in a number of cases. Moreover in many sectors the information and values collected were so different that to build averages was almost impossible or without a proper meaning: this the did not allow to build credible and generalized final suggestions. The resources limited the participation to the carbon footprint exercise to a small number of enterprises having then more difficulties to build generalization for recommendations; in effect the production process of the selected products was in many cases so different that calculation of averages was a bit stretched. The selection of local enterprises in many case favoured small and very small ones that showed problems in producing the needed data and information: but the exercise was a good push to improve the management as the carbon footprint measure can be a management tool
- 3- The indicators used in the reporting by the management unit were not changed as consequence of the different structure of the activities (especially the carbon footprint measure) so they are not correct to assess the new overall results: they should be adapted to the increased amount of direct beneficiaries. Project design appers to assume that at least one business per country should be effectively improved. With the changes (and 10 businesses per country directly involved), one positive answer is not sufficient anymore .
- 4- The format used (a set of events with different focus for participants and contents) can be considered successful as it allowed a unified message to reach different group of stakeholders and actors respecting the local characteristics and approaches.

**KPI-3.2.1 (i) Data, figures and tables:** *(with explicit source referencing)*

**KPI-3.2.1 (ii) Key extracts from documents:** *(with explicit source referencing)*

#### **Indicators of Achievement**

**IA 1.1.** Percentage of representatives from government entities, export associations and other relevant stakeholders having participated in training activities who consider that their understanding of the implications of climate change for their countries' export competitiveness has increased as a result of the project's activities.

Target: 75%

**IA 2.1.** Number of business and export associations from participating countries that take additional actions in line with project recommendations to adequately meet climate change related requirements in their main export markets.

Baseline: 0 Target: 5

**IA 2.2.** Number of entities from the private and public sectors which consider that their capacity to strengthen public-private partnerships to face the requirements of climate change legislation has increased as a result of technical cooperation and training activities provided by the project.

Baseline: 0 Target: 5

**IA 3.1.** Number of private sector actors from participating countries who take actions to apply project recommendations to identify new opportunities in the trade of low-carbon products and services.

Baseline: 0 Target: 5

**IA 3.2.** Number of entities from the private and public sectors which consider that their capacity to strengthen public-private partnerships to identify new export opportunities in climate related products and services has increased as a result of technical cooperation and training activities provided by the project.

Baseline: 0 Target: 5

*(CEPAL project design, September 2011)*

En el marco del proyecto se realizaron 32 talleres en distintos países de la región. Los países originalmente contemplados en el proyecto fueron Colombia, Ecuador, Nicaragua y República Dominicana. Sin embargo, el éxito del proyecto permitió extender las capacitaciones a varios países adicionales (Argentina, Honduras, Perú y Uruguay), con recursos de los países mismos y de otras fuentes cooperación internacional.

Los 32 talleres que se realizaron tuvieron características específicas en términos de forma y contenido:

**Taller 1: Requerimientos de estándares ambientales en mercados internacionales**

Inducción al tema a una mesa público privada cerrada, para posicionar el tema de la huella de carbono/ambiental y los requerimientos de estándares ambientales en los mercados internacionales (Colombia, Ecuador, Honduras, Nicaragua, República Dominicana).

**Taller 2. Comercio internacional y cambio climático. Huella de carbono y exportaciones**

Capacitación a un público amplio de representantes de los gobiernos y exportadores sobre la relación entre comercio y cambio climático y las principales metodologías y etiquetados de huella de carbono experiencias público-privadas existentes en cada país (Argentina, Colombia, Ecuador, Honduras, Nicaragua, Perú, República Dominicana, Uruguay).

**Taller 3. Mapa de procesos y metodología de medición de la huella de carbono**

Asistencia técnica a un grupo restringido de empresarios y representantes públicos previo al inicio de los estudios de caso de medición de huella de carbono. Se entregaron los principales conceptos y herramientas para la recolección de información y la definición del mapa de proceso. Se identificaron además los factores de emisión disponibles en cada país (Colombia, Ecuador, Nicaragua, Perú, República Dominicana).

**Taller 4. Estudios de medición de huella y buenas prácticas público privadas**

Capacitación a un público amplio de representantes de los gobiernos y exportadores (Argentina, Colombia, Ecuador, Honduras, Nicaragua, República Dominicana) para:

- Identificar buenas prácticas de gobiernos y empresas para abordar los requisitos ambientales en la actividad exportadora,
- Presentar los resultados de los estudios de caso de medición de huella de carbono de algunos productos de exportación.

**Taller 5. Implementación de iniciativas de huella ambiental en las políticas públicas y en estrategias empresariales**

Asistencia técnica a un grupo restringido de representantes públicos y privados que participaron directamente en los estudios de caso de medición de huella de carbono, para identificar y acordar iniciativas de continuidad al trabajo sobre la huella de carbono (Colombia, Ecuador, Nicaragua, República Dominicana).

*(CEPAL project unit, presentation, January 2015)*

Four national workshops were held at the end of 2013 with this objective: Nicaragua (21-22 October), Dominican Republic (24-25 October), Ecuador (28-29, October), and Colombia (7-8 November). In these events, the results of the field studies (see A 2.2) were presented and discussed. Attendees in each country included: representatives from firms that participated in the field studies, other business representatives, the consultants who carried out the field studies, representatives of several government agencies, and

academics. The consultants were able to deal with these difficulties by working closely with the individual firms, helping them to gather the required data, and by selecting the most pertinent international sources when data from the participating firms was not available.  
(*Progress Report, December 2013*)

**Four national training workshops** were held in November 2012, one in each of the countries participating in the project: Ecuador (Quito, 19-20), Colombia (Bogotá, 22-23), Dominican Republic (Santo Domingo, 26-27) and Nicaragua (Managua, 29-30). National workshops were chosen instead of sub-regional ones because of the interest expressed by the project's national counterparts to have such activities take place in their own countries (thus reaching a wider national audience).

The four national workshops followed the same format. During the first day the ECLAC team presented the main links between climate change and international trade, explained the concepts of carbon footprint and carbon labeling, as well as the main methodologies to calculate the carbon footprint of exported products (especially agricultural), and presented the most important climate change-related initiatives (with trade impacts) applied by developed countries. Afterwards national representatives presented the main initiatives (both public and private) that were being taken in each country with the goal of reducing the carbon footprint of its exports. Each presentation was followed by an interactive debate.

The second day was devoted to a practical exercise. This consisted in calculating the carbon footprint of an exported agricultural product. A specialist explained this process step by step using a carbon footprint calculator, showing how the various stages of the product's life cycle contribute to its total carbon footprint. Afterwards participants were divided in groups and asked to change certain parameters in the calculation (type of fertilizer, energy, transportation, etc.) and observe the impact on the product's carbon footprint. The exercise concluded with a discussion of the main alternatives producers and exporters have at their disposal to reduce the carbon footprint of their products.

(The 4 national workshops substituted: *Two sub-regional training workshops to build capacity to: (i) identify the links between climate change and trade policy; (ii) adapt trade and export promotion policies to the international climate change context; and (iii) strengthen government officials' knowledge of environmental requirements applicable to agricultural and agro-industry products, and possible solutions to meet them.*)

(*Project Report, December 2012*)

Four new national training workshops were held in 2013, including Colombia (Cali and Medellín) and two new countries that have been incorporated into the project: Peru and Honduras (see section 4 below).

The four national workshops followed the same format as those held in 2012. First, the ECLAC team presented the main links between climate change and international trade, explained the concepts of carbon footprint and carbon labeling, as well as the main methodologies to calculate the carbon footprint of exported products (especially agricultural), and presented the most important climate change-related initiatives (with trade impacts) applied by developed countries. Afterwards national representatives presented the main initiatives (both public and private) being undertaken in each country with the goal of reducing the carbon footprint of its exports. Each presentation was followed by a debate.

The second part of each workshop consisted of a practical exercise. This consisted in calculating the carbon footprint of an exported agricultural product. A specialist explained this process step by step using a carbon footprint calculator, showing how the various stages of the product's life cycle contribute to its total carbon footprint. Afterwards participants were divided in groups and asked to change certain parameters in the calculation (type of fertilizer, energy, transportation, etc.) and observe the impact on the product's carbon footprint. The exercise concluded with a discussion of the main alternatives producers and exporters have at their disposal to reduce the carbon footprint of their products.

ECLAC's Fifth International Carbon Footprint Seminar took place at its headquarters in Santiago, Chile on 13-14 July 2013, for the second time within the framework of the project, under the title: "Public and private practices to reduce environmental footprint in international trade". This time, the focus was on Latin American experiences concerning the carbon footprint, including public policies and business practices.

Between March and December 2013, a consortium of specialized consultants calculated the carbon footprint of seven products at 41 firms in 4 countries. The products were: cocoa, coffee, bananas, shrimp, palm oil, stevia and uchuva. In each firm, total greenhouse gases were estimated and the most important emission sources were

identified. The consultants worked closely with all the firms so as to accurately define each stage of each product's life cycle and then gather the necessary information for the calculation of the carbon footprint. Four national workshops were held at the end of 2013 with this objective: Nicaragua (21-22 October), Dominican Republic (24-25 October), Ecuador (28-29, October), and Colombia (7-8 November). In these events, the results of the field studies (see A 2.2) were presented and discussed. Attendees in each country included: representatives from firms that participated in the field studies, other business representatives, the consultants who carried out the field studies, representatives of several government agencies, and academics. (*Project Report, December 2013*)

Given the interest expressed by national focal points to strengthen the in country capacity-building activities, the project organized 12 national workshops (workshops 3 and 4) in eight countries. Workshop 3 was oriented toward a small group of representatives of the firms

which would participate in the carbon emissions field studies and consisted of training sessions to explain de calculation methodology (PAS 2050) and the information required. This workshop was important to prepare the firms for the calculation process.

Workshop 4 focused on the presentation of the results of the carbon footprint field studies, with the participation of representatives from government and business, mainly from the export sector.

Participants included the companies that had been part of the pilot study, the consultants who made the calculations, and representatives of several government agencies involved with the product selected. A second focus of this workshop were best-practice cases mainly from Latin America, both in the public and business sectors, as well as public-private initiatives, regarding carbon footprint calculation and reduction, including public policies and business practices.

(*CEPAL Project Management unit, draft final report, March 2015*)

**Estudios de caso.** Se estimó que tener una aproximación sobre las emisiones de GEI asociadas a productos agrícolas de exportación de los países participantes era la mejor forma de visibilizar y entender mejor el tema. Uno de los primeros aspectos a definir por las contrapartes fue la selección de los productos de exportación en los que se realizarán los estudios de caso, que fueron la columna vertebral en varios casos del resto de las actividades. Cada uno de los países utilizó distintos criterios para esta definición, teniendo como contexto la agricultura y agroindustria orientada y/o con potencialidad a la exportación.

Para la contratación de estos estudios se solicitó una reasignación presupuestaria que permitiera contratar una empresa dada la gran complejidad técnica de la materia y el hecho de poder contar con una metodología única para facilitar las conclusiones. Fue así que tras una licitación internacional SNV y Factor CO2 realizaron los estudios de caso a partir de la información de 42 empresas en la producción y exportación de 7 productos alimenticios en 5 países, entregando primeras recomendaciones para su reducción. Avanzado este trabajo, PROMPERU pudo acceder a recursos internacionales (BID FOMIN) que le permitieron realizar los mismos estudios de caso, en dos productos y 10 empresas, con la misma metodología y los mismos consultores contratados por CEPAL.

El trabajo con cada grupo de empresas y agencias públicas en cada país, se inició con un taller de capacitación que permitió ahondar en la metodología de cálculo de GEI utilizada

(*CEPAL Project Management unit, presentation, January 2015*)

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### **KPI-3.2.1 (iii) Information from interviews and questionnaire** (*with explicit source referencing*)

*We found some difficulties in getting the information.*

*First of all most of the companies did not collect the needed information so the first step was to check the availability and then to start the collection*

*Then we had a long chain: from the leading company (CO2) the message went through SNV and the through local consultants: we did not receive the expected support from the local focal point*

*Errors delays missing data have been frequent and we had to find ways to build a credible set of information*

*We think the main reasons were a) the measure was done for free so there were less incentives for the participants, b) the focal point did not make enough pressure on the companies, c) the selection process had consequences, as the availability of information depends extremely from the production process and from the dimension of the enterprises —that in most of the cases were small and with not efficient management procedures: for cacao and coffee it is*

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*easy, for shrimps quite difficult, for palm oil in between. But overall it depend on the commitment of the participating companies that has not been up to the expected level in a number of cases*

*In many sectors we had information and values so different that to build averages was almost impossible or without a proper meaning: this the does not allow to generalize the final suggestion but we were pushed to prepare them  
There is a major need to study better the production process at local level, while for transports, energy, fertilizers some general suggestions are possible*

*The process should be thought as a first step that now can be improved*  
Gallozzi (SNV)

*Difficulties in getting the right information*

*The selection of participants was based on other priorities; this did not allow for a smooth implementation; the chain was quite long from CO2 to SNV to local consultants to the enterprises with the need to explanation clarification back and forth of documents and so.... But this is a sense allowed for some capacity building at local level (consultants)*

*In many cases the enterprises were so small to be able to collect the needed documentation. It is true that small producers are normally combined in marketing cooperatives but it is not true that all use the same production process  
The selection produced cases widely different that did not allow having final suggestions easily generalized*  
Sopelana (CO2)

Fue muy difícil el proceso de búsqueda de la información. Al tener contacto con otros interlocutores pudimos conocer y aprovechar otros trabajos que existían en otras entidades. Fue positivo también el tener que trabajar con otras empresas del sector en equipo, pues ésta no era una competencia, teníamos que compartir información pero también compartimos inquietudes. Lo positivo de tener sentadas a varias instituciones del sector público al frente es tener la oportunidad de que se organicen entre ellas pues no siempre sucede y uno debe ir tras ellas por separado. Los recursos son escasos y difíciles de conseguir y si tanto sector público como privado los juntas cómo no trabajar unidos? De tal forma que los empresarios nos juntemos. Es necesario buscar la forma de hacerlo.  
(Agroindustrias de la Stevia, Colombia)

**KPI-3.2.2 : The governance and management structures of the project contributed to effective national implementation and coordination of partners**

**Main Findings on KPI-3.2.2 :**

The main outcome of the project, according to the local stakeholders, has been the establishment of public/private roundtables, that for many countries was a “first”. This really allowed pushing for public private partnerships in terms of creating common interests that allowed for common advocacy pushes. This was a consequence for the governance and management structure implemented by the project based on -  
Focal points: Trade promotions organizations - Participants: Government officials, business associations, firms, academia - Agenda: Information, capacity building, local cases and best practices, problem identification, building carbon awareness into export strategies - Action plans: Rule-making and enforcement, information-sharing, carbon-footprint measurement and mitigation. The public/private round tables have been the acting multiplier of the project intervention.

Even though not all of the public-private roundtables that were established in the four original participating countries in 2012 have been able to make progress to the same extent it should be noted that, while some of them continued their work until the end of the project (2014), in some countries progress was slowed down by coordination problems among government agencies and between them and private sector representatives. However, against this background, the official national counterparts in each country have been encouraged to develop actions plans aimed at ensuring that the roundtables remain active after the project is completed in 2014. ECLAC officials are engaged to facilitate this process by meeting with national official counterparts and other relevant stakeholders in each country until 2014.

Each of the four counterpart institutions has at least one staff member assigned to work on the project, financed with local funds. Because of internal problems, the national counterparts have had some difficulties in keeping the schedule of the project’s activities (organization of national training workshops, selection of products and firms for field studies).



**KPI-3.2.2 (i) Data, figures and tables:** *(with explicit source referencing)***KPI-3.2.2 (ii) Key extracts from documents:** *(with explicit source referencing)*

El proyecto fue ejecutado por la División de Comercio Internacional e Integración de la CEPAL. El grupo central de trabajo estuvo compuesto Nanno Mulder y Sebastián Herreros, Oficiales de Asuntos Económicos, y Alicia Frohmann y Ximena Olmos, consultoras de la División. El grupo realizaba regularmente reuniones de coordinación en las que se discutían todos los aspectos del proyecto y se tomaban las decisiones. La gestión diaria estaba a cargo de las consultoras.

La planificación de las actividades durante los tres años fue compartida con la División de Desarrollo Sustentable y Asentamientos Humanos de la CEPAL. También se contó con el apoyo de la Unidad Agrícola de la División de Desarrollo Productivo al inicio del proyecto.

Al interior de la CEPAL, durante todo el proyecto se trabajó en estrecha colaboración con la Dirección de Planificación de Programas y Operaciones y la División de Administración.

En los países, la gestión se realizó a través de los organismos de promoción de exportaciones, los que actuaron como contrapartes locales. En cada caso se designó a un interlocutor que era el responsable ante CEPAL de las actividades y decisiones, lo que implicaba que a su vez debía realizar las coordinaciones al interior de su institución, de su gobierno y de su país, dependiendo del tema en cuestión.

*(CEPAL project unit, presentation, January 2015)*

Los estudios fueron ejecutados paralelamente en todos los países por el consorcio integrado por la empresa española Factor CO<sub>2</sub> y la oficina para América Latina del Servicio Holandés de Cooperación al Desarrollo (SNV) entre abril y octubre de 2013, excepto en el caso de Honduras, en que se desarrollaron entre octubre de 2013 y marzo de 2014. En total, se midió la HC de 7 productos de exportación en 45 empresas.

*(CEPAL Project Management unit, March 2015)*

Las comunicaciones con los países participantes se realizaban a través del correo electrónico, llamadas telefónicas y videoconferencias, como es usual. Sin embargo se puso un especial énfasis en tener un seguimiento muy cercano al proyecto a través de la institución contraparte. Por esa razón, en todas las visitas realizadas se mantuvieron también reuniones de seguimiento para analizar con mayor detalle los distintos aspectos. Ante la limitación de presupuesto, se impuso como práctica realizar viajes seguidos, en la misma semana, a dos países geográficamente cercanos, lo que permitió un mejor uso de recursos. Cada viaje consideraba además exposiciones ante distintos grupos sobre los temas del proyecto, los que eran realizados por las mismas personas del equipo central. En la práctica, para la gran mayoría de las actividades de capacitación no fue necesario contratar a expertos pues junto al equipo de CEPAL la contraparte nacional coordinaba la participación de expertos locales.

Otro aspecto destacado de la gestión del proyecto fue la contratación de un consorcio internacional que realizó los estudios de caso, con todo el trabajo de campo (viajes locales e internacionales) y capacitaciones involucradas para 4 países de manera simultánea. Ello implicó una solicitud de reasignación de fondos para contratar una empresa consultora (en lugar de consultores individuales en cada país), lo que se hizo a través de una competitiva licitación internacional.

Durante los tres años de implementación, algunas de las actividades han sido co-financiadas por distintas contrapartes, lo que permitió realizar un número más amplio de actividades. En primer lugar, la gran mayoría de los talleres fueron realizados en instalaciones facilitadas por el país contraparte (con el correspondiente equipamiento), los que además se hicieron cargo de la convocatoria y recepción de los asistentes. En el caso de los Seminarios internacionales y la actividad final de difusión, se contó con el apoyo financiero de la Cooperación Francesa.

*(CEPAL project management unit, presentation, January 2015)*

The publication “*Huella de carbono y exportaciones de alimentos. Guía práctica*” (Carbon footprint and food exports. Practical guide, LC/W.503, in Spanish only) was released in November 2012. This guide was prepared within the framework of the project and by the ECLAC team in charge of implementing it. The guide provides an accessible introduction to the subject, including the various existing methodologies for measuring the carbon footprint of traded goods, especially in the agricultural sector; an overview of the main climate change-



related initiatives (with trade impacts) applied by developed countries; and selected business experiences in meeting climate change-related requirements in export markets. It includes examples of outstanding public/private global and regional initiatives which address climate change-related issues in the export sector with a positive result. The guide is targeted at a broad audience of non-specialist stakeholders, including inter alia small businesses, government officials from different agencies, academics, students and civil society organizations. It was used in the national workshops held in the four participating countries during November 2012. The country profiles of export sectors and environmental indicators, which show their potential vulnerability to carbon reduction regulations, will be delivered during 2013. These reports will also inform about existing facilities that can be used by exporters to adapt to climate change related requirements.

Each of the four counterpart institutions has at least one staff member assigned to work on the project, financed with local funds. Additional resources were contributed by the four countries for the organization of the national training workshops held in November 2012: Ecuador (Quito, 19-20), Colombia (Bogotá, 22-23), Dominican Republic (Santo Domingo, 26-27) and Nicaragua (Managua, 29-30). These resources were staff, stationery, invitations, communications and work with media, and (in one case) the venue. In all four countries, the counterparts are seeking support from other funding institutions to enable them to extend the project's carbon footprint calculation studies to additional export products.

Because of internal problems, the national counterparts have had some difficulties in keeping the schedule of the project's activities (organization of national training workshops, selection of products and firms for field studies). Actions taken to solve the issues, if possible: Strengthened support by ECLAC staff to enable national counterparts to resolve their difficulties

*(Progress Report, December 2012)*

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#### **KPI-3.2.2 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

*Notes signed by the unity Director*

*Payment signed by Nanno Mulder*

*Coordination on daily basis with the other officers of the Unit*

*Since the start —during the negotiations with beneficiary countries— it was very clear that there was no transfer of financial resources to local organizations*

*Frohmann (CEPAL)*

*We had two strategies: large amounts of invitation for the general events and a selected participation for the most focused ones.*

*The final event whose scope was dissemination of the experiences and information was open*

*Guerrero (NICARAGUA)*

*The different type of events (open/on invitation) allowed for an increase interaction between stakeholders*

*In general we had events 1 and 4 open (with large participation) as they dealt with general issues and policy, while events 2, 3 and 5 were on invitation as they dealt more with the results of the footprint measure on local enterprises; but we pushed to invite academia and other organizations to learn from results*

*Olmos (CEPAL)*

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#### **Assessment of/statement on Judgement Criterion JC-3.2 (based on the KPIs main findings)**

The Project was implemented in full scale in four countries (Colombia, the Dominican Republic, Ecuador, Nicaragua) with the DA resources plus Honduras thanks to additional resources coming from ECLAC's Regular Programme of Technical Cooperation (RPTC); additional activities (basically workshops) took place in another three (Argentina, Peru and Uruguay). The main activities modality was the organization of workshops/seminars where the main topics were presented by ECLAC officers and/or other experts. A total of 32 events have been implemented over the three years of the project directly reached no less than 1,500 persons (including the 3 international seminars on the carbon footprint). All the events have been characterize as mostly capacity building activities addressed to a wide range of relevant stakeholders, including government officials, representatives from business associations, agricultural cooperatives, academics and students. (KPI 3.2.1)

The events were joined by another core activity of the project, the field pilot studies conducted in five countries, Colombia, the Dominican Republic, Ecuador, Nicaragua, Honduras), where the carbon footprint of 7 different food export products of 45 firms and producer associations has been calculated. About 22.000 producers were indirect beneficiaries of the pilot projects because 11 of the participating firms (in Honduras, Nicaragua and the Dominican Republic) were actually cooperatives or producer associations with a large number of associates. The main results of these pilot studies were made available to a broader public within each country, so they could serve as a benchmark and reference for future policies and private sector practices.

Three points should be stressed as overall comment:

1. the efficient use of the resources: if we calculate the cost per person/day of the events (in total we have 1476 person/days for the standard events plus 437 for the international seminars), we reach a direct cost per person/day of 168\$ (based on the costs sustained for these activities as marked in the financial budget; adding the local costs it could reach something around 200\$ person/day. This seems to be a correct amount that a normal enterprise will be keen to pay to get useful information. A better assessment will need more information on local market costs for similar type of capacity building events.
2. The field studies to measure the carbon footprint had some difficulties: At the start to get the needed information. Most of the selected companies did not collect the needed information Errors, delays, missing data have been frequent and obliged the experts team to find ways to build a credible set of information. The main reasons were a) the measure was done for free so there were less incentives for the participants, b) the focal point did not make enough pressure on the companies, c) the selection process had consequences, as the availability of information depends extremely from the production process and from the dimension of the enterprises —that in most of the cases were small and with not efficient management procedures: for cacao and coffee it was easy, for shrimps quite difficult, for palm oil in between. But overall it depend on the commitment of the participating companies that has not been up to the expected level in a number of cases. Moreover in many sectors the information and values collected were so different that to build averages was almost impossible or without a proper meaning: this the did not allow to build credible and generalized final suggestions. The resources limited the participation to the carbon footprint exercise to a small number of enterprises having then more difficulties to build generalization for recommendations; in effect the production process of the selected products was in many cases so different that calculation of averages was a bit stretched. The selection of local enterprises in many case favoured small and very small ones that showed problems in producing the needed data and information: but the exercise was a good push to improve the management as the carbon footprint measure can be a management tool
3. The indicators used in the reporting by the management unit were not changed as consequence of the different structure of the activities (especially the carbon footprint measure) so they are not correct to assess the new overall results: they should be adapted to the increased amount of direct beneficiaries. Project design appears to assume that at least one business per country should be effectively improved. With the changes (and 10 businesses per country directly involved), one positive answer is not sufficient anymore .
4. The format used (a set of events with different focus for participants and contents) can be considered successful as it allowed a unified message to reach different group of stakeholders and actors respecting the local characteristics and approaches. (KPI 3.2.1).

The main outcome of the project, according to the local stakeholders, has been the establishment of public/private roundtables, that for many countries was a “first”. This really allowed pushing for public private partnerships in terms of creating common interests that allowed for common advocacy pushes. This was a consequence for the governance and management structure implemented by the project. The public/private round tables have been the acting multiplier of the project intervention. (KPI 3.2.2)

Even though not all of the public-private roundtables that were established in the four original participating countries in 2012 have been able to make progress to the same extent it should be noted that, while some of them continued their work until the end of the project (2014), in some countries progress was slowed down by coordination problems among government agencies and between them and private sector representatives. However, against this background, the official national counterparts in each country have been encouraged to develop actions plans aimed at ensuring that the roundtables remain active

after the project is completed in 2014. ECLAC officials are engaged to facilitate this process by meeting with national official counterparts and other relevant stakeholders in each country until 2014. (KPI 3.2.2) Each of the four counterpart institutions has at least one staff member assigned to work on the project, financed with local funds. Because of internal problems, the national counterparts have had some difficulties in keeping the schedule of the project's activities (organization of national training workshops, selection of products and firms for field studies).(KPI 3.2.2)

**JC-3.3 :** Flexibility in budget allocation allowed adaptation face to emerging needs

KPI 3.3.1 *The budget was clear and consistent with the activities with sufficient flexibility*

KPI 3.3.2 *Modification of budget have been justified and coherent with new activities*

**KPI-3.3.1:** *The budget was clear and consistent with the activities with sufficient flexibility*

**Main Findings on KPI-3.3.1 :**

The budget in project design was functional with the foreseen activities and in the same time offered the flexibility needed considering the basic approach of the project, often mentioned already —that is “supply driven”, where the potential beneficiaries could demand different actions. In effect the main budget lines were sufficiently flexible in the interpretation and contents to allow for easy re-distribution of the resources.

Three main areas of expense were defined: the costs for experts and travel of the institution (602, 604, 616), the organization of the events (604, 621), the external services (612).

**KPI-3.3.1 (i) Data, figures and tables:** (with explicit source referencing)

objet class	code/description	project document 2011	after revisions	change
602	GTA General Technical Assistance	38.500,00	64.897,24	26.397,24
604	Consultants & expert groups	310.500,00	145.920,00	-164.580,00
608	Travel of staff	46.400,00	33.936,00	-12.464,00
612	Contractual Services	48.000,00	198.646,76	150.646,76
616	Operating Expenses	12.000,00	12.000,00	0,00
618	Supplies	0,00		0,00
621	Seminars & Workshops / Fellowships	149.600,00	149.600,00	0,00
	<b>TOTAL</b>	<b>605.000,00</b>	<b>605.000,00</b>	<b>0,00</b>

objet class	code/description	expenses			total
		2012	2013	2014	
602	GTA General Technical Assistance	24.112,39	40.784,85		<b>64.897,24</b>
604	Consultants & expert groups	10.399,59	53.181,12	67.338,78	<b>130.919,49</b>
608	Travel of staff	9.835,23	10.400,55	13.694,03	<b>33.929,81</b>
612	Contractual Services	1.487,89	190.932,70	6.218,36	<b>198.638,95</b>
616	Operating Expenses	6.517,30	3.510,29	1.669,18	<b>11.696,77</b>
618	Supplies				<b>0,00</b>
621	Seminars & Workshops / Fellowships	67.768,18	33.500,94	43.637,16	<b>144.906,28</b>
	<b>TOTAL</b>	<b>120.120,58</b>	<b>332.310,45</b>	<b>132.557,51</b>	<b>584.988,54</b>

(Tables built by the author from data of Project Progress Reports 2012/2013/2014)

**KPI-3.3.1 (ii) Key extracts from documents:** (with explicit source referencing)

**KPI-3.3.1 (iii) Information from interviews and questionnaire** (with explicit source referencing)

- que hay en el rubro 602- GTA? (es decir que tipo de gastos están aquí?)

GTA vino a financiar mi trabajo en la primera mitad del proyecto como asistente general

- que hay en el rubro 604 - consultants?

Se incorporan aquí contrataciones puntuales para algunos talleres, tanto de expositores, como de personal de apoyo en la organización de los Seminario internacionales.

Están los contratos de expertos sobre el tema de huella ambiental, en el marco de lo que fue el inicio del trabajo con el café y mis honorarios del 2014.

- que hay en el rubro 621 - Fellowships/grants/contributions?

Estos montos fueron los destinados a la realización de todas las actividades y talleres que realizamos en terreno en cada uno de los países. Los mayores costos están asociados a los desplazamiento de los asistentes a los seminarios internacionales en Santiago. También está parte de los gastos para las jornadas de capacitación realizadas.

- donde están los costos de la unidad?

Solo mi trabajo se financió con cargo al proyecto. Sebastián y Nanno son oficiales de CEPAL (staff) y Alicia es consultora. Solo sus viajes de cargaban a este proyecto.

Olmos (CEPAL)

**KPI-3.3.2:** *Modification of budget have been justified and coherent with new activities*

**Main Findings on KPI-3.3.2:**

It should be noted that project implementation has been adapted to the contexts and needs arising from the selection of the countries, the sectors and the contents of the field studies.

Changes were due to:

a) Different approach in capacity building activities; in exchange of regional sub-regional workshops/seminars it was decided to increase the amount of national seminars as this was considered after discussion with the national counterparts more effective to have more participants and to keep the momentum with a set of events; this had consequences in the structure of the events. In effect more “national events” than regional ones as foreseen in design: we thought that the national workshops have a better capacity to involve the participants and so distribute a stronger message. Coupled with the inclusion in the presentation of “national cases” increases the potential impact. This was also more fit with the selection of national counterparts in the export promotion agencies. This allowed also more visits to each country (we grouped the events in neighbouring countries in short periods to avoid travel expenses)

b) The unification of the carbon footprint measure in a single contract (in the design there were separate contracts for field studies for each country). This allowed to use the same methodology everywhere and consequently to have comparable results and better suggestions

Three main changes can be reported:

- in June 2012 reduction from budget line 604 –Consultants and experts of 187.500\$ in favour of budget line 612 –Contractual Services of the same amount: this allowed to have a single contract for the carbon foot print measure (against a set of local national contracts with the scope to have a common methodology and comparable measures)
- following the above budget change as said the carbon footprint was managed through a single contract through an international bid procedure
- in March 2013 reduction from budget line 604 –Consultants and experts of 25.000\$ in favour of budget line 602 – General temporary assistance of the same amount: this redeployment increased the regional scope of the activities allowing the presence of new countries and more participation to the events.

It is important to note that in effect many of the activities as defined in project design have been changed (not simply the one reported above): the documents/studies produced (in project design four manuals/reports plus one final sum up publication against two studies), the field exercise (in project design field studies for each of the selected industries, to identify weaknesses and reinforce strengths of public policies aimed at improving the private sector’s competitiveness in the context of present and forthcoming climate-change related measures against the carbon footprint measure for selected enterprises), the amount and contents of the technical assistance actions (in project design two plus two sub-regional training workshop, one international high-level meeting, one national high-level forum and workshop in each target country against 29 national events plus 3 international seminars).

All this means that the embedded flexibility in budget preparation together with the capacity of the management unit to justify the increased quality and improved effectiveness of the new solutions proposed are a good lesson learnt for the organization. The administrative flexibility to reassign resources within the project if considered adequate (e.g. in order to hire the consultancy consortium needed for the field studies, the project was authorized to reassign funds for Consultants to Contractual Services) is a credible example of the flexibility needed when “supply driven” projects are presented.

**KPI-3.3.2 (i) Data, figures and tables:** *(with explicit source referencing)***KPI-3.3.2 (ii) Key extracts from documents:** *(with explicit source referencing)*

In the first quarter of 2012 ECLAC's project coordinators held consultations with their national counterparts in order to present the project and receive their input as to their own priorities and suggestions. As a result of these consultations, the national counterparts suggested that the national field studies (activity 2.2) should focus on calculating the carbon footprint of selected export products of interest to each country. Such studies would provide both an empirical base for the improvement of public policies and guidance to exporters as to the carbon content of their export products (and ways to reduce it). This new, more specific focus would thus enhance the project's objective of strengthening the capacity of LAC export sectors to meet the challenges and exploit the opportunities derived from climate change-related initiatives on trade. The proposed field studies would be both technically complex and information-intensive and would require an expertise in carbon accounting methodologies and familiarity with on-site information gathering techniques. Such profile is more consistent with that of an international consultancy firm with a specific expertise regarding carbon accounting issues, than with the resources available to individual consultants. Moreover, the execution of this activity would benefit if a single international firm could undertake all the national studies, as that would ensure methodological consistency and a coherent approach to policy recommendations.

In light of the above considerations, in April 2012 ECLAC requested the transfer of the amount of US\$ 187,300 previously allocated to fees and travel of individual international and national consultants (604) to Contractual Services (612). The purpose was to tender a contract for the implementation of the national field studies, and select an international firm with specific expertise regarding carbon accounting issues as they relate to food exports. The request was approved by PPBD in June 2012. The tendering process was launched in September 2012 and is expected to be completed in January 2013 with the selection of an international firm that will undertake the studies in all four countries.

As a result of consultations held with our national counterparts in each of the four participating countries, it was decided that the national field studies will focus on calculating the carbon footprint of two export products per country. These products will be identified through a public private dialogue coordinated by the project's national counterpart in each country.<sup>1</sup> Five firms per product will participate in the field studies. A tendering process was started in September 2012 to select one consulting firm that will carry out the field studies in the four participating countries. This process is scheduled to be completed in January 2013 so that the selected firm can start work in March 2013, with a view to completing the studies in December 2013.

*(Progress Report, December 2012)*

Dos talleres subregionales. Se optó por reunir a todos los países participantes del evento en un solo gran evento en CEPAL, lo que se convirtió en el VI Seminario Internacional sobre la Huella de Carbono. Allí se presentaron las experiencias y resultados de las diferentes etapas del proyecto con especial énfasis en los resultados de los casos de estudio y las experiencias de trabajo público privada de los organismos de promoción de exportaciones. Se realizó un amplio debate entre representantes de exportadores y de gobierno sobre los desafíos a futuro, las nuevas oportunidades de exportación

*(CEPAL Project Management unit, January 2015)*

A tendering process was started in September 2012 to select one consulting firm that will carry out the field studies in the four participating countries. This process is scheduled to be completed in January 2013 so that the selected firm can start work in March 2013, with a view to completing the studies in December 2013.

*(This substitutes: Elaboration of field studies for each of the selected industries, involving in depth interviews with all relevant actors to identify weaknesses and reinforce strengths of public policies aimed at improving the private sector's competitiveness in the context of present and forthcoming climate change related measures").*

*(CEPAL Progress Report, December 2012)*



Two sub-regional training workshops to build capacity to: (i) identify the links between climate change and trade policy; (ii) adapt trade and export promotion policies to the international climate change context; and (iii) strengthen government officials' knowledge of environmental requirements applicable to agricultural and agro-industry products, and possible solutions to meet them

Due to the interest expressed by national focal points to strengthen the in-country capacity-building activities, the two sub-regional workshops were replaced by 15 national workshops (workshops 1 and 2) in eight countries.

Workshop 1 focused on capacity-building for the newly created public-private roundtable and for the trade promotion organization's staff on climate change and trade related environmental standards, as well as an initial presentation of the country's own practices, in order to agree on joint strategies for the duration of the project.

Workshop 2 included participation of a wide range of stakeholders from government, business and academia. The issues addressed were: the international debate about the links between climate change and trade policy, with special emphasis on the situation in Latin America and trade in food and beverages. In addition, there were presentations about national projects in related areas, as well as some leading private sector experiences.

The last section of the workshop was dedicated to the simulation of a carbon footprint calculation on a farm, with explanations about how the various stages of production and main sources of carbon emissions contribute to the carbon footprint of the product.

Additionally, the ECLAC IV. International Carbon Footprint Seminar (2012) served as a capacity-building regional forum to address the issue of the links between climate change and trade policy, as well as carbon-related standards for food products

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#### **KPI-3.3.2 (iii) Information from interviews and questionnaire** (with explicit source referencing)

*The major change during implementation has been the unification of the carbon footprint measure in a single contract (in the design there were separate contracts for each country). This allowed to use the same methodology everywhere and so to have comparable results and better suggestions*  
Herrerros (CEPAL)

*Two major changes: more "national events" than regional ones as foreseen in design: we thought that the national workshops have a better capacity to involve the participants and so distribute a stronger message. Coupled with the inclusion in the presentation of "national cases" increases the potential impact. This was also more fit with the selection of national counterparts in the export promotion agencies. This allowed also more visits to each country (we grouped the events in neighbouring countries in short periods to avoid travel expenses)*

*Second change the unification of the contract for the carbon footprint measure.*  
Mulder (CEPAL)

*Project design allowed the adaptation of the needs defined for each beneficiary country*

*The re-allocation of resources has been easy especially the major change from consultant services to a single contract for the carbon foot print measure, that surely was a more effective structure for analysis and learning*  
*Project design had a sufficient embedded flexibility able to permit quick adaptation to changed needs*  
Frohmann (CEPAL)

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#### **Assessment of/statement on Judgement Criterion JC-3.3 (based on the KPIs main findings)**

It should be noted that project implementation has been adapted to the contexts and needs arising from the selection of the countries, the sectors and the contents of the field studies.

Changes were due to:

a) Different approach in capacity building activities; in exchange of regional sub-regional workshops/seminars it was decided to increase the amount of national seminars as this was considered after discussion with the national counterparts more effective to have more participants and to keep the



momentum with a set of events; this had consequences in the structure of the events. In effect more “national events” than regional ones as foreseen in design: we thought that the national workshops have a better capacity to involve the participants and so distribute a stronger message. Coupled with the inclusion in the presentation of “national cases” increases the potential impact. This was also more fit with the selection of national counterparts in the export promotion agencies. This allowed also more visits to each country (we grouped the events in neighbouring countries in short periods to avoid travel expenses)

b) The unification of the carbon footprint measure in a single contract (in the design there were separate contracts for field studies for each country). This allowed to use the same methodology everywhere and consequently to have comparable results and better suggestions

Three main changes can be reported:

- in June 2012 reduction from budget line 604 –Consultants and experts of 187.500\$ in favour of budget line 612 –Contractual Services of the same amount: this allowed to have a single contract for the carbon foot print measure (against a set of local national contracts with the scope to have a common methodology and comparable measures)
- following the above budget change as said the carbon footprint was managed through a single contract through an international bid procedure
- in March 2013 reduction from budget line 604 –Consultants and experts of 25.000\$ in favour of budget line 602 – General temporary assistance of the same amount: this redeployment increased the regional scope of the activities allowing the presence of new countries and more participation to the events.

It is important to note that in effect many of the activities as defined in project design have been changed (not simply the one reported above): the documents/studies produced (in project design four manuals/reports plus one final sum up publication against two studies), the field exercise (in project design field studies for each of the selected industries, to identify weaknesses and reinforce strengths of public policies aimed at improving the private sector’s competitiveness in the context of present and forthcoming climate-change related measures against the carbon footprint measure for selected enterprises), the amount and contents of the technical assistance actions (in project design two plus two sub-regional training workshop, one international high-level meeting, one national high-level forum and workshop in each target country against 29 national events plus 3 international seminars).

All this means that the embedded flexibility in budget preparation together with the capacity of the management unit to justify the increased quality and improved effectiveness of the new solutions proposed are a good lesson learnt for the organization. The administrative flexibility to reassign resources within the project if considered adequate (e.g. in order to hire the consultancy consortium needed for the field studies, the project was authorized to reassign funds for Consultants to Contractual Services) is a credible example of the flexibility needed when “supply driven” projects are presented.(KPI 3.3.2)

#### **Preliminary Answer to the Evaluation Question EQ-3 based on the statements on the Judgement Criteria**

Face to generic selection criteria offered by project design, the management unit went through a credible process based on the assumption that, due to the limitation in available resources, the project must address a reduced amount of beneficiary countries (this was already acknowledged in project design that suggested 6 in the original document). The selection criteria foreseen in design (size/structure of the economies; degree of exposure of their exports to climate change; manifestations of interest/national capacity; share of carbon-intensive sector exports) allowed for a wide choice). In effect the main assumption leading the selection process was to choose countries where the climate change as debate and guiding issues were less present in the public domain in order to increase effectiveness and impact. Project design assumptions appear addressed to: interest for the project purpose should come from a substantial amount of countries, the diversity of potential beneficiaries will add to the cumulative knowledge, to offer credible technical support to different beneficiaries the planned activities should be flexible enough to allow adaptation as the heterogeneity that characterizes the LAC region at large, in terms of institutional capacities, export profiles, and environmental and trade policies, will build different contexts. The offer was then submitted to a first group of countries chosen by the management team on the base of the apparent institutional weaknesses in terms of capacities and knowledge. The choice was to use the national export promotion agencies as these ones are supposed not only to act in support of exports but also have

a consolidated network of businesses as potential final beneficiaries. Out of the 7 that answered, the management unit negotiated the conditions for participation to reach the final 4 (Colombia, Ecuador, Nicaragua y República Dominicana). The process was sufficiently rapid to allow the start of the first events for March 2012 in Colombia. (JC 3.1)

The most relevant outcome of the selection was the establishment of public-private roundtables to serve as partners to ECLAC's national counterpart institutions and give continuity to the project's objectives. This allowed an increased dialogue among public officials, as well as with private sector representatives about the main topics of climate change (greenhouse gas emissions, climate change and exports. The selection of countries and local counterparts was quite rigorous and careful as it allowed the project resources to become a 'Multiplier' of the information and assistance distributed. The condition to have a formal commitment by the focal points was essential to ensure the continuous engagement of the focal points, as the project could not offer financial contribution for the local human resources. The choice of trade promotion organization as focal point was functional to the success of the activities as it facilitated public private partnerships, because most of organization's link both to government and the export sector. It should be mentioned that the selection of countries has an impact on the definition of the activities to be implemented: as the countries finally selected showed interest but low domestic capacities to deal with climate change issues, the management unit decided to start with the production of basic documents where concepts and analysis have been developed with simple language adapted for what we supposed should have been the major beneficiaries (local businessmen, public servants, political representatives, etc.) (JC 3.1)

In project design the selection of the main sectors on which project activities should focus was quite vague: the conditions were the importance in the exports flows and the potential risks face to importers countries unilateral measures. As said in QE1, since the immediate start of the project the attention was directed to the agricultural sector. It is true in effect that agricultural sector in LAC is the major contributor to GHG (up to 70% of the total). As a result of consultations held with national counterparts during the first phase of project implementation, it was decided that the national field studies should focus on calculating the carbon footprint of two export products per country. These products were to be identified through a public private dialogue coordinated by the project's national counterpart in each country. For each product at least five producers should participate in the field studies. The project then focused on agricultural and food exports, since these are both very relevant in the participating countries' export baskets and highly exposed to carbon footprint labeling and other related requirements in destination markets (especially Europe). The final selection of the products was made by the local counterparts and confirmed during the interviews. Only in Colombia the criterion has been different as for the main agricultural exports (coffee, flowers) the exercise was already implemented by the export organizations: the selection then went for the marginal product with most potential on international markets (stevia and uchuva).

Again one would have appreciated some quantitative justification at country level: however —see blow table— one of the selected products (coffee) cover more that 50% of EU market. None of the other showed was included.(JC 3.1)

The Project was implemented in full scale in four countries (Colombia, the Dominican Republic, Ecuador, Nicaragua) with the DA resources plus Honduras thanks to additional resources coming from ECLAC's Regular Programme of Technical Cooperation (RPTC); additional activities (basically workshops) took place in another three (Argentina, Peru and Uruguay). The main activities modality was the organization of workshops/seminars where the main topics were presented by ECLAC officers and/or other experts. A total of 32 events have been implemented over the three years of the project directly reached no less than 1,500 persons (including the 3 international seminars on the carbon footprint). All the events have been characterize as mostly capacity building activities addressed to a wide range of relevant stakeholders, including government officials, representatives from business associations, agricultural cooperatives, academics and students. (JC 3.2)

The events were joined by another core activity of the project, the field pilot studies conducted in five countries, Colombia, the Dominican Republic, Ecuador, Nicaragua, Honduras), where the carbon footprint of 7 different food export products of 45 firms and producer associations has been calculated.

Three points should be stressed as overall comment:

- 1- The efficient use of the resources: if we calculate the cost per person/day of the events (in total we have 1476 person/days for the standard events plus 437 for the international seminars), we

reach a direct cost per person/day of 168\$ (based on the costs sustained for these activities as marked in the financial budget; adding the local costs it could reach something around 200\$ person/day. This seems to be a correct amount that a normal enterprise will be keen to pay to get useful information. A better assessment will need more information on local market costs for similar type of capacity building events.

- 2- The field studies to measure the carbon footprint had some difficulties: At the start to get the needed information. Most of the selected companies did not collect the needed information Errors, delays, missing data have been frequent and obliged the experts team to find ways to build a credible set of information. The main reasons were a) the measure was done for free so there were less incentives for the participants, b) the focal point did not make enough pressure on the companies, c) the selection process had consequences, as the availability of information depends extremely from the production process and from the dimension of the enterprises —that in most of the cases were small and with not efficient management procedures: for cacao and coffee it was easy, for shrimps quite difficult, for palm oil in between. But overall it depend on the commitment of the participating companies that has not been up to the expected level in a number of cases. Moreover in many sectors the information and values collected were so different that to build averages was almost impossible or without a proper meaning: this the did not allow to build credible and generalized final suggestions. The resources limited the participation to the carbon footprint exercise to a small number of enterprises having then more difficulties to build generalization for recommendations; in effect the production process of the selected products was in many cases so different that calculation of averages was a bit stretched. The selection of local enterprises in many case favoured small and very small ones that showed problems in producing the needed data and information: but the exercise was a good push to improve the management as the carbon footprint measure can be a management tool
- 3- The indicators used in the reporting by the management unit were not changed as consequence of the different structure of the activities (especially the carbon footprint measure) so they are not correct to assess the new overall results: they should be adapted to the increased amount of direct beneficiaries. Project design appears to assume that at least one business per country should be effectively improved. With the changes (and 10 businesses per country directly involved), one positive answer is not sufficient anymore .
- 4- The format used (a set of events with different focus for participants and contents) can be considered successful as it allowed a unified message to reach different group of stakeholders and actors respecting the local characteristics and approaches. (JC 3.2).

The main outcome of the project, according to the local stakeholders, has been the establishment of public/private roundtables, that for many countries was a “first”. This really allowed pushing for public private partnerships in terms of creating common interests that allowed for common advocacy pushes. This was a consequence for the governance and management structure implemented by the project. The public/private round tables have been the acting multiplier of the project intervention. Even though not all of the public-private roundtables that were established in the four original participating countries in 2012 have been able to make progress to the same extent it should be noted that, while some of them continued their work until the end of the project (2014), in some countries progress was slowed down by coordination problems among government agencies and between them and private sector representatives. Each of the four counterpart institutions has at least one staff member assigned to work on the project, financed with local funds. Because of internal problems, the national counterparts have had some difficulties in keeping the schedule of the project’s activities (organization of national training workshops, selection of products and firms for field studies).(JC 3.2)

It should be noted that project implementation has been adapted to the contexts and needs arising from the selection of the countries, the sectors and the contents of the field studies. Changes were due to:

a) Different approach in capacity building activities; in exchange of regional sub-regional workshops/seminars it was decided to increase the amount of national seminars as this was considered after discussion with the national counterparts more effective to have more participants and to keep the momentum with a set of events; this had consequences in the structure of the events. In effect more “national events” than regional ones as foreseen in design: we thought that the national workshops have a better

capacity to involve the participants and so distribute a stronger message. Coupled with the inclusion in the presentation of “national cases” increases the potential impact. This was also more fit with the selection of national counterparts in the export promotion agencies. This allowed also more visits to each country (we grouped the events in neighbouring countries in short periods to avoid travel expenses)

b) The unification of the carbon footprint measure in a single contract (in the design there were separate contracts for field studies for each country). This allowed to use the same methodology everywhere and consequently to have comparable results and better suggestions (JC 3.3)

Three main changes can be reported:

- in June 2012 reduction from budget line 604 –Consultants and experts of 187.500\$ in favour of budget line 612 –Contractual Services of the same amount: this allowed to have a single contract for the carbon foot print measure (against a set of local national contracts with the scope to have a common methodology and comparable measures)
- following the above budget change as said the carbon footprint was managed through a single contract through an international bid procedure
- in March 2013 reduction from budget line 604 –Consultants and experts of 25.000\$ in favour of budget line 602 – General temporary assistance of the same amount: this redeployment increased the regional scope of the activities allowing the presence of new countries and more participation to the events.

It is important to note that in effect many of the activities as defined in project design have been changed (not simply the one reported above): the documents/studies produced (in project design four manuals/reports plus one final sum up publication against two studies), the field exercise (in project design field studies for each of the selected industries, to identify weaknesses and reinforce strengths of public policies aimed at improving the private sector’s competitiveness in the context of present and forthcoming climate-change related measures against the carbon footprint measure for selected enterprises), the amount and contents of the technical assistance actions (in project design two plus two sub-regional training workshop, one international high-level meeting, one national high-level forum and workshop in each target country against 29 national events plus 3 international seminars). All this means that the embedded flexibility in budget preparation together with the capacity of the management unit to justify the increased quality and improved effectiveness of the new solutions proposed are a good lesson learnt for the organization. The administrative flexibility to reassign resources within the project if considered adequate (e.g. in order to hire the consultancy consortium needed for the field studies, the project was authorized to reassign funds for Consultants to Contractual Services) is a credible example of the flexibility needed when “supply driven” projects are presented.(JC 3.3)

**Information Matrix EQ 4****Evaluation Question 4**

**To what extent did the project contribute to increase understanding among government entities, export associations and other relevant stakeholders of the potential impact of climate change on export competitiveness?**

**List of Judgement Criteria (JCs) under the EQ 4**

JC-4.1 Increased awareness among both exporters' associations and government agencies about the importance of closer and more continuous public-private cooperation to meet the challenges of climate change related requirements in international trade

JC-4.2 The impact of ECLAC supported actions have been felt/acknowledged by beneficiaries and there is evidence of their success.

**JC-4.1:** Increased awareness among both exporters' associations and government agencies about the importance of closer and more continuous public-private cooperation to meet the challenges of climate change related requirements in international trade

**List of Key Performance Indicators (KPIs) under JC 4.1 (codes and definition)**

KPI-4.1.1 Level of participation to the project's activities (by country)

KPI-4.1.2 Evidence of quantitative/qualitative results achieved (by country)

**KPI-4.1.1: Level of participation to the project's activities (by country)****Main Findings on KPI-4.1.1:**

The sheer amount of the events organized by the project (32 national events plus 3 international seminars) is a sufficient indicator for the capacity of the project to distribute the message. Considering the amount of participants (according to below figures 1 499 persons, but in other reports marked as 1 562) the success of the intervention is fairly confirmed.

Most of the success of the events is consequence of the engagement and the capacity of the local focal points and the central management unit: in effect —according to question 8 of the general questionnaire— 68% of participants received an invitation and 19.2% came after participating to other project's event: the selection of invitees was then well made to offer the opportunity to answer real needs.

**KPI-4.1.1 (i) Data, figures and tables: (with explicit source referencing)**

Asistentes a actividades proyecto Muestra de Carbono y Exportaciones de Alimentos												
			Registro	Total asistentes	Hombres	Mujeres	Encuestas	Total respuestas	Hombres	Mujeres	Comprende mejor...*	Porcentaje cumplimiento indicador †
2012	1	Taller 1 Colombia 7 marzo	Si	13	10	3	No					
	2	Taller 1 RD 31 mayo	No				No					
	3	Taller 1 Ecuador 11 y 12 julio	Si	15	8	7	No					
	4	Taller 1 Nicaragua 26 julio	Si	25	19	6	No					
	5	IV Seminario Inter. 11 y 12 oct	Si	191	71	60	Si **	41	23	18		66
	6	Taller 2 Ecuador 19 y 20 nov	Si	43	32	11	Si (2)	36	24	12		94
	7	Taller 2 Colombia 22 y 23 nov	Si	40	21	19	Si	12	6	6		100
	8	Taller 2 RD 26 y 27 nov	Si (PDF)	67	53	14	Si (2)	62	57	36		92
	9	Taller 2 Nicaragua 29 y 30 nov	Si	81	46	35	Si (2)	64	39	25		92
	10	Taller 2 Argentina 7 y 9 marzo	Si	45	19	26	No					
11	Taller 3 Ecuador 15 y 16 abril	Si	12	9	3	No						
12	Taller 3 RD 18 y 19 abril	Si	17	11	6	No						
13	Taller 3 Nicaragua 25 y 26 abril	Si	26	24	2	No						
14	Taller 3 Colombia 22 y 23 abril	Si (PDF)	13	10	3	No						
15	Taller 3 Cali, Colombia 29 abril	Si	18	14	4	Si	8	4	4		100	
16	Taller 2 Medellín, Col 26 abril	Si	24	18	6	Si	15	9	6		100	
17	Taller 2 Linguas, 8 de mayo	Si	74	38	36	Si	25	10	15		96	
18	Taller 2 Peru, 16 y 17 mayo	Si	39	17	22	Si (2)	62	31	31		92	
19	V Seminario Inter. 13 y 14 junio	Si	170	89	81	Si (7)	76	36	40		89	
20	Taller 1 Honduras, 16 agosto	Si	24	12	12	No						
21	Taller 2 Honduras 1 y 2 octubre	Si	62	40	22	Si	51	36	15		100	
22	Taller 4 Nicaragua, 21 y 22 octubre	Si	36	26	10	Si	33	15	18		94	
23	Taller 4 RD 24 y 25 octubre	Si	81	54	27	Si	40	27	13		96	
24	Taller 4 Ecuador 28 y 29 octubre	Si	48	31	17	Si (2)	44	22	22		98	
25	Taller 4 Colombia 7 y 8 nov	Si (PDF)	54	41	13	Si	22	17	5		91	
26	Taller 4 Argentina, 27 y 29 marzo	Si	38	21	17	No						
27	Taller 3 Peru, 31 marzo y 1 abril	No				No						
28	Taller 5 Colombia, 28 y 29 abril	Si (acta)	12	11	1	No						
29	Taller 4 Tegucigalpa HN, 12 mayo	Si	25	15	10	No						
30	Taller 4 SPS, HN, 13 mayo	Si	48	32	16	No						
31	Taller 5 RD 15 y 16 mayo	Si	33	17	16	No						
32	Taller 5 Nicaragua 20 mayo	Si	18	11	7	No						
33	Taller 5 Ecuador 26 mayo	Si	18	11	7	No						
34	VI Seminario Inter. 11 y 12 de junio	Si	123	51	72	Si	18	11	7		83	
35	Taller Chunchiá, 3 sept	Si	26	19	7	Si	14	12	2		100	
36	Side event COP 20 Lima, 8 dic	No				No						
37	Seminario Lima, 9 dic	No				No						
Totales			32	1499	893	606	16	673	399	274	618	92
Porcentajes			94	100	60	40		100	59	41		

(CEPAL Project management unit, march 2015)



**KPI-4.1.1 (ii) Key extracts from documents:** *(with explicit source referencing)*

Based on attendance lists, a grand total of 1,562 people participated in the 37 activities (31 national workshops and capacity building meetings, 3 international seminars, 2 end-of-project seminars, and 1 regional coffee seminar) conducted over the project's lifespan. Evaluation surveys were filled out by 673 participants. 618 of them (92%) indicated that after attending those activities they understood better the issues at stake, and were better prepared to deal with the implications of climate change and related measures (such as carbon labelling) on the export competitiveness of their respective countries (CEPAL Project management unit, draft final report 2015)

**KPI-4.1.1 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

*We invited a large amount for the first event (450/500) but then mostly Bogota businesses (35/40)*

*We knew that it was a difficult topic but we are satisfied with the participation*

*The comments we received from the participants have been always positive*

*Amezquita (PROCOLOMBIA)*

*The workshops contributed to the increase of local awareness on climate change effects and the potential consequences for the agricultural exports.*

*The amount of participants to the events (more than 1000 persons), the questions raised during and after the events are good indicator not only of the interest created but also that the selection of the beneficiary countries was correct.*

*Herreros (CEPAL)*

**From general questionnaire: how did they know of the project?**

<b>¿Cómo ha conocido Ud. el proyecto "Medición de la Huella de carbono" de la CEPAL?</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
A través de una comunicación a mi organización/agencia/empresa	31,7%	38
Invitación directa	26,7%	32
Participación en otro evento (conferencia/seminario /etc.)	19,2%	23
Página web de la CEPAL	10,8%	13
De otro participante	5,8%	7
Otro (especifique)	5,0%	6
Prensa	0,8%	1
<b>answered question</b>		<b>120</b>

**KPI-4.1.2: Evidence of quantitative/qualitative results achieved (by country)****Main Findings on KPI-4.1.2 :**

Beside the overall amount it is important to note that the quality of the participants corresponds to the one intended in project's design: that is 86% come from private companies and/or government agencies and civil society (private sector 48%, public sector 28 %and civil society 10%), the three main targets selected to have the larger impact.

In term of motivations the answers to question 12 (motivation to participate to project's activities) confirm the importance of the two main contents of project's actions as the two most important are to understand the link between climate change and commerce and to learn more about the measure of foot print.

Moreover, according to the interviews, the project was successful in promoting the formation of public-private roundtables (including government officials, lawmakers and producers' and exporters' associations, among others) to discuss policies and actions needed to reduce the carbon footprint of food exports in participating countries. This modality of work seems the most conducive to achieving meaningful results, because reducing the carbon content of exports requires actions both from the public policy sector



(example, concerning transport, land use and energy) and from the exporting firms themselves. If these efforts are coordinated, success prospects improve

It should be noted that the international seminars added another layer of importance and interest to project's activities. In effect several distinguished panelists from government, business and academia presented during the seminars the state of play in the field of carbon foot print measure, environmental labeling, business actions, with a special emphasis on the food and beverage sector. The list of panelists from outside the LAC region included experts from Canada, France, Germany, New Zealand, the United States, the European Commission and the International Standards Organization. Representatives from government and business in Latin America and the Caribbean (including from all the four countries participating in the project) were also present both as panelists and participants

**KPI-4.1.2 (i) Data, figures and tables:** *(with explicit source referencing)*

**KPI-4.1.2 (ii) Key extracts from documents:** *(with explicit source referencing)*

ECLAC's Fourth International Carbon Footprint Seminar took place at its headquarters in Santiago, Chile on 11-12 October 2012. This edition of the Seminar was organized within the framework of the project, under the title: "Environmental footprint in food exports from Latin America: international norms and practices". . In particular, several business representatives from the region presented their respective industries' experiences in meeting the new climate change-related requirements they are facing in their main export markets.

*(Progress Report, December 2012)*

**KPI-4.1.2 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

**Quality of participants: work conditions**

**¿Dónde trabaja actualmente?**

Answer Options	Response Percent	Response Count
Empresa privada	26,7%	32
Gobierno Nacional/Ministerio	25,0%	30
Otro (especifique)	15,0%	18
Consultor independiente	14,2%	17
ONG/Sociedad Civil	10,0%	12
Gremio de empresas privadas	5,8%	7
Agencia pública para exportaciones	3,3%	4
Parlamento o Congreso	0,0%	0
Agencia regional intergubernamental	0,0%	0
Agencia del Sistema de las Naciones Unidas	0,0%	0
Institución Financiera	0,0%	0
Embajada	0,0%	0
<b>answered question</b>		<b>120</b>

**Assessment of/statement on Judgement Criterion JC-4.1 (based on the KPIs main findings)**

The sheer amount of the events organized by the project (32 national events plus 3 international seminars) is a sufficient indicator for the capacity of the project to distribute the message. Considering the amount of participants (according to official data 1562 persons) the success of the intervention is fairly confirmed.

Most of the success of the events is consequence of the engagement and the capacity of the local focal points and the central management unit: in effect —according to question 8 of the general questionnaire— 68% of participants received an invitation and 19.2% came after participating to other project's event: the selection of invitees was then well made to offer the opportunity to answer real needs. (KPI 4.1.1)

Beside the overall amount it is important to note that the quality of the participants corresponds to the one intended in project's design: that is 86% come from private companies and/or government agencies and civil society (private sector 48%, public sector 28 %and civil society 10%), the three main targets selected to have the larger impact.

<p>In term of motivations the answers to question 12 (motivation to participate to project's activities) confirm the importance of the two main contents of project's actions as the two most important are to understand the link between climate change and commerce and to learn more about the measure of foot print. Moreover, according to the interviews, the project was successful in promoting the formation of public-private roundtables (including government officials, lawmakers and producers' and exporters' associations, among others) to discuss policies and actions needed to reduce the carbon footprint of food exports in participating countries. This modality of work seems the most conducive to achieving meaningful results, because reducing the carbon content of exports requires actions both from the public policy sector (example, concerning transport, land use and energy) and from the exporting firms themselves. If these efforts are coordinated, success prospects improve</p> <p>It should be noted that the international seminars added another layer of importance and interest to project's activities. In effect several distinguished panelists from government, business and academia presented during the seminars the state of play in the field of carbon foot print measure, environmental labeling, business actions, with a special emphasis on the food and beverage sector. The list of panelists from outside the LAC region included experts from Canada, France, Germany, New Zealand, the United States, the European Commission and the International Standards Organization. (KPI 4.1.2)</p>	
<p><b>JC-4.2:</b> The impact of ECLAC supported actions have been felt/acknowledged by beneficiaries and there is evidence of their success.</p>	
<p><b>List of Key Performance Indicators (KPIs) under JC 3.2 (codes and definition)</b></p>	
KPI-4.2.1	<i>The final beneficiaries are in condition to fully evaluate and appreciate these impacts (by country)</i>
KPI-4.2.2	<i>The project's main beneficiaries are satisfied with the quality and timeliness of the outputs and services (by country)</i>
<p><b>KPI-4.2.1:</b> <i>The final beneficiaries are in condition to fully evaluate and appreciate these impacts (by country)</i></p>	
<p><b>Main Findings on KPI-4.2.1 :</b></p>	
<p>The high quality of the participants to project's events (according to a specific question in questionnaire, more than 90% with University degree or higher) means that they have the right capacity to appreciate and judge the quality of the project's outputs and outcomes.</p> <p>From the interviews it appears that one of the most important project modality was the establishment of public/private tables in the five countries (Colombia, Dominican Republic, Ecuador, Nicaragua, Honduras) where the collaboration with the local focal points allowed an efficient set up. They have been good instrument for coordination/knowledge distribution and engagement: in many cases there was no established experience of the common work between public and private: they have been a catalyser for improved relations and to increase ownership.</p> <p>The comments from the interviews and the questionnaire show that the carbon footprint measure is then considered not a simple response to external obligation but a management tool available to increase production/market efficiency, even though formal obligations are not present.</p>	
<p><b>KPI-4.2.1 (i) Data, figures and tables:</b> <i>(with explicit source referencing)</i></p>	
<p><b>KPI-4.2.1 (ii) Key extracts from documents:</b> <i>(with explicit source referencing)</i></p>	
<p><b>KPI-4.2.1 (iii) Information from interviews and questionnaire</b> <i>(with explicit source referencing)</i></p>	
<p><b>From general questionnaire:</b> Level of education of participants to the project events:</p>	

Nivel de estudios			From
Answer Options	Response Percent	Response Count	
Grado universitario	37,5%	45	
Posgrado	48,3%	58	
Doctorado	7,5%	9	
Otro (especifique)	6,7%	8	
		<i>answered question</i>	120
		<i>skipped question</i>	0

**general questionnaire: did project's events respect the expectations?**

¿ Las actividades y eventos del proyecto en los cuales usted ha participado, han respondido a sus expectativas ?

Answer Options	Response Percent	Response Count
Si	91,0%	71
No	9,0%	7
Por favor,		23

**KPI-4.2.2 :** *The project's main beneficiaries are satisfied with the quality and timeliness of the outputs and services (by country)*

**Main Findings on KPI-4.2.2 :**

A research made directly by the project's management unit at the end of some events —see table attached to KPI 4.1.1— shows that 91,8% of the participants confirms that they have a better knowledge and understanding of the relation between climate change and international trade.

The answers to the questionnaire specific question confirm the fact, as more than 93% confirm their satisfaction with the organization and contents of the events.

It should be acknowledged that a substantial share in the success of the events depended on the engagement and capacity of the local counterparts selected as focal points to target the right persons, besides the quality and the capacity of the ECLAC experts. In effect the diversification of stakeholders (public/private/academia/consultants/NGO /etc.) allowed the multiplication of the impact. On the same time the direct and common work with the enterprises contributed to increased local ownership.

**KPI-4.2.2 (i) Data, figures and tables:** *(with explicit source referencing)*

**KPI-4.2.2 (ii) Key extracts from documents:** *(with explicit source referencing)*

Given the interest expressed by national focal points to strengthen the in-country capacity-building activities, the project organized 12 national workshops (workshops 3 and 4) in eight countries. Workshop 3 was oriented toward a small group of representatives of the firms which would participate in the carbon emissions field studies and consisted of training sessions to explain de calculation methodology (PAS 2050) and the information required. This workshop was important to prepare the firms for the calculation process.

Workshop 4 focused on the presentation of the results of the carbon footprint field studies, with the participation of representatives from government and business, mainly from the export sector. Participants included the companies that had been part of the pilot study, the consultants who made the calculations, and representatives of several government agencies involved with the product selected.

A second focus of this workshop were best-practice cases mainly from Latin America, both in the public and business sectors, as well as public-private initiatives, regarding carbon footprint calculation and reduction, including public policies and business practices.

The V. International Carbon Footprint Seminar, in 2013, served as a regional forum to deal with the issue of "Public and private practices to reduce environmental footprint in international trade". This time, the principal focus were Latin American experiences regarding carbon footprint calculation and reduction, including public policies and business practices.

*(CEPAL project management unit, draft final report March 2015)*

En primer lugar las empresas participantes han adquirido un mayor conocimiento acerca de la problemática que supone el cambio climático hoy en día. Además, han aprendido en qué consiste la huella de carbono y cómo ésta puede emplearse como una herramienta eficaz a la hora de implementar acciones con el objetivo de hacer frente al cambio climático. Por otro lado, las empresas han adquirido conocimiento acerca del etiquetado de carbono.

Específicamente, cada empresa ha conocido el valor de la huella de carbono de su producto, además de las emisiones que supone su distribución a los distintos destinos de exportación. Asimismo, se ha dotado a las empresas tanto de los conocimientos como de las herramientas suficientes para que en futuro sean capaces de recalcular la huella de carbono de sus productos de forma autónoma para así poder monitorizarla.

Finalmente, las empresas que calculan la huella de carbono logran **beneficios relacionados con la gestión de su organización**. Al realizar el cálculo de la huella de carbono cada empresa obtiene un conocimiento global de su proceso productivo, así como de los puntos críticos del mismo. Mediante la identificación de las etapas del proceso productivo que presentan unos mayores consumos energéticos, cada empresa puede desarrollar medidas concretas y focalizadas a la reducción de los mismos. Como consecuencia de la aplicación de estas medidas se puede lograr un ahorro energético en la organización, además de ayudar a monitorear distintos indicadores de gestión.

*(Resumen implementación Colombia, focal point, december 2014)*

#### **KPI-4.2.2 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

*The set of local events (in place of regional ones) allowed for more adaptation to local needs: in Nicaragua, where the topic was almost absent, more on basic information, in Colombia, where there are developed experiences, more on consolidation and new experiences*

*The management unit was in frequent contact with them and offered a strong support. Now it is up to them to keep the momentum.*

Frohmann (CEPAL)

#### **Agreement on quality and contents of the project's event (question 13 general questionnaire)**

Por favor, indique su grado de acuerdo con las siguientes afirmaciones respecto a la organización y contenidos de los eventos en los cuales usted participó.

Answer Options	Ampliamente en desacuerdo	Algo en desacuerdo	Algo de acuerdo	Ampliamente de acuerdo	sin conocimiento suficiente para poder responder	Response Count
Las actividades han permitido entender	0	2	13	59	4	78
Las actividades proporcionaron nuevos	1	1	23	50	3	78
La calidad y competencia de los	0	1	9	62	6	78
La estructura de las actividades ha sido	0	0	19	57	2	78
Las actividades han sido pertinentes	0	4	11	61	2	78
Han promovido la interacción y el	1	7	20	46	4	78
La asistencia técnica ofrecida en las	0	3	23	46	6	78
La asistencia técnica ofrecida en las	0	4	24	45	5	78
Las actividades han permitido un	0	6	12	54	6	78

#### **Assessment of/statement on Judgement Criterion JC-4.2 (based on the KPIs main findings)**

The high quality of the participants to project's events (according to a specific question in questionnaire, more than 90% with University degree or higher) means that they have the right capacity to appreciate and judge the quality of the project's outputs and outcomes.

From the interviews it appears that one of the most important project modality was the establishment of public/private tables in the five countries (Colombia, Dominican Republic, Ecuador, Nicaragua, Honduras) where the collaboration with the local focal points allowed an efficient set up. They have been good instrument for coordination/knowledge distribution and engagement: in many cases there was no established experience of the common work between public and private: they have been a catalyser for improved relations and to increase ownership.

The comments from the interviews and the questionnaire show that the carbon footprint measure is then considered not a simple response to external obligation but a management tool available to increase production/market efficiency, even though formal obligations are not present.(KPI 4.2.1)

A research made directly by the project's management unit at the end of some events —see table attached to KPI 4.1.1— shows that 91,8% of the participants confirms that they have a better knowledge and understanding of the relation between climate change and international trade.

The answers to the questionnaire specific question confirm the fact, as more than 93% confirm their satisfaction with the organization and contents of the events.

It should be acknowledged that a substantial share in the success of the events depended on the

engagement and capacity of the local counterparts selected as focal points to target the right persons, besides the quality and the capacity of the ECLAC experts. In effect the diversification of stakeholders (public/private/academia/consultants/NGO /etc.) allowed the multiplication of the impact. On the same time the direct and common work with the enterprises contributed to increased local ownership. (KPI 4.2.2)

It should be also noted that another contribution to the success was the decision of the project management to transform the foreseen sub-regional events in national events: in effect as these ones were built around two main issues (the general presentation of climate changes effect/carbon footprint measure on one side and a set of national cases built expressly for the event). This format showed the importance to have national cases to increase attention and ownership: this was an added value that increased the project capacity to convince.

The interaction between public and private sector (started with the establishment of the public/private tables and continued with the common participation to the events) was a solid output.

**Preliminary Answer to the Evaluation Question EQ-4 based on the statements on the Judgement Criteria**

It is evident from the answers to the questionnaires and to the research directly done by the project's management that project has been able to fill important information gaps that were pervasive in the participant countries, in particular among agricultural producers and exporters directly affected by carbon footprint initiatives in their destination markets

The sheer amount of the events organized by the project (32 national events plus 3 international seminars) is a sufficient indicator for the capacity of the project to distribute the message. Considering the amount of participants (according to official data 1562 persons) the success of the intervention is fairly confirmed. Most of the success of the events is consequence of the engagement and the capacity of the local focal points and the central management unit: in effect —according to question 8 of the general questionnaire— 68% of participants received an invitation and 19.2% came after participating to other project's event: the selection of invitees was then well made to offer the opportunity to answer real needs. Beside the overall amount it is important to note that the quality of the participants corresponds to the one intended in project's design: that is 86% come from private companies and/or government agencies and civil society (private sector 48%, public sector 28 %and civil society 10%), the three main targets selected to have the larger impact. In term of motivations the answers to question 12 (motivation to participate to project's activities) confirm the importance of the two main contents of project's actions as the two most important are to understand the link between climate change and commerce and to learn more about the measure of foot print.

Moreover, according to the interviews, the project was successful in promoting the formation of public-private roundtables (including government officials, lawmakers and producers' and exporters' associations, among others) to discuss policies and actions needed to reduce the carbon footprint of food exports in participating countries. This modality of work seems the most conducive to achieving meaningful results, because reducing the carbon content of exports requires actions both from the public policy sector (example, concerning transport, land use and energy) and from the exporting firms themselves. If these efforts are coordinated, success prospects improve It should be noted that the international seminars added another layer of importance and interest to project's activities. In effect several distinguished panelists from government, business and academia presented during the seminars the state of play in the field of carbon foot print measure, environmental labeling, business actions, with a special emphasis on the food and beverage sector. The list of panelists from outside the LAC region included experts from Canada, France, Germany, New Zealand, the United States, the European Commission and the International Standards Organization. (JC 4.1)

The high quality of the participants to project's events (according to a specific question in questionnaire, more than 90% with University degree or higher) means that they have the right capacity to appreciate and judge the quality of the project's outputs and outcomes. From the interviews it appears that one of the most important project modality was the establishment of public/private tables in the five countries (Colombia, Dominican Republic, Ecuador, Nicaragua, Honduras) where the collaboration with the local focal points allowed an efficient set up. They have been good instrument for coordination/knowledge distribution and engagement: in many cases there was no established experience of the common work between public and private: they have been a catalyser for improved relations and to increase ownership. The comments from the interviews and the questionnaire show that the carbon footprint measure is then considered not a simple response to external obligation but a management tool available to increase production/market efficiency, even though formal obligations are not present.



A research made directly by the project's management unit at the end of some events —see table attached to KPI 4.1.1— shows that 91,8% of the participants confirms that they have a better knowledge and understanding of the relation between climate change and international trade. The answers to the questionnaire specific question confirm the fact, as more than 93% confirm their satisfaction with the organization and contents of the events.(JC 4.2)

It should be acknowledged that a substantial share in the success of the events depended on the engagement and capacity of the local counterparts selected as focal points to target the right persons, besides the quality and the capacity of the ECLAC experts. In effect the diversification of stakeholders (public/private/academia/consultants/NGO /etc.) allowed the multiplication of the impact. On the same time the direct and common work with the enterprises contributed to increased local ownership.

It should be also noted that another contribution to the success was the decision of the project management to transform the foreseen sub-regional events in national events: in effect as these ones were built around two main issues (the general presentation of climate changes effect/carbon footprint measure on one side and a set of national cases built expressly for the event). This format showed the importance to have national cases to increase attention and ownership: this was an added value that increased the project capacity to convince. Stakeholders appeared more committed to work on issues which they themselves identify as relevant: this is why the importance of joining the presentation of the project's objectives with concrete benefits available through training material in the local language must be stressed.

The interviews with the focal points and the analysis of the data from the questionnaires show that the project success was consequent to a large extent on the active engagement of the local organizations: one more reason to compliment the management unit for their selection of the modality and of the counterparts that have been quite responsible and trustworthy.

Another critical modality was the establishment of public private table as they were crucial to increase the impact and to promote continuity of the project's initiatives and goals. The interaction between public and private sector (started with the establishment of the public/private tables and continued with the common participation to the events) was a solid output. As a consequence project's direct impact and effectiveness have been larger in countries with the most precarious local conditions, such as Honduras and Nicaragua.

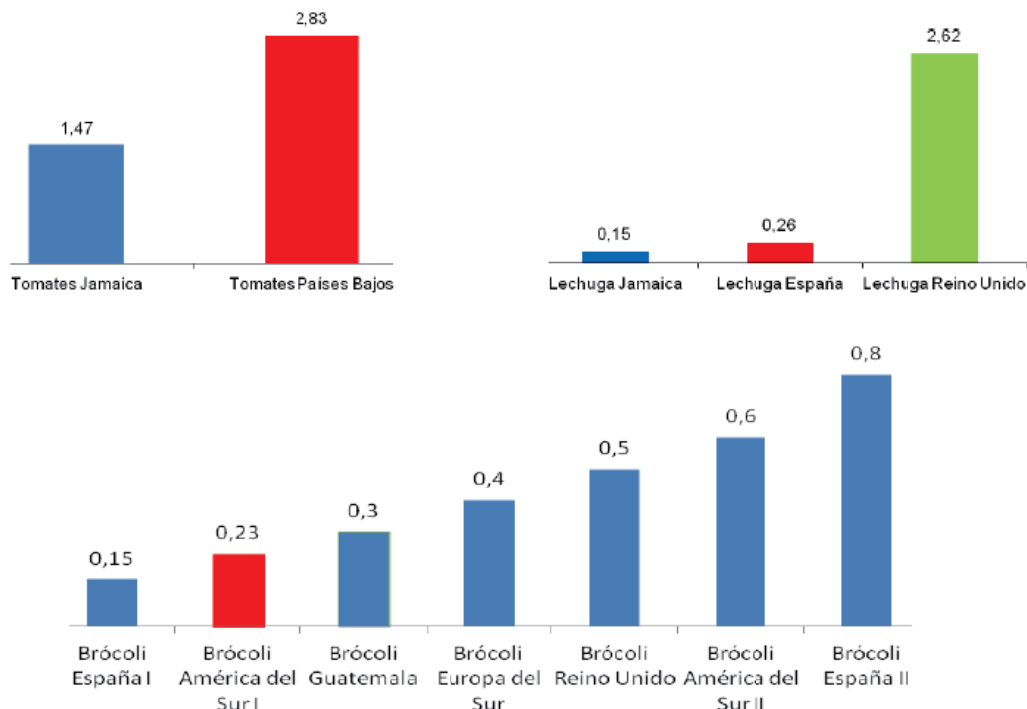


Information Matrix EQ 5	
<b>Evaluation Question 5</b>	
<b>To what extent did the project contribute to improve the capacity of LAC export sectors to adequately incorporate climate change-related requirements in their products and services?</b>	
<b>List of Judgement Criteria (JCs) under the EQ 5</b>	
JC-5.1	The project contributed to improve the capacity of LAC export sectors to adequately identify new opportunities for export trade
JC-5.2	The project contributed to creation/strengthening of an adequate policy framework (improved legislation, codes of conduct, methods, increased participation, inclusive approaches etc.) about the importance of designing and implementing in a coordinated fashion policies that support the exporting sector's productive adjustment towards lower carbon levels

<b>JC-5.1:</b> The project contributed to improve the capacity of LAC export sectors to adequately identify new opportunities for export trade	
<b>List of Key Performance Indicators (KPIs) under JC 5.1</b> ( <i>codes and definition</i> )	
KPI-5.1.1	<i>The national institutions have accepted the methodology for carbon accounting presented by the project and have promoted its use in the country for same/different sectors</i>
KPI 5.1.2	<i>There is evidence of other experiences promoted at national level using the methodology for carbon accounting presented by the project</i>
<b>KPI-5.1.1:</b> <i>The national institutions have accepted the methodology for carbon accounting presented by the project and have promoted its use in the country for same/different sectors</i>	
<b>Main Findings on KPI-5.1.1:</b>	
<p>The use of a common footprint measure for all the involved countries, sectors and enterprises was a correct decision as it allowed the distribution of a common knowledge and also some sort of comparison between the results (even though the large differences in production processes have been a limitation to achieve general results).</p> <p>There have been however some problems mostly with the availability of information. In effect most of the companies involved in the measure process —especially from the less structured countries by minor dimension— did not have the needed data, as they do not collect this type of information. So the search of data was quite long and depended on the good will of the local experts to follow and push the selected enterprises to collect the data. Errors, delays, missing data have been frequent and this pushed the footprint measure experts to find ways to build a credible set of information.</p> <p>According to the interviews with them, the main reasons for this difficulties were: a) the measure was done for free so there were less incentives for the participants to be fully engaged, b) the focal point was not always able to put the needed pressure on the companies, c) the selection process had consequences, as the availability of information depends extremely from the production process and from the dimension of the enterprises —that in most of the cases were small and with not efficient management procedures: for cacao and coffee it was easy, for shrimps quite difficult, for palm oil in between. But overall it depended on the commitment of the participating companies that has not been up to the expected level in a number of cases. The final consequence has been that for a couple of sectors, the information and values were so different that to build averages was almost impossible or without a proper meaning: this does not allow to justify and generalize the final suggestions.</p> <p>The most important outcome has been the increased awareness of the enterprises as they incorporated in their standard behaviour the attention to energy issues and waste treatment, followed by the acknowledgement of the importance to look and collect information and data: the lack of the needed data has been transformed in a positive attitude for the future</p> <p>A final comment of the lack of qualified personnel in local contexts to enlarge the footprint measure capacity: it shows the importance to increase the contents toward the climate change effects and impact in the formal education structure.</p>	

**KPI-5.1.1 (i) Data, figures and tables:** (with explicit source referencing)

**COMPARACIÓN DE EMISIONES DE CO<sub>2</sub> DE CULTIVOS AGRÍCOLAS POR ORIGEN**  
(En kg de CO<sub>2</sub>eq por kg de producto)



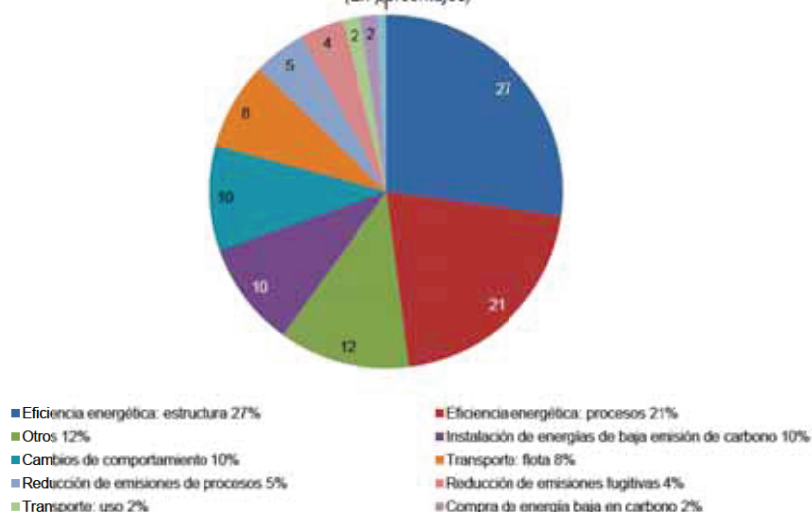
(Huella de carbono y exportaciones de alimentos Guía práctica, CEPAL – November 2012)

**KPI-5.1.1 (ii) Key extracts from documents:** (with explicit source referencing)

Cabe notar que las empresas latinoamericanas que son parte del CDP, así como sucede en otras regiones del mundo, son grandes empresas que se reconocen a sí mismas como líderes en el tema del cambio climático. Por ello, sin duda existe una brecha entre sus experiencias y las de las empresas de menor tamaño en la región

**EMPRESAS LATINOAMERICANAS: MEDIDAS PARA REDUCIR LAS EMISIONES DE GEI**

(En porcentajes)



**KPI-5.1.1 (iii) Information from interviews and questionnaire** (with explicit source referencing)**From general questionnaire: appreciation for the project's events**

En relación a los eventos del proyecto en los cuales participó, indique su grado de acuerdo con las siguientes afirmaciones.

Answer Options	no agreement	partial disagreement	partial agreement	full agreement	sin conocimiento suficiente para poder responder	Response Count
new knowledge and instruments	0	2	25	50	1	78
exchange of experiences	2	5	25	43	3	78
interesting but without consequences	21	16	19	20	2	78

**KPI-5.1.2:** *There is evidence of other experiences promoted at national level using the methodology for carbon accounting presented by the project*

**Main Findings on KPI-5.1.2 :**

There is evidence from the questionnaires and the research done by the project's management that firms which participated in the field studies acquired a practical, hands-on knowledge about how to calculate the carbon footprint of the products they export, as well as how to implement actions to reduce it. In the process, as indicated in the interviews, many of them realized that measuring and reducing their carbon footprint was not only useful to prepare for future environmental standards and restrictions, but also to increase their own efficiency and competitiveness.

According to project reports, it should be remarked that the potential beneficiaries of the footprint measure process could be about 22.000 producers because 11 of the firms participating in the field studies (in Honduras, Nicaragua and the Dominican Republic) were actually cooperatives or producer associations with large numbers of associates. In Honduras, stakeholders from the palm-oil industry were able to engage in the carbon footprint calculation of their product and prepare for the RSPO (Roundtable for Sustainable Palm Oil) certification, which will be necessary as of 2017 to participate and compete on the international market.

The regional public-private network of stakeholders developed through the project's activities, helped create the Latin American and Caribbean Coffee Environmental-Footprint Network in 2014, with public and private representatives of 10 countries. This Network began to participate in the European Commission's Pilot Program to define Product Environmental Footprint Category Rules (PEFCR), which will set the standard for coffee for the European market as of 2018. This participation is perceived by the stakeholders as an opportunity to enhance their competitiveness in this market.

Especially interesting is the case of Colombia as the local organization produces a full report on the experience. It says that the participating enterprises fully acknowledged that the footprint measure could be a tool to get better share in the international markets it allows them to increase the competitiveness by a better added value. The strategy to follow and answer to the clients' demand (in this case especially the customers from Europe and US) is fully incorporated in the enterprises behaviour.

The experience convinced the local organization that the footprint measure needs gradual implementation: it is most a learning process both for the firms and the industry. In the same time the appreciated the importance of continuity: carbon measurement and mitigations is a process, not a one-time effort. For this reason there is need to share results and of the engagement of industry's associations to distribute benchmark cases, to measure sector footprint, together with the publication of the process procedure including the carbon footprint calculator. The risk to use generalization is well understood: beware of comparison and generalization as the carbon footprint is product and firm specific, and it could have substantial variation in time.

The existence of a large variety of methodologies and standards makes comparison difficult but hopefully in the future there will be a critical capacity to compare.

For this reason the fact that the norm ISO 14067 for carbon footprints measure should enter in near future into formal acceptance could probably help having a common standard as norm ISO 14067 (base don ISO 14040/44) is compatible with few other methodologies (PAS 2050, GHG Protocol Product Standard).

**KPI-5.1.2 (i) Data, figures and tables:** *(with explicit source referencing)*

Medidas	Descripción
<b>Medición de la huella de carbono</b>	
<b>Seguimiento del cálculo</b>	CAEM dispone de un programa de formación para el cálculo de la huella de carbono organizacional.
<b>Ampliación sectorial</b>	Posibilidad de ampliar a otros tipos de indicadores como el de la huella hídrica.
<b>Certificación del cálculo</b>	Necesario incorporar la normativa del país una norma NTZ sobre el cálculo de la huella de carbono
<b>Gestión del indicador</b>	Necesario trabajar con los productores para reducir costes. Posibilidad de trabajar de manera conjunta el indicador para desarrollar una hoja de ruta conjunta.
<b>Comunicación del indicador</b>	
<b>Comunicación externa</b>	Necesidad de buscar mercados dónde demanden el indicador. Asociación de la Stevia: ya disponen de una con el nombre Castecol. Es una buena posibilidad para trabajar de manera gremial
<b>Medición de la huella de carbono</b>	
<b>Seguimiento del cálculo</b>	CAEM dispone de un programa de formación para el cálculo de la huella de carbono organizacional. Necesidad de formación en la herramienta para seguir con el cálculo
<b>Ampliación sectorial</b>	Posibilidad de ampliar a otros tipos de indicadores como el de la huella hídrica.
<b>Certificación del cálculo</b>	Necesario incorporar la normativa del país una norma NTZ sobre el cálculo de la huella de carbono
<b>Comunicación del indicador</b>	
<b>Comunicación externa</b>	Necesidad de buscar mercados dónde demanden el indicador. A día de hoy al sector no se le ha pedido el indicador pero puede ser que en el futuro le sea importante en relaciones comerciales

*(Resumen implementación proyecto Colombia, focal point December 2014)*

**KPI-5.1.2 (ii) Key extracts from documents:** *(with explicit source referencing)*

Los estudios piloto revelaron limitaciones en la disponibilidad de la información necesaria para el cálculo de la huella de carbono en varias empresas. En algunos casos, dicha información (por ejemplo, sobre el consumo de combustibles) estaba disponible solo de manera parcial, mientras que en otros casos no se disponía de ella en absoluto. Como es obvio, los problemas de disponibilidad y calidad de los datos de entrada necesariamente se reflejan en la confiabilidad del resultado alcanzado (en este caso, la huella de carbono de la empresa en cuestión). Por ende, un segundo aprendizaje que se desprende de los estudios de caso es la necesidad de que las empresas mejoren sustancialmente la calidad de sus procesos de recolección y registro de datos, incluyendo aquellos que se generan fuera de los límites de la propia empresa (por ejemplo, entre sus proveedores).

*(CEPAL project management unit, March 2015)*

Por otro lado, se espera que **las empresas participantes obtengan un beneficio en el mercado**. En primer lugar, las empresas logran mejorar la competitividad de sus productos vendidos en el mercado nacional e internacional frente a sus competidores directos al aportar un valor añadido a sus productos mediante el cálculo de su huella de carbono. En segundo lugar, las empresas se enfrentan a unas condiciones cada vez más exigentes por parte de los países importadores a la hora de adquirir ciertos productos.

Mediante la participación en este proyecto, las empresas también obtienen **beneficios relacionados con el marketing de sus productos**. La imagen de sus productos mejora, ya que al calcular la huella de carbono de los mismos, las empresas muestran un compromiso con la protección del medio ambiente de cara al cliente.

*(Resumen proyecto implementación Colombia, December 2014)*

Lo más provechoso ha sido la mesa pública-privada y al mismo tiempo fue uno de los retos más grandes. No es fácil. No todos los participantes entienden el tema de la misma forma ni cuentan con toda la preparación técnica, por esa razón el que la mesa se haya apropiado del tema ha sido el mayor logro del proyecto. Al compartir la información logramos contar con un mapeo de las iniciativas nacionales de manera de evitar las duplicidades. Y con el compromiso de los participantes de la mesa esperamos poder continuar el trabajo más allá de este proyecto.

Gracias a la ejecución de este proyecto se ha despertado el sentimiento de la importancia de incorporar el tema, que es transversal, en la asistencia técnica a los productores, que lo comenzamos a aplicar. Se han realizado actividades de instrucción y capacitación a los productores y exportadores. Se ha instaurado un premio al exportador y queremos incorporar era el criterio de ser socialmente responsable y que cuide al medioambiente. Está en elaboración una ley de fomento a las exportaciones que incluirá la variable medioambiental.

*(CEI Nicaragua)*

1. Dentro del área del trabajo con la cooperación internacional se ha generado una línea que busca recursos orientados a financiar un trabajo sobre la huella de carbono. 2. las actividades han permitido una capacitación de los funcionarios de la institución. En el caso de los products manager, han incluido esta temática en su relación con las empresas que atienden. Las oficinas comerciales en el exterior pueden desarrollar nuevas búsqueda de oportunidades comerciales con el criterio de menores emisiones. Hemos podido identificar otras instituciones que están trabajando en el tema y articularnos en pro de los esfuerzos de las empresas

*(Proexport Colombia)*

El tema está tomando fuerza con este proyecto. En los últimos años, a medida que nos reunimos con los productores, nos han informado que están cambiando los ciclos de producción de las plantaciones justamente a raíz del cambio climático. Justamente durante las mediciones de este proyecto estábamos con este interés latente, por lo que fue un llamado el que se nos hizo para poder prevenir y mitigar, en relación con nuestra oferta exportable

*(CEI R.D.)*

En quinto lugar, uno de los aprendizajes más importantes obtenidos es que abordar los distintos aspectos que inciden en la huella de carbono de las empresas exportadoras demanda acciones de múltiples actores. Por parte de las propias empresas, se requiere mejorar la gestión interna, la logística, la eficiencia energética y la gestión de residuos. Los gremios empresariales también tienen un rol importante en generar un efecto multiplicador entre sus asociados, compartiendo los resultados de los estudios y poniendo a su disposición herramientas como los mapas sectoriales de procesos y las calculadoras de carbono. Por el lado de las políticas públicas, es necesario mejorar la gestión territorial y de los suelos, la matriz energética, la red vial y los incentivos al uso de tecnologías limpias, entre otros aspectos. Asimismo, el Estado —en estrecha coordinación con el sector académico— debe promover el desarrollo de factores de emisión nacionales. Estos son importantes, ya que permiten calcular la huella de carbono de diversas actividades y sectores teniendo en cuenta las especificidades del país, sin tener que utilizar datos internacionales por defecto. En consecuencia, un abordaje integral de la huella de carbono requiere un alto grado de coordinación, no sólo entre los sectores público y privado, sino también entre los distintos ministerios y otras agencias públicas relevantes. Es por ello que el proyecto de la CEPAL puso un gran énfasis en la conformación de mesas de trabajo público-privadas en cada uno de los países participantes.

*(CEPAL project management unit, March 2015)*

Un tercer aprendizaje dice relación con el uso de la huella de carbono como una herramienta de gestión interna de las empresas. A lo largo de los seis a siete meses que duró el proceso de cálculo de sus respectivas huellas de carbono, y como consecuencia de dicho proceso, muchas de las empresas participantes detectaron ineficiencias de diverso tipo en sus procesos productivos o logísticos. Estas ineficiencias, por ejemplo en el consumo de energía de algunos procesos o en el número de viajes por tierra realizados para distribuir el producto final, afectan negativamente tanto la huella de carbono de la

empresa como su rentabilidad económica. De este modo, las empresas participantes comenzaron a tomar conciencia de que el cálculo y reducción de su huella de carbono puede ser no solo un factor diferenciador o una respuesta a requerimientos en terceros mercados, sino también una poderosa herramienta de eficiencia energética y control de costos. De hecho, varias de las empresas participantes manifestaron su intención no sólo de aplicar algunas de las recomendaciones para reducir su huella de carbono surgidas en el marco de los estudios piloto, sino también de volver a medir su huella de carbono en un futuro próximo, para evaluar los resultados y definir nuevas acciones. Esto último pone de relieve que el cálculo de la huella de carbono debe ser entendido como un proceso sostenido en el tiempo, no como una acción puntual sin seguimiento posterior.

*(CEPAL project management unit, March 2015)*

10 of the firms that participated in the national field studies indicated that their participation in those studies had opened new export opportunities to them. Eight firms reported this in their responses to the questionnaires referred to in I. 2.1. Second, in their interventions by project participants during ECLAC's 6<sup>th</sup> International Carbon Footprint Seminar (see I 2.2 above), two firms confirmed the same..

Some new opportunities reported by firms included:

- improving their sustainability profile with existing international buyers;
- being approached by new potential buyers who value the fact that they were measuring their carbon footprint, and improving their prospects of obtaining international certification of sustainability standards (specifically the *Roundtable on Sustainable Palm Oil* certification for participating firms from Ecuador and Honduras).

*(CEPAL project management unit, draft final March 2015)*

Hacia mediados de 2013 entraría en vigor la norma ISO 14067 sobre medición de la huella de carbono de productos. Se espera que venga a ordenar la actual situación, dado el prestigio internacional de los estándares ISO y el detalle con que se abarcan los distintos aspectos. Expertos de alrededor de 30 países, incluyendo algunos de América Latina como Argentina, Brasil y México, han participado en su elaboración. La norma ISO 14067 sería compatible con otras de las principales metodologías ya existentes

(PAS 2050, GHG Protocol Product Standard) en términos de su terminología, principios y requerimientos.

En términos generales, la ISO 14067 considera la medición, verificación y comunicación de las emisiones de GEI. Se basa en el ciclo de vida del producto, siguiendo los estándares desarrollados detalladamente en las ISO 14040/44. Incluye normas sobre el etiquetado y las declaraciones ambientales.

Establece que para comunicar los resultados de la medición, es decir para incorporar la información en las etiquetas del producto, el proceso debe ser verificado por una entidad independiente

*(Huella de carbono y exportaciones de alimentos Guía práctica, CEPAL – November 2012)*

**KPI-5.1.2 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

*The setting up of “public private tables” to coordinate the different actors has been an important step: it is something that can be replicated in other circumstances*

*For what we know, at least 50% of the enterprises involved in the footprint measure are continuing with the effort.*

*Others complain that the costs are quite high and the benefits not clear.*

*As said, too early to see any real impact but we think important to be prepared for the future*

Amezquita (PROCOLOMBIA)



**From general questionnaire: knowledge of project's outputs**

¿Conoce o ha leído alguna de dichas publicaciones y/o estudios?

Answer Options	Response Percent	Response Count
Si	66,0%	70
No	34,0%	36

**Assessment of/statement on Judgement Criterion JC-5.1 (based on the KPIs main findings)**

The use of a common footprint measure for all the involved countries, sectors and enterprises was a correct decision as it allowed the distribution of a common knowledge and also some sort of comparison between the results (even though the large differences in production processes have been a limitation to achieve general results). There have been however some problems mostly with the availability of information. In effect most of the companies involved in the measure process —especially from the less structured countries by minor dimension— did not have the needed data, as they do not collect this type of information. So the search of data was quite long and depended on the good will of the local experts to follow and push the selected enterprises to collect the data. Errors, delays, missing data have been frequent and this pushed the footprint measure experts to find ways to build a credible set of information.

According to the interviews with them, the main reasons for this difficulties were: a) the measure was done for free so there were less incentives for the participants to be fully engaged, b) the focal point was not always able to put the needed pressure on the companies, c) the selection process had consequences, as the availability of information depends extremely from the production process and from the dimension of the enterprises —that in most of the cases were small and with not efficient management procedures: for cacao and coffee it was easy, for shrimps quite difficult, for palm oil in between. But overall it depended on the commitment of the participating companies that has not been up to the expected level in a number of cases. The final consequence has been that for a couple of sectors, the information and values were so different that to build averages was almost impossible or without a proper meaning: this does not allow to justify and generalize the final suggestions. The most important outcome has been the increased awareness of the enterprises as they incorporated in their standard behaviour the attention to energy issues and waste treatment, followed by the acknowledgement of the importance to look and collect information and data: the lack of the needed data has been transformed in a positive attitude for the future. A final comment of the lack of qualified personnel in local contexts to enlarge the footprint measure capacity: it shows the importance to increase the contents toward the climate change effects and impact in the formal education structure.(KPI 5.1.1)

There is evidence from the questionnaires and the research done by the project's management that firms which participated in the field studies acquired a practical, hands-on knowledge about how to calculate the carbon footprint of the products they export, as well as how to implement actions to reduce it. In the process, as indicated in the interviews, many of them realized that measuring and reducing their carbon footprint was not only useful to prepare for future environmental standards and restrictions, but also to increase their own efficiency and competitiveness. According to project reports, it should be remarked that the potential beneficiaries of the footprint measure process could be about 22.000 producers because 11 of the firms participating in the field studies (in Honduras, Nicaragua and the Dominican Republic) were actually cooperatives or producer associations with large numbers of associates. In Honduras, stakeholders from the palm-oil industry were able to engage in the carbon footprint calculation of their product and prepare for the RSPO (Roundtable for Sustainable Palm Oil) certification, which will be necessary as of 2017 to participate and compete on the international market. The regional public-private network of stakeholders developed through the project's activities, helped create the Latin American and Caribbean Coffee Environmental-Footprint Network in 2014, with public and private representatives of 10 countries. This Network began to participate in the European Commission's Pilot Program to define Product Environmental Footprint Category Rules (PEFCR), which will set the standard for coffee for the European market as of 2018. This participation is perceived by the stakeholders as an opportunity to enhance their competitiveness in this market.

Especially interesting is the case of Colombia as the local organization produces a full report on the experience. It says that the participating enterprises fully acknowledged that the footprint measure could be

a tool to get better share in the international markets it allows them to increase the competitiveness by a better added value. The strategy to follow and answer to the clients' demand (in this case especially the customers from Europe and US) is fully incorporated in the enterprises behaviour. The experience convinced the local organization that the footprint measure needs gradual implementation: it is most a learning process both for the firms and the industry. In the same time they appreciated the importance of continuity: carbon measurement and mitigations is a process, not a one-time effort. For this reason there is need to share results and of the engagement of industry's associations to distribute benchmark cases, to measure sector footprint, together with the publication of the process procedure including the carbon footprint calculator. The risk to use generalization is well understood: beware of comparison and generalization as the carbon footprint is product and firm specific, and it could have substantial variation in time.

The existence of a large variety of methodologies and standards makes comparison difficult but hopefully in the future there will be a critical capacity to compare. For this reason the fact that the norm ISO 14067 for carbon footprints measure should enter in near future into formal acceptance could probably help having a common standard as norm ISO 14067 (based on ISO 14040/44) is compatible with few other methodologies (PAS 2050, GHG Protocol Product Standard).(KPI 5.1.2)

Finally the measure of carbon footprint should be seen not simply as defence against the "green protectionism" but also as a powerful instrument to contribute to the overall reduction of carbon production: it is part of the general awareness of climate change and the needed changes. It is evident that the changes in land utilization are the major contributors to the carbon footprint for the agricultural sector: this is why there should be a long term approach to consider the carbon production (or the reduction in carbon production) as public good with the policy consequences one can expect. This could have wide impact in the Amazon region management.

**JC-5.2:** The project contributed to creation/strengthening of an adequate policy framework (improved legislation, codes of conduct, methods, increased participation, inclusive approaches etc.) about the importance of designing and implementing in a coordinated fashion policies that support the exporting sector's productive adjustment towards lower carbon levels

**List of Key Performance Indicators (KPIs) under JC 5.2 (codes and definition)**

KPI-5.2.1	<i>Changes in export support policies in LAC countries</i>
KPI 5.2.2	<i>Degree of positive results in terms of export flows and market share following the strengthened local capacities and increased awareness</i>

**KPI-5.2.1:** *Changes in export support policies in LAC countries*

**Main Findings on KPI-5.2.1 :**

According to what a number of interviewed persons said, it is premature to talk about unification, unless there is a specific obligation. The increased awareness on the topic is the major outcome from the project. It is credible that the local capacity to deal with footprint measure has been increased thanks to the participation of local consultants but it is too early if it has been embedded into the participating organizations, even though they all declared their interest to continue.

The fact that 80% of persons interviewed acknowledged that the final outcome of the footprint measure is a management instrument to improve the quality is a promising sign.

**KPI-5.2.1 (i) Data, figures and tables:** *(with explicit source referencing)*

**KPI-5.2.1 (ii) Key extracts from documents:** *(with explicit source referencing)*

**KPI-5.2.1 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

*It is premature to talk about unification, unless there is a specific obligation*

*Our institution was already involved in the topics and will include it in the future in its technical assistance programs Amezquita (PROCOLOMBIA)*

*We consider that the increased awareness on the topic is the major outcome from the project*

*Some local increased capacity thanks to the participation of local consultants but we cannot say if it has been embedded into the participating enterprises*

*80% of these in effect acknowledged the final results as instrument to improve the quality*

<p><i>For our company it has been a success as we were called to continue the same type of exercise in Peru and we prepared a new project for BID (implemented in 2014)</i></p> <p>Gallozzi (SNV)</p>
<p><b>KPI-5.2.2:</b> <i>Degree of positive results in terms of export flows and market share following the strengthened local capacities and increased awareness</i></p>
<p><b>Main Findings on KPI-5.2.2 :</b></p>
<p>It is by far too early to have positive results in terms of export flows: this has been the common answer from all interviewed persons.</p> <p>Several firms (in sectors such as coffee, bananas, cocoa, palm oil) informed their clients in Europe and the US, that they had measured the carbon footprint. In one specific case (DANEC, palm oil, Ecuador) this resulted immediately in a new business opportunity. Some of these firms have indicated that they will seek a full certification.</p>
<p><b>KPI-5.2.2 (i) Data, figures and tables:</b> <i>(with explicit source referencing)</i></p>
<p><b>KPI-5.2.2 (ii) Key extracts from documents:</b> <i>(with explicit source referencing)</i></p> <p>Hubo preocupación acerca de cómo deberían de proceder los exportadores de alimentos de América Latina ante el fracaso de la ISO 14067 y frente a la multiplicidad de estándares, principalmente privados, en la Unión Europea y los Estados Unidos Jan destacó que la prioridad es participar en el proyecto piloto de la Unión Europea que va a comenzar a principios de 2014 para productos alimenticios. Esto daría una voz fuerte a los exportadores de América Latina en el análisis realizado en la Unión Europea. Los países en desarrollo también pueden trabajar en colaboración más estrecha con el PNUMA, lo que hará que el proceso sea más inclusivo. Además, sería interesante si hubiera por lo menos un representante de América Latina en el Sustainability Consortium de los Estados Unidos para incidir también en este ámbito</p> <p><i>(Informe del quinto seminario internacional sobre la huella de carbono, “Prácticas públicas y privadas para reducir las huellas ambientales en el comercio internacional”, CEPAL, 13 y 14 de junio de 2013 Report by Olivier Jan)</i></p>
<p><b>KPI-5.2.2 (iii) Information from interviews and questionnaire</b> <i>(with explicit source referencing)</i></p> <p><i>We had some advancements but not as we hoped</i></p> <p><i>First for the enterprises was a new topic, they accepted to participate but after the end of the project most of the actions stopped.</i></p> <p><i>The public private table also did not meet anymore after the end of the project: institutional problems with the organization had the consequence that the issue did not have the priority it deserved</i></p> <p><i>The issue is still present as topic in many events but we cannot say that any specific advance has been made</i></p> <p><i>As some participants were cooperatives including producers of different size and process, we feel that it is not easy to distribute the information as the capacity and the process involved is not always the same</i></p> <p><i>The use of average in the carbon footprint measure is something that probably is not fully correct</i></p> <p><i>At institutional level we are grateful to CEPAL for the knowledge and the technical assistance</i></p> <p><i>At enterprises level for the moment quite low: we expected more support from the company making the carbon footprint measure</i></p> <p>Ulloa (NICARAGUA)</p> <p><i>We can say that our “clients” (the private sector enterprises) are satisfied, mostly the ones that participated to the footprint measure. We can mention new sales of palm oil to Europe, problems with the Ministry of Environment solved thank to the measure process, improved image for the enterprises. We have reports that the keep using the methodology especially to check the energy costs.</i></p> <p><i>Overall it has been a good step to be prepared for when some obligation will be enacted.</i></p> <p><i>It has also been a push to start new projects in the same area.</i></p> <p>Luque (ECUADOR)</p>

**Assessment of/statement on Judgement Criterion JC-5.2 (based on the KPIs main findings)**

According to what a number of interviewed person said, It is premature to talk about unification, unless there is a specific obligation. The increased awareness on the topic is the major outcome from the project. It is credible that the local capacity to deal with footprint measure has been increased thank to the participation of local consultants but it is too early if it has been embedded into the participating organizations, even though allow them declared their interest to continue.

The fact that 80% persons interviewed acknowledged that the final outcome of the footprint measure is a management instrument to improve the quality is a promising sign.(KPI 5.2.1)

It is by far too early to have positive results in terms of export flows: this has been the common answer from all interviewed persons.

Several firms (in sectors such as coffee, bananas, cocoa, palm oil) informed their clients in Europe and the US, that they had measured the carbon footprint. In one specific case (DANEC, palm oil, Ecuador) this resulted immediately in a new business opportunity. Some of these firms have indicated that they will seek a full certification.(KPI 5.2.2)

**Preliminary Answer to the Evaluation Question EQ-5 based on the statements on the Judgement Criteria**

The use of a common footprint measure for all the involved countries, sectors and enterprises was a correct decision as it allowed the distribution of a common knowledge and also some sort of comparison between the results (even though the large differences in production processes have been a limitation to achieve general results). There have been however some problems mostly with the availability of information. In effect most of the companies involved in the measure process —especially from the less structured countries by minor dimension— did not have the needed data, as they do not collect this type of information. So the search of data was quite long and depended on the good will of the local experts to follow and push the selected enterprises to collect the data. Errors, delays, missing data have been frequent and this pushed the footprint measure experts to find ways to build a credible set of information.

According to the interviews with them, the main reasons for this difficulties were: a) the measure was done for free so there were less incentives for the participants to be fully engaged, b) the focal point was not always able to put the needed pressure on the companies, c) the selection process had consequences, as the availability of information depends extremely from the production process and from the dimension of the enterprises —that in most of the cases were small and with not efficient management procedures: for cacao and coffee it was easy, for shrimps quite difficult, for palm oil in between. But overall it depended on the commitment of the participating companies that has not been up to the expected level in a number of cases. The final consequence has been that for a couple of sectors, the information and values were so different that to build averages was almost impossible or without a proper meaning: this does not allow to justify and generalize the final suggestions. The most important outcome has been the increased awareness of the enterprises as they incorporated in their standard behaviour the attention to energy issues and waste treatment, followed by the acknowledgement of the importance to look and collect information and data: the lack of the needed data has been transformed in a positive attitude for the future. A final comment of the lack of qualified personnel in local contexts to enlarge the footprint measure capacity: it shows the importance to increase the contents toward the climate change effects and impact in the formal education structure.

There is evidence from the questionnaires and the research done by the project's management that firms which participated in the field studies acquired a practical, hands-on knowledge about how to calculate the carbon footprint of the products they export, as well as how to implement actions to reduce it. In the process, as indicated in the interviews, many of them realized that measuring and reducing their carbon footprint was not only useful to prepare for future environmental standards and restrictions, but also to increase their own efficiency and competitiveness. According to project reports, it should be remarked that the potential beneficiaries of the footprint measure process could be about 22.000 producers because 11 of the firms participating in the field studies (in Honduras, Nicaragua and the Dominican Republic) were actually cooperatives or producer associations with large numbers of associates. In Honduras, stakeholders from the palm-oil industry were able to engage in the carbon footprint calculation of their product and prepare for the RSPO (Roundtable for Sustainable Palm Oil) certification, which will be necessary as of 2017 to participate and compete on the international market. The regional public-private network of stakeholders developed through

the project's activities, helped create the Latin American and Caribbean Coffee Environmental-Footprint Network in 2014, with public and private representatives of 10 countries. This Network began to participate in the European Commission's Pilot Program to define Product Environmental Footprint Category Rules (PEFCR), which will set the standard for coffee for the European market as of 2018. This participation is perceived by the stakeholders as an opportunity to enhance their competitiveness in this market.

Especially interesting is the case of Colombia as the local organization produces a full report on the experience. It says that the participating enterprises fully acknowledged that the footprint measure could be tool to get better share in the international markets it allows them to increase the competitiveness by a better added value. The strategy to follow and answer to the clients' demand (in this case especially the customers from Europe and US) is fully incorporated in the enterprises behaviour. The experience convinced the local organization that the footprint measure needs gradual implementation: it is most a learning process both for the firms and the industry. In the same time the appreciated the importance of continuity: carbon measurement and mitigations is a process, not a one-time effort. For this reason there is need to share results and of the engagement of industry's associations to distribute benchmark cases, to measure sector footprint, together with the publication of the process procedure including the carbon footprint calculator. The risk to use generalization is well understood: beware of comparison and generalization as the carbon footprint is product and firm specific, and it could have substantial variation in time.

The existence of a large variety of methodologies and standards makes comparison difficult but hopefully in the future there will be a critical capacity to compare. For this reason the fact that the norm ISO 14067 for carbon footprints measure should enter in near future into formal acceptance could probably help having a common standard as norm ISO 14067 (base don ISO 14040/44) is compatible with few other methodologies (PAS 2050, GHG Protocol Product Standard). Finally the measure of carbon footprint should be seen not simply as defence against the "green protectionism" but also as a powerful instrument to contribute to the overall reduction of carbon production: it is part of the general awareness of climate change and the needed changes. It is evident that the changes in land utilization as the major contributors to the carbon footprint for the agricultural sector: this is why there should be a long term approach to consider the carbon production (or the reduction in carbon production) as public good with the policy consequences one can expect. This could have wide impact in the Amazon region management. (JC 5.1)

According to what a number of interviewed person said, It is premature to talk about unification, unless there is a specific obligation. The increased awareness on the topic is the major outcome from the project. It is credible that the local capacity to deal with footprint measure has been increased thank to the participation of local consultants but it is too early if it has been embedded into the participating organizations, even though allow them declared their interest to continue.

The fact that 80% persons interviewed acknowledged that the final outcome of the footprint measure is a management instrument to improve the quality is a promising sign.

It is by far too early to have positive results in terms of export flows: this has been the common answer from all interviewed persons. Several firms (in sectors such as coffee, bananas, cocoa, palm oil) informed their clients in Europe and the US, that they had measured the carbon footprint. In one specific case (DANEC, palm oil, Ecuador) this resulted immediately in a new business opportunity. Some of these firms have indicated that they will seek a full certification.(JC 5.2)



<b>Information Matrix EQ 6</b>	
<b>Evaluation Question 6</b>	
<b>To what extent did the project outcomes contribute in establishing durable, self-sustaining initiatives to develop national capacities to further the competitiveness of export based on the use of climate change adaptation measures?</b>	
<b>List of Judgement Criteria (JCs) under the EQ 6</b>	
JC-6.1	The project outcomes allowed the beneficiaries in targeted countries to access knowledge and technical capacity useful for medium to long term interventions
JC-6.2	The project demonstrates potential for replication and scale-up of successful practices
<b>JC-6.1:</b> The project outcomes allowed the beneficiaries in targeted countries to access knowledge and technical capacity useful for medium to long term interventions	
<b>List of Key Performance Indicators (KPIs) under JC 6.1 (codes and definition)</b>	
KPI-6.1.1	<i>There is evidence that the beneficiaries of ECLAC project support have been able to embed the results in their performance</i>
KPI-6.1.2	<i>There is evidence that the actions funded by the project contributed to creating or strengthening firms and organisations, which allow the outcomes to continue after the end of the action</i>
<b>KPI-6.1.1:</b> <i>There is evidence that the beneficiaries of ECLAC project support have been able to embed the results in their performance</i>	
<b>Main Findings on KPI-6.1.1:</b>	
<p>The field studies have been successful in producing new knowledge useful not only for the enterprises directly involved as the methodology and the suggestions have been widely distributed, generating a multiplier effect: a critical indicator —according to the focal points— has been the request coming from other enterprises and other sectors to implement the same exercise. Another consequence is the change in management processes that most enterprises decided to implement, especially for the collection and processing of data, the adaptation of energy sources and the treatment of wastes.</p> <p>In April and May 2014, the ECLAC team held interviews with representatives from 33 of the 45 firms that participated in the field studies carried out in five countries between April and October 2013. In their responses to the question “Has your firm implemented any of the recommendations arising from its participation in the pilot field studies?”, 22 of the 33 firms that filled the questionnaire (67%) answered yes, even though the time from the events and the finalization of carbon foot print measure was quite short. Most of the implemented recommendations relate to actions to promote energy efficiency within the firm, as well as logistics, especially transportation by truck. Moreover, most of the firm representatives, who had not yet implemented the recommendations, indicated that they intended to apply some of them in the near future.</p> <p>It has been confirmed in questionnaire answers that for the enterprises the measure of the carbon footprint becomes a full management instrument quite useful to keep under control mostly the energy costs and the distribution, besides being an opportunity to build a new market strategy.</p>	
<b>KPI-6.1.1 (i) Data, figures and tables:</b> <i>(with explicit source referencing)</i>	
<b>KPI-6.1.1 (ii) Key extracts from documents:</b> <i>(with explicit source referencing)</i>	
<p>Los resultados de los estudios muestran que las emisiones correspondientes a cada etapa del ciclo de vida —cultivo, procesado y distribución— varían ampliamente según el producto y su grado de procesamiento. Contrariamente a lo que frecuentemente se consideralas emisiones que corresponden a la distribución (transporte nacional e internacional) representan un porcentaje relativamente bajo de las emisiones totales medias de los productos estudiados, excepto en el caso del banano en la República Dominicana (véase el cuadro 3.2). Esto es así ya que el transporte marítimo, que se utiliza prácticamente para todas las exportaciones latinoamericanas a Europa y los Estados Unidos, es el medio más eficiente energéticamente, en términos de emisiones por unidad de producto transportado.</p> <p>En efecto, los resultados de las mediciones evidencian una alta variación entre las emisiones de las diversas empresas productoras de un determinado producto, incluso en un mismo país: se desprende un</p>	



primer aprendizaje importante: la huella de carbono de un producto es específica de cada empresa, y por ende debe tenerse mucho cuidado al comparar los resultados de distintas empresas, aún si se trata del mismo producto. La comparación más relevante es la que cada empresa haga entre su huella de carbono actual y la que obtuvo en el pasado, ya que ese ejercicio le permite evaluar la eficacia de sus esfuerzos de reducción de emisiones. En la misma lógica, las comparaciones entre países (por ejemplo, “la huella de carbono del café del país A es menor que la del país B”) también deben ser tomadas con mucho cuidado, porque pueden basarse en generalizaciones y promedios, escondiendo la realidad a nivel de las empresas individuales.

Los estudios cumplieron plenamente sus objetivos, generando conocimientos relevantes en un universo significativamente más amplio que el de las empresas participantes directas. Este efecto multiplicador se produjo por diversas vías. Por una parte, en los casos de productos como el banano, café, cacao o aceite de palma, varias de las empresas participantes son cooperativas o asociaciones que reúnen a cientos o incluso miles de productores. Por otra parte, las empresas participantes debieron involucrar a sus proveedores en el proceso de medición de la huella de carbono de sus productos. Este trabajo conjunto involucró la capacitación de los proveedores en el registro sistemático de la información requerida (por ejemplo, el uso de fertilizantes). Por último, los principales resultados de los estudios piloto fueron hechos públicos en los sitios web de las instituciones que actuaron como contrapartes nacionales de la CEPAL en el marco del proyecto

(CEPAL project management unit, March 2015)

#### **KPI-6.1.1 (iii) Information from interviews and questionnaire** (with explicit source referencing)

*For the best enterprises the measure of the carbon footprint is a management instrument quite useful to keep under control mostly the energy costs and the distribution (transport is an important component)*

*For other enterprises it has been a burden but as it was for free they adapted*

*For us it was a good promotion for a new market*

*We are working now in Ecuador for a similar project for the palm oil*

*Sopelana (CO2)*

*It has been a large success both for the participation and for the satisfaction*

*The events were on the first page of the local media in the economic/commercial section*

*TV reported the events in the same day at the evening news*

*Guerrero (NICARAGUA)*

#### **From general questionnaire: relevance for enterprise of project's outputs/events**

Relevance for the enterprise of project's outputs and events.						
Answer Options	no relevance	small relevance	some relevance	large relevance	do not know	Response Count
new concepts	3	12	40	27	11	93
new contacts	3	13	43	22	12	93
new working area	23	21	20	12	17	93
carbon footprint as basic need	19	18	25	12	19	93
new strategies	16	14	31	10	22	93
carbon footprint as management instrument	4	14	33	28	14	93
new export oportunities	19	21	21	9	23	93

**From enterprises questionnaire: relevance for enterprise of project's outputs/events , implementation of suggestions**


Si su respuesta ha sido si, por favor indicar el tipo de acciones (puede marcar más de una opción)

Answer Options	Response Percent	Response Count
Mantener el registro de todos los datos como base para actuar	100,0%	12
Utilizar menos químicos	91,7%	11
Capacitar constantemente a los trabajadores	91,7%	11
Trabajar en el tratamiento de los residuos	75,0%	9
Preparar un nuevo plan de manejo integral	75,0%	9
Estamos en un proceso de certificación completa	75,0%	9
Reemplazar las maquinas más contaminantes	66,7%	8
Mejorar las fuentes de energía	66,7%	8
Trabajar con los proveedores	58,3%	7
Tratar con nuestros proveedores de transporte para mejorar la eficiencia	41,7%	5
Instalar nuevas fuentes de energía	41,7%	5

**KPI-6.1.2:** *There is evidence that the actions funded by the project contributed to creating or strengthening firms and organisations, which allow the outcomes to continue after the end of the action*

**Main Findings on KPI-6.1.2 :**

The project's direct involvement with multiple stakeholders (including government officials, lawmakers and producers' and exporters' associations, among others), its micro-level, hands-on approach and emphasis on the development of public-private alliances to lower the carbon footprint of agro-industrial exports have been incorporated in several recent initiatives across Latin America. In Ecuador palm oil sales from companies present now the carbon footprint content and companies say it helps. In Nicaragua the export organization —CEI— made a questionnaire addressed to the participating enterprises that reported a large satisfaction and moreover a continuous interest in keeping the instruments active. It is reported by local organizations that visits to the enterprises to check on the impact reported substantial positive results, even though some difficulties in keeping up with the measures and with the attached costs have been mentioned.

In Nicaragua a new project started with BID to establish a regional norm of the climate change adaptation, while the participation of coffee producers to a EU project of carbon footprint is mentioned together with the introduction at the University of a special course on climate change

In all countries the topic is now well entered into the public domain and there area expectations for new developments as private sector enterprises are becoming more aware of the importance of the issue.

Overall the increased awareness is reported as a success, especially for the private sector.

**KPI-6.1.2 (i) Data, figures and tables:** *(with explicit source referencing)***Alcance y efecto multiplicador del proyecto Huella de Carbono y Exportaciones**

Varias de las empresas que participaron en los estudios de caso de medición de huella de carbono son empresas asociativas o cooperativas, sobre todo en los sectores del cacao, café, banano y aceite de palma de República Dominicana, Nicaragua y Honduras.

Esto permitió que el impacto del proyecto fuera muchísimo mayor al del número de asistentes a los talleres o las 45 empresas que participaron en los estudios de caso. Por una parte, para hacer el levantamiento de la información de las emisiones de la fase de cultivo de los productos fue necesario trabajar directamente con una muestra de los productores, quienes conocieron la metodología de medición aplicada y cuáles eran las principales fuentes de emisiones. Por otra, las empresas mismas debieron informar a sus productores sobre los resultados de la medición y luego capacitarlos para lograr una mayor eficiencia y reducir las emisiones.

**Empresas asociativas o cooperativas que participaron en los estudios de medición de huella**

<b>República Dominicana</b>		
FUPAROCA	Fundación de Productores de Cacao	3019 asociados
ASOPROCON	Asociación de Productores de Cacao Orgánico del Norte	103 productores
CONACADO	Confederación Nacional de Cacaocultores	150 asociaciones 9000 afiliados
ASOARAC	Asociación de Agricultores Ramón Antonio Cruz	153 productores
BANELINO	Bananos Ecológicos de la Línea Noroeste	369 productores
<b>Nicaragua</b>		
RITTER	Empresa internacional que compra a productores	24 cooperativas y asociaciones Aprox. 2500 productores
ALDEA GLOBAL JINOTEGA	Asociación Aldea Global Jinotega	1200 productores (40% mujeres)
APAC	Asociación Pueblos en Acción Comunitaria	
Asociación Iniciativa de Hermanamiento Municipio El Castillo	Asociación de Productores Municipio El Castillo	7 cooperativas 847 productores
<b>Honduras</b>		
COAPALMA ECARA	Empresa Campesina Agroindustrial de la Reforma Agraria	14 cooperativas
HONDUPALMA	Palmas Aceiteras de Honduras	30 cooperativas

*(CEPAL project management unit, March 2015)*

**KPI-6.1.2 (ii) Key extracts from documents:** *(with explicit source referencing)*

A core activity of the project were the field studies (also called pilot projects) conducted in five countries, whereby a consortium of specialized consultants calculated the carbon footprint of 7 different food export products of 45 firms and producer associations. The studies were conducted by a consortium of specialized consultants between 2013 and 2014.

As a result of these field studies, the project developed specific comparative data from a wide range of products, firms and countries.

All the participating firms acquired practical, hands-on knowledge about how to calculate the carbon footprint of the products they export, as well as how to implement actions to reduce it. In the process, they became aware that measuring and reducing their carbon footprint is not only useful to prepare for future environmental standards and restrictions in developed country markets, but also to increase their own efficiency and competitiveness.

About 22.000 producers were indirect beneficiaries of the pilot projects because 11 the participating firms (in Honduras, Nicaragua and the Dominican Republic) were actually cooperatives or producer associations with a numerous membership.

The main results of these pilot studies were presented to the public private roundtables and made

available to a broader public within each country, so they could serve as a benchmark and reference for future policies and private sector practices.

*(CEPAL project management unit, draft final report March 2015)*

Several firms (in sectors such as coffee, bananas, cocoa, palm oil) informed their clients in Europe and the US, that they had measured the carbon footprint. In one specific case (DANEC, palm oil, Ecuador) this resulted immediately in a new business opportunity. Some of these firms have indicated that they will seek a certification.

*(CEPAL Project Management draft final report March 2015)*

**KPI-6.1.2 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

*CEI made a questionnaire addressed to the participating enterprises that reported a large satisfaction and moreover a continuous interest in keeping the instruments active*

*We also did some visits to the enterprises to check on the impact with substantial positive results, even though some difficulties in keeping up with the measures and with the attached costs have been mentioned*

*We can report a new project started with BID to establish a regional norm of the climate change adaptation, the participation of coffee producers to a EU project of carbon footprint, the introduction at the University of a special course on climate change*

*The topic is now well entered into the public domain and we expect new developments as private sector enterprises are becoming more aware of the importance of the issue*

*Increased awareness has been a success, especially for the private sector*

*As mentioned before, the topic was not present in the local business agenda so we should thank the CEPAL initiative that allowed us to show it to the producers and exporters.*

*Guerrero (NICARAGUA)*

*Palm oil sales from companies present now the carbon footprint content and companies say it helps, for other products it is too early to report*

*Luque (ECUADOR)*

*As mentioned, former experiences had some effects in commerce especially with EU*

*We hope we can increase the investments to get better options*

*Solano (PERU)*

**Assessment of/statement on Judgement Criterion JC-6.1 (based on the KPIs main findings)**

The field studies have been successful in producing new knowledge useful not only for the enterprises directly involved as the methodology and the suggestions have been widely distributed, generating a multiplier effect: a critical indicator —according to the focal points— has been the request coming from other enterprises and other sectors to implement the same exercise. Another consequence is the change in management processes that most enterprises decided to implement, especially for the collection and processing of data, the adaptation of energy sources and the treatment of wastes.

In April and May 2014, the ECLAC team held interviews with representatives from 33 of the 45 firms that participated in the field studies carried out in five countries between April and October 2013. In their responses to the question “Has your firm implemented any of the recommendations arising from its participation in the pilot field studies?”, 22 of the 33 firms that filled the questionnaire (67%) answered yes, even though the time from the events and the finalization of carbon footprint measure was quite short. Most of the implemented recommendations relate to actions to promote energy efficiency within the firm, as well as logistics, especially transportation by truck. Moreover, most of the firm representatives, who had not yet implemented the recommendations, indicated that they intended to apply some of them in the near future. It has been confirmed in questionnaire answers that for the enterprises the measure of the carbon footprint becomes a full management instrument quite useful to keep under control mostly the energy costs and the distribution, besides being an opportunity to build a new market strategy (KPI 6.1.1)

The project’s direct involvement with multiple stakeholders (including government officials, lawmakers and producers’ and exporters’ associations, among others), its micro-level, hands-on approach and emphasis on the development of public-private alliances to lower the carbon footprint of agro-industrial exports have

been incorporated in several recent initiatives across Latin America. In Ecuador palm oil sales from companies present now the carbon footprint content and companies say it helps. In Nicaragua the export organization —CEI— made a questionnaire addressed to the participating enterprises that reported a large satisfaction and moreover a continuous interest in keeping the instruments active. It is reported by local organizations that visits to the enterprises to check on the impact reported substantial positive results, even though some difficulties in keeping up with the measures and with the attached costs have been mentioned. In Nicaragua a new project started with BID to establish a regional norm of the climate change adaptation, while the participation of coffee producers to a EU project of carbon footprint is mentioned together with the introduction at the University of a special course on climate change. In all countries the topic is now well entered into the public domain and there are expectations for new developments as private sector enterprises are becoming more aware of the importance of the issue. Overall the increased awareness is reported as a success, especially for the private sector. (KPI 6.1.2)

**JC-6.2:** The project demonstrates potential for replication and scale-up of successful practices

**List of Key Performance Indicators (KPIs) under JC 6.2 (codes and definition)**

KPI-6.2.1	<i>There is evidence that the project has been successful in creating a continuous capacity strengthening process, jointly with country authorities and good practises and procedures taken over/replicated by local institutions</i>
KPI-6.2.2	<i>There is evidence that know-how transfer from project to local institutions took place empowering the beneficiary institutions and Innovative experiences in export promotion following the project's actions have been launched in the project participating countries</i>

**KPI-6.2.1:** *There is evidence that the project has been successful in creating a continuous capacity strengthening process, jointly with country authorities and good practises and procedures taken over/replicated by local institutions*

**Main Findings on KPI-6.2.1 :**

The public-private roundtables established in four participating countries to serve as partners to ECLAC's project have been the base for continuity of the project's objectives in developing national policies oriented towards the mitigation of green-house gas emissions of export products. Some new opportunities reported by firms included: improving their sustainability profile with existing international buyers; being approached by new potential buyers who value the fact that they were measuring their carbon footprint, improving their prospects of obtaining international certification of sustainability standards (specifically the Roundtable on Sustainable Palm Oil certification for participating firms from Ecuador and Honduras). The firms, which participated in the field studies, acquired a practical, hands-on knowledge about how to calculate the carbon footprint of the products they export, as well as how to implement actions to reduce it. In the process, as indicated in the interviews, many of them realized that measuring and reducing their carbon footprint was not only useful to prepare for future environmental standards and restrictions, but also to increase their own efficiency and competitiveness.

**KPI-6.2.1 (i) Data, figures and tables:** *(with explicit source referencing)*

**KPI-6.2.1 (ii) Key extracts from documents:** *(with explicit source referencing)*

Public-private roundtables were established in all four participating countries to serve as partners to ECLAC's national counterpart institutions and give continuity to the project's objectives in developing national policies oriented towards the mitigation of green-house gas emissions of export products. It is expected that those roundtables will continue to be active beyond the end date of the project in 2014.

The counterparts are seeking support from other funding institutions (IADB, CAF, national agencies or private sector) for projects, which will enable them to extend the project's carbon footprint calculation studies to additional export products.

*(Progress Report, December 2012)*

In 2012 and 2013 ECLAC produced two guides that presented the main issues involved in the trade and climate change relationship in the local language and in terms accessible to non specialists.<sup>3</sup> These guides were aimed at filling basic information gaps among relevant stakeholders (including government officials, lawmakers and producers' and exporters' associations, among others) in the participating countries and



elsewhere in Latin America. These two documents continue to be consulted, as indicated by the downloads of these guides from the ECLAC website during 2012-2015 (28.622 downloads in total). Another indication of the guides' continued use is the fact that several institutions —other than ECLAC— have made the guides available to the public through their own websites. In this regard, both guides can be consulted and downloaded from the websites of the Inter American Development Bank (IDB), the UN Sustainable Development Knowledge Platform<sup>5</sup>, the International Institute for Sustainable Development (IISD), Uruguay's Union of Exporters<sup>7</sup>, the Office of Agricultural Trade Agreements of the Dominican Republic's Ministry of Agriculture<sup>8</sup> and Argentina's Forum on Climate Change and Trade in Latin America<sup>9</sup>, among other institutions. The content of the 2012 guide was also explicitly referred to in a draft law presented at the House of Deputies of Argentina in 2013. This draft law aimed at reducing the carbon footprint of the country's agro industrial sector.

*(CEPAL Project Management draft final report March 2015)*

The regional public-private network of stakeholders developed through the project's activities, helped create the Latin American and Caribbean Coffee Environmental-Footprint Network in 2014, with public and private representatives of 10 countries. This Network began to participate in the European Commission's Pilot Program to define Product Environmental Footprint Category Rules (PEFCR), which will set the standard for coffee for the European market as of 2018. This participation is perceived by the stakeholders as an opportunity to enhance their competitiveness in this market.

The interventions by project participants at a dedicated session on public-private alliances during ECLAC's 6<sup>th</sup> International Carbon Footprint Seminar, held in Santiago, Chile on 11-12 June 2014 (see activity A3.1). In their interventions, which were not intended to directly address indicator I.2.2, 6 project participants —from both the public and private sectors- specifically indicated that public-private partnerships had been strengthened in their countries as a result of technical cooperation and training activities provided by the project.

*(CEPAL Project Management draft final report March 2015)*

**KPI-6.2.1 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

*We can say that our technical capacity increased and we want to include the topic in the standard activities. However we think that more attention should be given to the improvement of local capacities: the Spanish company in charge of the footprint methodology did not offer the assistance expected in this regard. Another issue is the different level of enterprises: working with small ones is different with the large ones so probably there is the need to find separate solutions.*  
Amezquita (PROCOLOMBIA)

*We thank CEPAL for the support as we have now a better technical capacity, but we suggest that the training of the local counterparts should be more focused.*  
Luque (ECUADOR)

*We thank CEPAL for the contribute to assess and define a methodology for the carbon footprint measure. We established a special unit in PromPeru called "oficina para el comercio sostenible"*  
Solano (PERU)

*The format used (a set of events with different focus for participants and contents) can be considered successful as it allowed a unified message to reach different group of stakeholders and actors respecting the local characteristics and approaches.*

*The resources limited the participation to the carbon footprint exercise to a small number of enterprises having then more difficulties to build generalization for recommendations; in effect the production process of the selected products was in many cases so different that calculation of averages was a bit stretched.*

*The selection of local enterprises in many case favoured small and very small ones that showed problems in producing the needed data and information: but the exercise was a good push to improve the management as the carbon footprint measure can be a management tool*



*The task of public authorities has been quite stressed, as the climate change adaptation needs the concourse of many actors*

Herrerros (CEPAL)

**KPI-6.2.2:** *There is evidence that know-how transfer from project to local institutions took place empowering the beneficiary institutions and Innovative experiences in export promotion following the project's actions have been launched in the project participating countries*

**Main Findings on KPI-6.2.2:**

The regional public-private network of stakeholders developed through the project's activities, helped create the Latin American and Caribbean Coffee Environmental-Footprint Network in 2014, with public and private representatives of 10 countries. This Network began to participate in the European Commission's Pilot Program to define Product Environmental Footprint Category Rules (PEFCR), which will set the standard for coffee for the European market as of 2018. This participation is perceived by the stakeholders as an opportunity to enhance their competitiveness in this market.

Local counterparts confirm that the technical capacity increased and they want to include the topic in the standard activities. However there is a common perception that more attention should have been given to the improvement of local capacities: the Spanish company in charge of the footprint methodology did not offer the assistance expected in this regard. Another issue is the different level of enterprises involved in the carbon footprint measure that produced such startling differences: working with small enterprises means a widely different approach and one can wonder if these enterprises are ready to face the international markets.

In Colombia, based on the experiences of the project, the interest for the carbon footprint got a strong push and now there are —according to the focal point— few other initiatives on going:

- few projects implemented by the Ministry of Agriculture extending the measure to different sectors
- a project with the support of Dutch cooperation managed by the national Commission on Climate change to measure the carbon footprint of bananas, flowers and coffee
- a project to be started by the producers association for cacao
- a project focused on export with the support of Canadian Cooperation managed by Pro-export

In Peru as consequence of the project the local export promotion agency —PROMPERU— established a special unit called “oficina para el comercio sostenible”

In the Dominican Republic, the export promotion agency became a permanent member of an intergovernmental committee on climate change to coordinate policies.

In Argentina, during September 2013, a draft bill was introduced in the Argentine Congress to establish public policies aimed at promoting the calculation and reduction of the carbon footprint of the country's agro-industrial sector. In its introductory part, it is stated that the draft bill was partly motivated by the concepts developed in ECLAC's document “Huella de carbono y exportaciones de alimentos. Guía práctica” (Carbon footprint and food exports. Practical guide), published in 2012 in the context of this DA project. As of March 2015, the draft bill is being discussed in the House of Deputies.

In Ecuador, the trade promotion agencies have initiated a new carbon footprint project funded by CAF, to build on the project's capacity building and carbon measurement studies. In February 2015 UNCTAD and the Ecuadorian Ministry of Foreign Trade organized a workshop on Ecuador's National Green Export Review —focusing on the issue of sustainability in the cocoa and chocolate. Participants included representatives from the private sector engaged in cocoa and chocolate production and exports, the Ministries of Environment, Agriculture, Exports Policy and Foreign Trade. They discussed and validated an Action Plan containing strategic guidelines and actions required to promote production and exports of cocoa and value-added chocolate, drawing upon local conditions and suggestions provided in the UNCTAD study on National Green Exports Review of Ecuador.

The project was successful in all countries in promoting the formation of public-private roundtables to discuss policies and actions needed to reduce the carbon footprint of food exports in participating countries. In some of them, the public-private roundtables continued in different modalities.

**KPI-6.2.2 (i) Data, figures and tables:** *(with explicit source referencing)***KPI-6.2.2 (ii) Key extracts from documents:** *(with explicit source referencing)*

In four of the countries the project was active in (Colombia, Ecuador, Dominican Republic and Peru), the export promotion organizations have established trade and climate change as a permanent area of work in their organization through the creation of a unit or assignments which can support their export sectors to adequately incorporate climate change-related requirements in their products and services. A specific example is the support being given to their representatives participating in the Latin American and Caribbean Coffee Environmental-Footprint Network.

In Honduras, stakeholders from the palm-oil industry were able to engage in the carbon footprint calculation of their product and prepare for the RSPO (Roundtable for Sustainable Palm Oil) certification, which will be necessary as of 2017 to participate and compete on international markets.

Several firms (in sectors such as coffee, bananas, cocoa, palm oil) informed their clients in Europe and the US, that they had measured the carbon footprint. In one specific case (DANEC, palm oil, Ecuador) this resulted immediately in a new business opportunity. Some of these firms have indicated that they will seek a certification. The regional public-private network of stakeholders developed through the project's activities, helped create the Latin American and Caribbean Coffee Environmental-Footprint Network in 2014, with public and private representatives of 10 countries. This Network began to participate in the European Commission's Pilot Program to define Product Environmental Footprint Category Rules (PEFCR) which will set the standard for coffee for the European market as of 2018. This participation is perceived by the stakeholders as an opportunity to enhance their competitiveness in this market.

In their interventions, which were not intended to directly address indicator I.2.2, 6 project participants—from both the public and private sectors—specifically indicated that public-private partnerships had been strengthened in their countries as a result of technical cooperation and training activities provided by the project (*CEPAL Project Management draft final report March 2015*)

A partir del intercambio de experiencias generado por el proyecto se ha podido constatar que existen diversos proyectos de huella ambiental futuros y en curso (no necesariamente vinculados entre sí) entre los que se pueden encontrar:

- Proyectos de Ministerio de Agricultura
- Proyecto de Comisión Nacional de Cambio Climático-Cooperación de Países Bajos de medición de huella del banano, las flores y el café
- Proyectos del CAEM
- Proyecto futuro sobre el cacao de ANALDEX
- Proyecto Proexport-Cooperación canadiense
- En términos generales, Proexport pretende poder continuar trabajando en la temática, para lo cual se evaluarían distintas opciones en la búsqueda de financiamiento, como por ejemplo, una alianza con CAEM para realizar mediciones de la huella corporativa para lo cual se podría postular al Fondo Mundial Ambiental del BID.

*(Comentario Final Focal Point Colombia)*

Respecto de las propuestas y recomendaciones, tanto representantes públicos como privados llamaron la atención sobre el hecho de que no son temas nuevos, que, en distinta medida, son prácticas difundidas entre los productos; sin embargo ahora se agrega el conocimiento de que contribuyen a disminuir las emisiones de gases de efecto invernadero adicionalmente

*(Comentario Final Focal Point Nicaragua)*

- Petición reiterada de que esta iniciativa, que incluyó estudios de caso y actividades de difusión y capacitación, sea aprovechada para una instalación del tema en el país de manera permanente, que permita generar políticas públicas e iniciativas privadas.
- Ya que se trata del primer estudio nacional sobre el tema es necesario ser cuidadosos con la forma de darlo a conocer pues puede ser malinterpretado por otros países productores de bienes similares. Es necesario entender bien las implicancias y alcances de los resultados y poder comunicarlo de manera precisa y clara

- Dado que en el CAFTA-RD se termina con las salvaguardas para ciertos productos agrícolas en el 2015, ven en esto una oportunidad en cacao y banano para poder ingresar a EE.UU. mejor posicionados, aunque esto implique estándares más exigentes. Eso no sucede con otros productos.
- Para no perder el impulso del proyecto se requiere instalar lo antes posible una mesa de trabajo público-privada que de continuidad al proyecto
- Empresas que participaron del piloto continuarían calculando su huella, con mayor precisión en la información a incorporar. Además debieran comenzar a implementar acciones de reducción, identificar las acciones con mejores resultados y elaborar proyectos que permitan obtener financiamiento para que esas acciones sean replicadas de manera amplia
- Es necesarios realizar mejoras en la herramienta entregada a las empresas (calculadora) y fortalecer a los técnicos que suministraron la información al interior de las empresas. Hubo rotación de responsables lo que fue en desmedro del resultado
- Es necesario confirmar datos de exportaciones relacionados con las empresas que participaron del piloto. Aproximadamente el 40% de las exportaciones de banano de República Dominicana habría medido su huella de carbono con este proyecto.
- Es necesario confirmar las cifras respecto de que el 80% de las exportaciones de cacao de República Dominicana midieron su huella de carbono a través de este proyecto.

*(Comentario Final Focal Point R.D.)*

The firms which participated in the field studies acquired a practical, hands-on knowledge about how to calculate the carbon footprint of the products they export, as well as how to implement actions to reduce it. In the process, as indicated in the interviews, many of them realized that measuring and reducing their carbon footprint was not only useful to prepare for future environmental standards and restrictions, but also to increase their own efficiency and competitiveness. About 22.000 producers were indirect beneficiaries of the pilot projects because 11 of the firms participating in the field studies (in Honduras, Nicaragua and the Dominican Republic) were actually cooperatives or producer associations with large numbers of associates. In Honduras, stakeholders from the palm-oil industry were able to engage in the carbon footprint calculation of their product and prepare for the RSPO (Roundtable for Sustainable Palm Oil) certification, which will be necessary as of 2017 to participate and compete on the international market.

Several firms (in sectors such as coffee, bananas, cocoa, palm oil) informed their clients in Europe and the US, that they had measured the carbon footprint. In one specific case (DANEC, palm oil, Ecuador) this resulted immediately in a new business opportunity. Some of these firms have indicated that they will seek a certification.

The regional public-private network of stakeholders developed through the project's activities, helped create the Latin American and Caribbean Coffee Environmental-Footprint Network in 2014, with public and private representatives of 10 countries. This Network began to participate in the European Commission's Pilot Program to define Product Environmental Footprint Category Rules (PEFCR), which will set the standard for coffee for the European market as of 2018. This participation is perceived by the stakeholders as an opportunity to enhance their competitiveness in this market.

*(CEPAL Project Management, draft final report March 2015)*

In four of the countries the project was active in (Colombia, Ecuador, Dominican Republic and Peru), the export promotion organizations have established trade and climate change as a permanent area of work in their organization through the creation of a unit or assignments which can support their export sectors to adequately incorporate climate change-related requirements in their products and services. A specific example is the support being given to their representatives participating in the Latin American and Caribbean Coffee Environmental-Footprint Network.

*(CEPAL Project Management, draft final report March 2015)*

In April and May 2014, the ECLAC team held interviews with representatives from 33 of the 45 firms that participated in the field studies carried out in five countries between April and October 2013 (see activity A 2.2). The interviews included the administration of a questionnaire.

In their responses to the question “Has your firm implemented any of the recommendations arising from its participation in the pilot field studies?”, 22 of the 33 firms that filled the questionnaire (67%) answered YES, despite the fact that the questionnaire was administered just 6-7 months after the completion of the field studies (and just 1 month after in the case of Honduras). Most of the implemented recommendations relate to actions to promote energy efficiency within the firm, as well as logistics, especially transportation by truck.  
(CEPAL Project Management, draft final report March 2015)

La última actividad del proyecto en los países fue realizada en enero de 2014 y se trató de una visita a cada país participante en la que se realizó con la contraparte, los gremios asociados, y/o algunas empresas participantes y la mesa público/privada (donde fue posible), una revisión de las próximas etapas.

Se identificaron particularmente dos proyectos de agencias internacionales que permitirán complementar y/o profundizar el trabajo realizado. Estos son:

- Proyecto del BID sobre Bienes Regionales en Centroamérica
- Proyecto de la CAF para calcular la Huella de Carbono en nuevos productos en Ecuador

Adicionalmente, de manera paralela al proyecto y a raíz de las visitas de representantes de la Comisión Europea y consultores franceses a las sucesivas versiones del Seminario Internacional sobre Huella de Carbono, surgió el interés por participar en el Programa Piloto de Huella Ambiental de la Comisión Europea. En esta iniciativa, que incluye a la huella de carbono como uno de los indicadores de impacto ambiental, se fueron sumando parte importante de los países del proyecto y otros países más de la región. En este caso el trabajo se ha centrado en el café. Los últimos recursos financieros del proyecto permitieron entregar aportes para iniciar este trabajo con una mayor claridad de sus alcances y propuestas de estrategias para orientar a un grupo de 10 países interesados. En torno a la Huella Ambiental del Café fue posible apalancar otros recursos de asistencia técnica de la CEPAL y aportes valorados de otros actores que han permitido realizar algunas actividades iniciales.

(CEPAL Project Management presentation, January 2015)

The project was successful in all counties in promoting the formation of public-private roundtables to discuss policies and actions needed to reduce the carbon footprint of food exports in participating countries. In some of them, the public-private roundtables continued in different modalities.

For example, in the Dominican Republic, the export promotion agency has become a permanent member of an intergovernmental committee on climate change to coordinate policies.

In Ecuador, the trade promotion agencies have initiated a new carbon footprint project funded by CAF, to build on the project’s capacity-building and carbon measurement studies.

In September 2013, a draft bill was introduced in the Argentine Congress to establish public policies aimed at promoting the calculation and reduction of the carbon footprint of the country’s agro-industrial sector. In its introductory part, it is stated that the draft bill was partly motivated by the concepts developed in ECLAC’s document “**Huella de carbono y exportaciones de alimentos. Guía práctica**” (Carbon footprint and food exports. Practical guide), published in 2012 in the context of this DA project. As of March 2015, the draft bill is being discussed in the House of Deputies.

(CEPAL Project Management, draft final report March 2015)

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(CEPAL Project Management, final report March 2015)

A workshop on Ecuador’s National Green Export Review - focusing on the issue of sustainability in the cocoa and chocolate —was organized by UNCTAD and the Ecuadorian Ministry of Foreign Trade in Quito, Ecuador on 25 February.

Participants included representatives from the private sector engaged in cocoa and chocolate production and exports, the Ministries of Environment, Agriculture, Exports Policy and Foreign Trade.

They discussed and validated an Action Plan containing strategic guidelines and actions required to promote production and exports of cocoa and value-added chocolate, drawing upon local conditions and suggestions provided in the UNCTAD study on National Green Exports Review of Ecuador.

The validated Action Plan for the development of sustainable cocoa and its derivative products in Ecuador identifies by who, when and how different actions need to be performed in order to achieve two particular objectives between 2015 and 2019, namely:

- 1 Creation and strengthening of a dynamic basis of sustainable cocoa and cocoa products
- 2 Improvement of conditions of access to international markets.

"This proposal will help government entities and other stakeholders to have a vision for adding value and positioning "green" cocoa and chocolate exports from Ecuador —said UNCTAD's consultant who developed the draft National Action Plan— "Cocoa and derivatives are already the third agricultural export product of Ecuador and about 4 per cent of all cocoa production in Ecuador is Organic."

*(UNCTAD site, march 2015)*

In its communication 'Building the Single Market for Green Products' the European Commission proposed a Product Environmental Footprint (PEF) to measure and communicate the lifecycle environmental performance of products in a harmonized way. The Commission launched a three year pilot phase to test the development of sector specific Product Environmental Footprint Category Rules (PEFCR). A total of 25 pilots have been selected by the Commission, coffee is one of the 11 food and drink pilots. In June 2014 a consortium of leading coffee companies and stakeholders has been selected to run a pilot for the European Commission's Product Environmental Footprint (PEF) project. The main objectives of the coffee PEF pilot are to: engage with EU policy developments in a proactive way allowing the sector to help shape future policy developments; develop a harmonized methodology to further assess and improve the environmental performance of coffee based beverages; contribute to principles for communicating environmental performance, such as transparency, reliability, completeness, comparability and clarity. The coffee PEF pilot is developed by leading actors in the coffee sector, including companies (D.E Master Blenders 1753, Mondelēz International, Nestlé and Tchibo), organizations (the European Coffee Federation (ECF), the European Aluminium Foil Association (EAFA), the Colombian Coffee Growers Federation (FNC), Flexible Packaging Europe (FPE), the Swiss Federal Office for the Environment (FOEN), the Sustainable Agriculture Initiative (SAI) Platform) and is supported by Quantis as LCA consultant. The project is part of the Sustainable Coffee Program (SCP) powered by IDH.

*(EC Coffee environmental footprint – PEF – 2014)*

Una consecuencia directa del proyecto de Huella de Carbono y Exportaciones de Alimentos es la participación de productores latinoamericanos en el Programa Piloto de Definición de la Huella Ambiental de Producto (PEFCR) de la Comisión Europea.

En una nueva etapa del proyecto, la CEPAL ha promovido esta participación, la cual permitiría que los productores pasen de la etapa de medición y reducción de su propia huella a otra, de incidencia en la definición de los estándares ambientales que en el futuro regirán en los mercados de los países industrializados.

El Programa Piloto de la Comisión Europea que se está realizando entre 2014 y 2016 es una oportunidad para articular posiciones e incidir en los resultados. La CEPAL dio a conocer esta iniciativa a la red público privada formada en el proyecto sobre Huella de Carbono y Exportaciones de Alimentos, y apoyó la postulación del café al Programa que hizo la Federación Nacional de Cafeteros de Colombia.

La Comisión escogió para su Programa Piloto a 11 productos del sector alimentos: cerveza, café, lácteos, alimento para animales (pienso), pescado, carne fresca, agua embotellada, pastas, alimento para mascotas, aceite de oliva y vino. Para cada uno de estos productos se conformó una secretaría técnica en la cual participan los principales actores de la industria, mayoritariamente europeos. Aunque el proceso está formalmente abierto a *stakeholders* de todo el mundo, la perspectiva de los productores —quienes constituyen el primer eslabón de la cadena de suministro— está generalmente ausente.

*(CEPAL Project Management Unit, March 2015)*



**KPI-6.2.2 (iii) Information from interviews and questionnaire** (with explicit source referencing)

*Ministry for environment is driving a large programme for the mines where the footprint measure is a major issue*

Amezquita (PROCOLOMBIA)

*Now we should think on the following step that is from measure we should go into mitigation /reduction of carbon footprint toward a sustainable growth: this means investments, change of technology and mostly change of vision*

*The coffee producers are developing their own carbon footprint with their own resources, the same the quinoa producers*

*A new project funded by BID is addressed to reduction of carbon footprint for asparagus and oranges production. It started in March 2014 and the results were presented at the final CEPAL event in December 2014.*

*We had some new experiences to consolidate our knowledge*

Solana (PERU)

*Between the results we have cases where some local conflicts/misunderstanding between authorities and enterprises have been solved (see Ecuador where a company had the carbon footprint measure done but the Environment Ministry did not know it)*

Olmos (CEPAL)

*We have received numerous requests to start new activities in the carbon footprint measure from our “clients”.*

Luque (ECUADOR)

*The coffee producers are developing their own carbon footprint with their own resources, the same the quinoa producers*

*A new project funded by BID is addressed to reduction of carbon footprint for asparagus and oranges production. It started in March 2014 and the results were presented at the final CEPAL event in December 2014.*

Solano (PERU)

*We think that carbon footprint should be part of the quality certification process and we intend to develop this view We can say that in our country the attention for climate change effect was already well established but the project allowed a larger distribution of information to all stakeholders: this increased surely the public awareness*

*Now we should think on the following step that is from measure we should go into mitigation /reduction of carbon footprint toward a sustainable growth: this means investments, change of technology and mostly change of vision*

Solano (PERU)

*The hope that the “public private tables” set up by the project in each country continue as they were the right instrument to deal with issues like the adaptation to climate change where the need for coordination and mobilization between the different stakeholders is primordial.*

*The adaptation/mitigation of the carbon footprint should be the next step*

Herreros (CEPAL)

*We received a number of requests to enlarge the activities to other countries (Uruguay/Argentina). Besides CEPAL now BID and other organizations are actively working on the topic.*

*After the carbon footprint there is now the challenge with the water footprint and then the overall environmental footprint: here we have already an experimental project funded by the European Union*

*The foot print measure should be the first step toward adaptation/mitigation: but the need for resources should be taken into account*

Olmos (CEPAL)

*In December 14, the Ministry of Environment launched a new zero carbon footprint project: we cannot say as consequence but at least the CEPAL initiatives cleaned the way*

Luque (ECUADOR)



*The measure of carbon footprint is an instrument for a better energy efficiency: this comes from the answers of the participating enterprises*  
*Raise more the interest in Academia*  
*Use of the carbon footprint measure as management tool available for the business organizations to distribute to the associates*  
*Thank to the project there is now a group of local consultants specialized in the carbon footprint measure that can develop new initiatives*  
 Mulder (CEPAL)

#### **Assessment of/statement on Judgement Criterion JC-6.2 (based on the KPIs main findings)**

The public-private roundtables established in four participating countries to serve as partners to ECLAC's project have been the base for continuity of the project's objectives in developing national policies oriented towards the mitigation of green-house gas emissions of export products. Some new opportunities reported by firms included: improving their sustainability profile with existing international buyers; being approached by new potential buyers who value the fact that they were measuring their carbon footprint, improving their prospects of obtaining international certification of sustainability standards (specifically the Roundtable on Sustainable Palm Oil certification for participating firms from Ecuador and Honduras). The firms, which participated in the field studies, acquired a practical, hands-on knowledge about how to calculate the carbon footprint of the products they export, as well as how to implement actions to reduce it. In the process, as indicated in the interviews, many of them realized that measuring and reducing their carbon footprint was not only useful to prepare for future environmental standards and restrictions, but also to increase their own efficiency and competitiveness (KPI 6.2.1)

The regional public-private network of stakeholders developed through the project's activities, helped create the Latin American and Caribbean Coffee Environmental-Footprint Network in 2014, with public and private representatives of 10 countries. This Network began to participate in the European Commission's Pilot Program to define Product Environmental Footprint Category Rules (PEFCR), which will set the standard for coffee for the European market as of 2018. This participation is perceived by the stakeholders as an opportunity to enhance their competitiveness in this market.

Local counterparts confirm that the technical capacity increased and they want to include the topic in the standard activities. However there is a common perception that more attention should have been given to the improvement of local capacities: the Spanish company in charge of the footprint methodology did not offer the assistance expected in this regard. Another issue is the different level of enterprises involved in the carbon footprint measure that produced such startling differences: working with small enterprises means a widely different approach and one can wonder if these enterprises are ready to face the international markets.

In Colombia, based on the experiences of the project, the interest for the carbon footprint got a strong push and now there are —according to the focal point— few other initiatives on going:

- few projects implemented by the Ministry of Agriculture extending the measure to different sectors
- a project with the support of Dutch cooperation managed by the national Commission on Climate change to measure the carbon footprint of bananas, flowers and coffee
- a project to be started by the producers association for cacao
- a project focused on export with the support of Canadian Cooperation managed by Pro-export

In Peru as consequence of the project the local export promotion agency —PROMPERU— established a special unit called “oficina para el comercio sostenible”

In the Dominican Republic, the export promotion agency became a permanent member of an intergovernmental committee on climate change to coordinate policies.

In Argentina, during September 2013, a draft bill was introduced in the Argentine Congress to establish public policies aimed at promoting the calculation and reduction of the carbon footprint of the country's agro-industrial sector. In its introductory part, it is stated that the draft bill was partly motivated by the concepts developed in ECLAC's document “Huella de carbono y exportaciones de alimentos. Guía práctica” (Carbon footprint and food exports. Practical guide), published in 2012 in the context of this DA project. As of March 2015, the draft bill is being discussed in the House of Deputies.

In Ecuador, the trade promotion agencies have initiated a new carbon footprint project funded by CAF, to build on the project's capacity building and carbon measurement studies. In February 2015 UNCTAD and the Ecuadorian Ministry of Foreign Trade organized a workshop on Ecuador's National Green Export Review —focusing on the issue of sustainability in the cocoa and chocolate. Participants included representatives from the private sector engaged in cocoa and chocolate production and exports, the Ministries of Environment, Agriculture, Exports Policy and Foreign Trade. They discussed and validated an Action Plan containing strategic guidelines and actions required to promote production and exports of cocoa and value-added chocolate, drawing upon local conditions and suggestions provided in the UNCTAD study on National Green Exports Review of Ecuador

The project was successful in all counties in promoting the formation of public-private roundtables to discuss policies and actions needed to reduce the carbon footprint of food exports in participating countries. In some of them, the public-private roundtables continued in different modalities.(KPI 6.2.2)

Several initiatives inspired by the project—in particular its component of measurement of export products' carbon footprint— started in 2014 in different Latin American countries. Those initiatives are summarized below. Peru's export promotion agency (PROMPERU) and Ministry of Foreign Trade and Tourism (MINCETUR) jointly carried out a pilot project to measure the carbon footprint of two export products (asparagus and tangerines) in 10 firms from the regions of Lima, Ica and La Libertad. This project, financed by the Inter American Development Bank (IADB) and the Swiss Cooperation, was modeled after the similar studies being conducted in Colombia, the Dominican Republic, Ecuador, Honduras and Nicaragua within the framework of ECLAC's DA project. Indeed, Peru selected the same consortium of specialized consultants (Factor CO<sub>2</sub> and SNV) chosen by ECLAC to measure of carbon footprint of participating firms, and used the same methodology (PAS 2050) to facilitate comparative results. The ECLAC project organized several capacity building activities in Peru, together with Promperu, in 2013-2014 and results of both projects' field studies were presented at a joint seminar in Lima in December 2014.

Ecuador's Corporation for the Promotion of Exports and Investment (CORPEI), with the support of the public-sector Institute for the Promotion of Exports and Investments (ProEcuador), started a project to measure the carbon footprint of firms exporting bananas, cocoa, chocolate and processed tuna. This project, partially funded by the Latin American Development Bank (CAF), is a direct spin-off of ECLAC's DA Project, in which CORPEI was ECLAC's national counterpart in Ecuador. CORPEI's assessment of ECLAC's DA project was so positive that it sought and obtained additional funding from CAF to measure the carbon footprint of other products relevant to Ecuador's export basket. As of February 2015, firms are registering to participate in this new project.

Since May 2014, four countries (Costa Rica, the Dominican Republic, Guatemala and Nicaragua) are jointly implementing the project "Inventory of greenhouse gases (GHG) in exporting firms in Central America". The project, scheduled to last 3 years, is co-financed by the Regional Public Goods Program of the American Development Bank. The project aims at assisting Central American countries in the export of products with low carbon footprint or that are carbon-neutral. To this end, several activities are envisaged, including the development of a Central American Technical Standard for Carbon Neutrality (to be subsequently applied to the GHG emissions of four Central American exporting SMEs) and of specific Central American emission factors. Both activities are fully in line with the recommendations of ECLAC's DA Project. It is also worth noting that two of the project's four appointed national counterpart agencies (CEI in Nicaragua and CEI-RD in the Dominican Republic) were also the national counterparts in ECLAC's DA Project.

Finally, building on the positive experience of the DA Project, ECLAC promoted the coordinated participation of Latin American stakeholders in the European Commission's ongoing pilot project to develop a harmonized methodology to calculate the environmental footprint of different product categories (Product Environmental Footprint Category Rules, PEFCR). Specifically, ECLAC has coordinated the creation of a Latin American network of stakeholders involved in the definition of the environmental footprint for coffee. This network, established in September 2014, includes producer associations and public agencies from 10 countries (Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Nicaragua, Peru and the Dominican Republic). Through this initiative, Latin American stakeholders will be able to influence the definition of the future European environmental footprint for coffee, a product of great export interest for the region. If successful, this novel approach could be replicated for other products included in the European Commission's pilot project.

On December 11, 2014 the project's main activities, findings and recommendations were presented at the side event "Trade and Climate Change: Exploring a New Agenda", co-organized by ECLAC, the International Centre for Trade and Sustainable Development (ICTSD) and the government of Honduras, on the margins of the UNFCCC COP 20 in Lima (Peru).

**Preliminary Answer to the Evaluation Question EQ-6 based on the statements on the Judgement Criteria**

The need to consolidate the project's outcomes is well evident in the strategies of major economic actors and in the literature, especially when related to the trade off between agriculture, climate change adaptation and poverty.

The time span covered by the 7th European Union Environmental Plan 2014-2020 corresponds to key phases in international climate, biodiversity and chemical policy. It explicitly says that to remain within the carbon ceiling, global GHG emissions need to be cut by at least 50 % of their 1990 levels by 2050. However, the pledges countries have made so far to reduce GHG emissions will deliver no more than one third of the reductions required by 2020. Without more resolute global action, climate change is unlikely to be curtailed. Even in a best-case scenario, countries will increasingly face inevitable impacts from climate change because of historical GHG emissions and will need to develop climate adaptation strategies. Under the Durban Platform for Enhanced Action, a comprehensive and robust agreement applicable to all is to be agreed by 2015 and implemented as of 2020. The European Union continues to be the major supporter for climate change mitigation measures and will remain engaged proactively in this process, including in discussions on how to close the gap between current emission reduction pledges by developed and developing countries, and on action needed to stay on an emission pathway compatible with the objective, informed by the latest findings from the IPCC. The implementation of the Rio+20 outcome must also ensure coherence and complementarities with this process so that they are mutually reinforcing. The follow-up to Rio+20 should also help to reduce GHG emissions, thus supporting the fight against climate change. In parallel, the European Union wants to pursue and further intensify climate change partnerships with strategic partners and should take further action to mainstream environmental and climate-related considerations in its trade and development policies, bearing in mind mutual commitments and benefits. This long-term plan by a major importer of agricultural products from LAC countries is sufficient to define the potential threats that in the future exporter should face.

Adaptation/mitigation is an inherently dynamic process, and occurs in the context of other endogenous dynamic processes including population growth, migration, technological change, economic growth, and structural transformation. Adaptation/mitigation can take place at different decision-making scales (household, organization, national) and at different geographical scales. The policy environment in which decision-makers operate, i.e. social safety nets, trade policies, market price support and stockholding, land tenure and water rights, and the ability of stakeholders to participate in political processes push and define climate change adaptation/mitigation decisions. The net result of these complicating factors makes it challenging to observe adaptation empirically and to forecast the potential for such adaptation to mitigate adverse impacts from future climate change.

A great deal has been written about climate change in the past two decades. Poverty has also received increased attention, especially in the context of the Millennium Development Goals. However, the link between climate change and poverty has been far less thoroughly examined. Agriculture could be a the primary mean in which the impacts of climate change are transmitted to the poor s most of the poorest are within the agricultural sector, and in the same time agriculture is a sector at the forefront of climate change mitigation efforts in developing countries.

While the effects of adverse climate shocks on the poor have received relatively more attention, it is entirely possible that the poverty impacts of attempts to mitigate climate change could have a much greater effect on the poor in some developing countries: in effect it is conceivable that both the direct effects of payments to sequester carbon, as well as the indirect effects of mitigation activities on wages and food prices, could have important poverty impacts. Of course, realizing potential poverty benefits of mitigation programs depends on both the extent that agriculture and forestry offer low cost mitigation opportunities, and the extent to which governments are able to effectively mobilize resources to slow the rate of GHG emissions. It is clear that individuals and societies have adapted to climate change over the course of human history and will continue to do so.

In the end, policy makers concerned about the impact of climate change on agriculture and poverty cannot wait for the academic community to resolve all the uncertainty that presently exists: climate change is a “wicked problem”, and wicked problems do not have clear-cut solutions. There is little to be gained by waiting before taking concrete steps to deal with this issue —particularly in countries where extreme climate events are already imposing severe burdens on the poor. Fortunately, many of the policies that are good for economic development in general, also offer effective strategies for lessening the impact of climate change on the poor. Such strategies include improvements in: (i) governance of common pool natural resources, (ii) transportation and communication infrastructure as well as international trade facilitation to lessen the severity of regional climate shocks, (iii) irrigation and/or improved water management to deal with extreme precipitation events, (iv) credit and insurance markets, (v) investment in adaptive agricultural research, (vi) human capital to increase alternative employment opportunities of the poor, and (vii) facilitation of migration to allow poor households to take full advantage of changes in the economic landscape. These measures all serve to promote economic development while increasing the resilience of low-income households to adverse climate events.

The field studies have been successful in producing new knowledge useful not only for the enterprises directly involved as the methodology and the suggestions have been widely distributed, generating a multiplier effect: a critical indicator —according to the focal points— has been the request coming from other enterprises and other sectors to implement the same exercise. Another consequence is the change in management processes that most enterprises decided to implement, especially for the collection and processing of data, the adaptation of energy sources and the treatment of wastes. In April and May 2014, the ECLAC team held interviews with representatives from 33 of the 45 firms that participated in the field studies carried out in five countries between April and October 2013. In their responses to the question “Has your firm implemented any of the recommendations arising from its participation in the pilot field studies?”, 22 of the 33 firms that filled the questionnaire (67%) answered yes, even though the time from the events and the finalization of carbon footprint measure was quite short. Most of the implemented recommendations relate to actions to promote energy efficiency within the firm, as well as logistics, especially transportation by truck. Moreover, most of the firm representatives, who had not yet implemented the recommendations, indicated that they intended to apply some of them in the near future. It has been confirmed in questionnaire answers that for the enterprises the measure of the carbon footprint becomes a full management instrument quite useful to keep under control mostly the energy costs and the distribution, besides being an opportunity to build a new market strategy. (JC 6.1)

The project’s direct involvement with multiple stakeholders (including government officials, lawmakers and producers’ and exporters’ associations, among others), its micro-level, hands-on approach and emphasis on the development of public-private alliances to lower the carbon footprint of agro-industrial exports have been incorporated in several recent initiatives across Latin America. In Ecuador palm oil sales from companies present now the carbon footprint content and companies say it helps. In Nicaragua the export organization —CEI— made a questionnaire addressed to the participating enterprises that reported a large satisfaction and moreover a continuous interest in keeping the instruments active. It is reported by local organizations that visits to the enterprises to check on the impact reported substantial positive results, even though some difficulties in keeping up with the measures and with the attached costs have been mentioned. In Nicaragua a new project started with BID to establish a regional norm of the climate change adaptation, while the participation of coffee producers to a EU project of carbon footprint is mentioned together with the introduction at the University of a special course on climate change. In all countries the topic is now well entered into the public domain and there are expectations for new developments as private sector enterprises are becoming more aware of the importance of the issue. Overall the increased awareness is reported as a success, especially for the private sector. (JC 6.1)

The public-private roundtables established in four participating countries to serve as partners to ECLAC’s project have been the base for continuity of the project’s objectives in developing national policies oriented towards the mitigation of green-house gas emissions of export products. Some new opportunities reported by firms included: improving their sustainability profile with existing international buyers; being approached by new potential buyers who value the fact that they were measuring their carbon footprint, improving their prospects of obtaining international certification of sustainability standards (specifically the Roundtable on Sustainable Palm Oil certification for participating firms from Ecuador and Honduras). The

firms, which participated in the field studies, acquired a practical, hands-on knowledge about how to calculate the carbon footprint of the products they export, as well as how to implement actions to reduce it. In the process, as indicated in the interviews, many of them realized that measuring and reducing their carbon footprint was not only useful to prepare for future environmental standards and restrictions, but also to increase their own efficiency and competitiveness (KPI 6.2.1)

The regional public-private network of stakeholders developed through the project's activities, helped create the Latin American and Caribbean Coffee Environmental-Footprint Network in 2014, with public and private representatives of 10 countries. This Network began to participate in the European Commission's Pilot Program to define Product Environmental Footprint Category Rules (PEFCR), which will set the standard for coffee for the European market as of 2018. This participation is perceived by the stakeholders as an opportunity to enhance their competitiveness in this market.

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In Argentina, during September 2013, a draft bill was introduced in the Argentine Congress to establish public policies aimed at promoting the calculation and reduction of the carbon footprint of the country's agro-industrial sector. In its introductory part, it is stated that the draft bill was partly motivated by the concepts developed in ECLAC's document “Huella de carbono y exportaciones de alimentos. Guía práctica” (Carbon footprint and food exports. Practical guide), published in 2012 in the context of this DA project. As of March 2015, the draft bill is being discussed in the House of Deputies.

In Ecuador, the trade promotion agencies have initiated a new carbon footprint project funded by CAF, to build on the project's capacity building and carbon measurement studies. In February 2015 UNCTAD and the Ecuadorian Ministry of Foreign Trade organized a workshop on Ecuador's National Green Export Review —focusing on the issue of sustainability in the cocoa and chocolate. Participants included representatives from the private sector engaged in cocoa and chocolate production and exports, the Ministries of Environment, Agriculture, Exports Policy and Foreign Trade. They discussed and validated an Action Plan containing strategic guidelines and actions required to promote production and exports of cocoa and value-added chocolate, drawing upon local conditions and suggestions provided in the UNCTAD study on National Green Exports Review of Ecuador

The project was successful in all countries in promoting the formation of public-private roundtables to discuss policies and actions needed to reduce the carbon footprint of food exports in participating countries. In some of them, the public-private roundtables continued in different modalities. (KPI 6.2.2)

Several initiatives inspired by the project —in particular its component of measurement of export products' carbon footprint— started in 2014 in different Latin American countries. Those initiatives are summarized below. Peru's export promotion agency (PROMPERU) and Ministry of Foreign Trade and Tourism (MINCETUR) jointly carried out a pilot project to measure the carbon footprint of two export products (asparagus and tangerines) in 10 firms from the regions of Lima, Ica and La Libertad. This project, financed by the Inter American Development Bank (IADB) and the Swiss Cooperation, was modeled after the similar studies being



conducted in Colombia, the Dominican Republic, Ecuador, Honduras and Nicaragua within the framework of ECLAC's DA project. Indeed, Peru selected the same consortium of specialized consultants (Factor CO2 and SNV) chosen by ECLAC to measure of carbon footprint of participating firms, and used the same methodology (PAS 2050) to facilitate comparative results. The ECLAC project organized several capacity building activities in Peru, together with Promperu, in 2013-2014 and results of both projects' field studies were presented at a joint seminar in Lima in December 2014.

Ecuador's Corporation for the Promotion of Exports and Investment (CORPEI), with the support of the public-sector Institute for the Promotion of Exports and Investments (ProEcuador), started a project to measure the carbon footprint of firms exporting bananas, cocoa, chocolate and processed tuna. This project, partially funded by the Latin American Development Bank (CAF), is a direct spin-off of ECLAC's DA Project, in which CORPEI was ECLAC's national counterpart in Ecuador. CORPEI's assessment of ECLAC's DA project was so positive that it sought and obtained additional funding from CAF to measure the carbon footprint of other products relevant to Ecuador's export basket. As of February 2015, firms are registering to participate in this new project.

Since May 2014, four countries (Costa Rica, the Dominican Republic, Guatemala and Nicaragua) are jointly implementing the project "Inventory of greenhouse gases (GHG) in exporting firms in Central America". The project, scheduled to last 3 years, is co-financed by the Regional Public Goods Program of the American Development Bank. The project aims at assisting Central American countries in the export of products with low carbon footprint or that are carbon-neutral. To this end, several activities are envisaged, including the development of a Central American Technical Standard for Carbon Neutrality (to be subsequently applied to the GHG emissions of four Central American exporting SMEs) and of specific Central American emission factors. Both activities are fully in line with the recommendations of ECLAC's DA Project. It is also worth noting that two of the project's four appointed national counterpart agencies (CEI in Nicaragua and CEI-RD in the Dominican Republic) were also the national counterparts in ECLAC's DA Project.

Finally, building on the positive experience of the DA Project, ECLAC promoted the coordinated participation of Latin American stakeholders in the European Commission's ongoing pilot project to develop a harmonized methodology to calculate the environmental footprint of different product categories (Product Environmental Footprint Category Rules, PEF-CR). Specifically, ECLAC has coordinated the creation of a Latin American network of stakeholders involved in the definition of the environmental footprint for coffee. This network, established in September 2014, includes producer associations and public agencies from 10 countries (Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Nicaragua, Peru and the Dominican Republic). Through this initiative, Latin American stakeholders will be able to influence the definition of the future European environmental footprint for coffee, a product of great export interest for the region. If successful, this novel approach could be replicated for other products included in the European Commission's pilot project.

On December 11, 2014 the project's main activities, findings and recommendations were presented at the side event "Trade and Climate Change: Exploring a New Agenda", co-organized by ECLAC, the International Centre for Trade and Sustainable Development (ICTSD) and the government of Honduras, on the margins of the UNFCCC COP 20 in Lima (Peru).

In the EU Pilot Program 2014-2016 for the definition of product environmental standards (PEFCR), 11 products from the food sector: beer, coffee, dairy, animal feed, fish, beef, bottled water, pasta, pet food, olive oil and wine: it is open to all stakeholders to participate in the definition of standards which will be applied on the European market. ECLAC initiative to coordinate the participation of producers from Latin America and the Caribbean in the PP technical secretariat, in the consultations and commentaries on the draft rules, and to disseminate information



<b>Information Matrix EQ 7</b>	
<b>Evaluation Question 7</b>	
<b>To what extent did the project's activities and outcomes contribute to create synergies with other ECLAC development interventions and with other UN and not-UN institutions and to strengthen ECLAC image in the beneficiary countries as provider of "capacity building"?</b>	
<b>List of Judgement Criteria (JCs) under the EQ 7</b>	
JC-7.1	The project operated to research an adequate level of coordination with other ECLAC interventions and with other UN and not UN institutions.
JC 7.2	In the project strategy and operations there is evidence of the ECLAC value added for its support to the Latin America national public and private institutions
JC-7.3	The project's visibility has been ensured thanks to a wide variety of actions and supports
<b>JC-7.1:</b> The project operated to research an adequate level of coordination with other ECLAC interventions and with other UN and not UN institutions.	
<b>List of Key Performance Indicators (KPIs) under JC 7.1 (codes and definition)</b>	
KPI-7.1.1	<i>Evidence of coordination and complementarities between the project and other ECLAC interventions</i>
KPI-7.1.2	<i>Evidence in research of synergies and coordination with other UN and not UN institutions.</i>
<b>KPI-7.1.1:</b> <i>Evidence of coordination and complementarities between the project and other ECLAC interventions</i>	
<b>Main Findings on KPI-7.1.1:</b>	
<p>Since project design the involvement of other ECLAC divisions was clear and precise with identification of the future programmes most open to coordination and collaboration:</p> <ul style="list-style-type: none"> <li>- Sub-programme 1 of the International Trade and Integration Division dealing with regional cooperation and integration schemes to strengthen linkages between LAC countries and the global economy.</li> <li>- Sub-programme 8 of Sustainable Development and Human Settlements Division, enhancing the capacity of the Governments of the region to follow-up in the implementation of commitments derived related to World Summit on Sustainable Development and MDGs</li> <li>- Sub- programme 2 Production and Innovation, Sustainable Development and Human Settlements Division, fostering productivity convergence and innovation in LAC within sustainable development and the linkages with the global economy</li> </ul> <p>In effect during project implementation, also thanks to the Project Steering Committee, the opportunities for collaboration have been continuously researched, especially with the Division of Sustainable Development and Human Settlements.</p> <p>The organization of the International Carbon Footprint Seminars was developed jointly and the officer of the Division participated to the elaboration of the main project documents.</p>	
<b>KPI-7.1.1 (i) Data, figures and tables:</b> <i>(with explicit source referencing)</i>	
<b>KPI-7.1.1 (ii) Key extracts from documents:</b> <i>(with explicit source referencing)</i>	
<p>Este proyecto es liderado por la División de Comercio Internacional e Integración de la CEPAL. Asimismo, se contó con el apoyo del componente 4 "Integración, comercio e inversiones" del Programa de Cooperación Técnica 2010-2013 entre la Comisión Económica para América Latina y el Caribe (CEPAL) y la Agencia Española de Cooperación Internacional para el Desarrollo (AECID).</p> <p><i>("Huella de carbono, exportaciones y estrategias empresariales frente al cambio climático", december 2013)</i></p>	
<b>KPI-7.1.1 (iii) Information from interviews and questionnaire</b> <i>(with explicit source referencing)</i>	
<p><i>The relation with the unit for sustainable development have been close (meetings every three months and common work on the main documents)</i></p> <p><i>BID developed a similar project for Central America</i></p> <p><i>Mulder (CEPAL)</i></p>	

*The collaboration with the sustainable development unit was very positive and produced good practices that can be consolidated in future*  
Frohmann (CEPAL)

**KPI- 7.1.2: Evidence in research of synergies and coordination with other UN and not UN institutions**

**Main Findings on KPI-7.1.2 :**

The opportunities for collaboration with other UN agencies and donors have received special attention all along the project implementation.

To include Honduras as beneficiary country, additional funds to the amount of US\$30.000 were obtained from ECLAC's Regular Programme of Technical Cooperation (RPTC). Those funds allowed not only adding Honduras to the four that participated in the Project from the outset but also financed first workshop of Coffee's Environmental Footprint Network.

Additional financing, to the amount of US\$57.452 , was obtained from the French Cooperation. That allowed bringing in some experts to participate in the 2012, 2013 and 2014 versions of the International Carbon Footprint Seminar and finance participation of representatives of beneficiary countries at the COP 2014 meeting in Lima, including the International Carbon Footprint Seminars and the COP 20 side-event.

Moreover several national agencies (public, private and public-private) raised financing from international development banks and donor governments to implement in their own countries activities that were either included in the Project or fully in line with its approach and goals. That is the case of the financing obtained by CORPEI from CAF in the case of Ecuador, by PROMPERU and MINCETUR from the IDB and the Swiss Cooperation in the case of Peru, and by PROCOMER, CEI, AGEXPORT and CEI-RD from the IDB, in the case of the four Central American countries

In terms of collaboration it should be mentioned that the management unit developed relations with the EU (invited to the international seminars), WTO Genève (participated to conferences and documents), ICTSD Genève (not governmental organization). All these organization participated in different project events, especially the international seminars.

**KPI-7.1.2 (i) Data, figures and tables:** (with explicit source referencing)

**KPI-7.1.2 (ii) Key extracts from documents:** (with explicit source referencing)

Depending on the target countries to be selected, ECLAC's relevant sub-regional headquarters and/or national offices will provide local support to project implementation which may include the following: identification and liaison with beneficiary entities and other stakeholders (such as national consultants or the media), coordination of logistics related to selected technical cooperation activities (technical assistance missions, organization of workshops and meetings).

ECLAC will also seek cooperation from other relevant UN agencies (such as FAO, ITC, UNCTAD, UNEP and UNIDO) for specific activities within the project. One initiative of these agencies is the proposed launch of a joint UN Forum on Sustainability Standards, whose work ECLAC will closely follow. In similar fashion, ECLAC will keep abreast of other relevant international initiatives, such as the Product Carbon Footprint World Forum.

(CEPAL Project Document, September 2011)

Este documento fue preparado por Elena de Jesús, Oficial de Asuntos Económicos de la División de Comercio Internacional e Integración de la Comisión Económica para América Latina y el Caribe (CEPAL), con aportes sustantivos de Caroline van Kilsdonk, consultora de la Embajada de Francia, Alicia Frohmann y Ximena Olmos, consultoras de la División de Comercio Internacional e Integración de la CEPAL, y Nanno Mulder y Sebastián Herreros, Oficiales de Asuntos Económicos de la misma división.

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(infome IV seminario Huella de Carbono)

During 2013 firms in Honduras were incorporated to the field studies through additional technical assistance resources from ECLAC, through RPTC (Regular Program for Technical Cooperation) funds for an amount of 20.000\$.

*(Progress report, December 2013)*

**KPI-7.1.2 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

*Besides the close relations with the other mentioned departments of ECLAC we developed relations with the AGF (France), AECI (Spain) that supported the publication of documents and the presence of participants to the international seminars.*

Herrerros (CEPAL)

*Besides the internal coordination/collaboration with the sustainable development unit for most of the events and documents, we developed relation with the EU (invited to the international seminars), WTO Genève (participated to conferences and documents), ICTSD Genève (not governmental organization).*

Frohmann (CEPAL)

**Assessment of/statement on Judgement Criterion JC-7.1 (based on the KPIs main findings)**

During the implementation of the project the management unit has always been very attentive to create opportunities to collaborate with the other ECLAC division, other UN agencies and international donors with some specific success that allowed to enlarge the set of direct beneficiaries and to consolidate the message.

Since project design the involvement of other ECLAC divisions was clear and precise with identification of the future programmes most open to coordination and collaboration. In effect during project implementation, also thanks to the Project Steering Committee, the opportunities for collaboration have been continuously researched, especially with the Division of Sustainable Development and Human Settlements. The organization of the International Carbon Footprint Seminars was developed jointly and the officer of the Division participated to the elaboration of the main project documents.(KPI 7.1.1)

The opportunities for collaboration with other UN agencies and donors have received special attention all along the project implementation. To include Honduras as beneficiary country, additional funds to the amount of US\$30.000 were obtained from ECLAC's Regular Programme of Technical Cooperation (RPTC). Additional financing, to the amount of US\$57.452 , was obtained from the French Cooperation to increase experts participation in the 2012, 2013 and 2014 International Carbon Footprint Seminar and in the COP 2014 meeting in Lima. Moreover several national agencies (public, private and public-private) raised financing from international development banks and donor governments to implement in their own countries activities that were either included in the Project or fully in line with its approach and goals. That is the case of the financing obtained by CORPEI from CAF in the case of Ecuador, by PROMPERU and MINCETUR from the IDB and the Swiss Cooperation in the case of Peru, and by PROCOMER, CEI, AGEXPORT and CEIRD from the IDB, in the case of the four Central American countries In terms of collaboration it should be mentioned that the management unit developed relations with the EU (invited to the international seminars), WTO Genève (participated to conferences and documents), ICTSD Genève (not governmental organization). All these organization participated in different project events, especially the international seminars. (KPI 7.1.2)

**JC- 7.2 :** In the project strategy and operations there is evidence of the ECLAC value added for its support to the Latin America national public and private institutions

**KPI 7.2.1** *There is evident that through the project ECLAC continued to play a leading role in supporting Latin America public institutions.*

**KPI 7.2.2** *The project activities and outputs contributed to the reinforcement of ECLAC recognition as credible provider of support.*

**KPI-7.2.1 :** *There is evident that through the project ECLAC continued to play a leading role in supporting Latin America public institutions.*

**Main Findings on KPI-7.2.1 :**

The most important activities have been without doubts the three international seminars of the carbon footprint, to which hundreds of experts from the region and from Europe participated. The role of ECLAC was immediately perceived as leader in the elaboration and distribution of information and technical assistance. The IV International Carbon Footprint Seminar, in 2012, allowed a large set of presentation of the status of the carbon footprint issues in different LAC and European countries. The V International

Carbon Footprint Seminar, in 2013, served as a regional forum to deal with the issue of “Public and private practices to reduce environmental footprint in international trade”, with special focus was Latin American experiences. The VI. International Carbon Footprint Seminar, in 2014, served as a regional forum to present and discuss the final results of the carbon footprint calculation field studies developed in the context of this project.

In KPI 6.3.1 the set of initiatives inspired by the project, in particular by its component of measurement of export products’ carbon footprint, started in 2014 in different Latin American countries. This is the evidence of the appreciation and validity of the technical assistance and the support offered by the project and consequently of the leading role of ECLAC in the promotion of LAC countries participation in the international trade.

Moreover, building on the positive experience of the DA Project, ECLAC promoted the coordinated participation of Latin American stakeholders in the European Commission’s ongoing pilot project to develop a harmonized methodology to calculate the environmental footprint of different product categories (Product Environmental Footprint Category Rules, PEFCR). Specifically, ECLAC has coordinated the creation of a Latin American network of stakeholders involved in the definition of the environmental footprint for coffee. This network, established in September 2014, includes producer associations and public agencies from 10 countries (Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Nicaragua, Peru and the Dominican Republic). Through this initiative, Latin American stakeholders will be able to influence the definition of the future European environmental footprint for coffee, a product of great export interest for the region. If successful, this novel approach could be replicated for other products included in the European Commission’s pilot project.

Close to project end, on December 2014, the credibility and the strength of ECLAC role received another push when the project’s main activities, findings and recommendations were presented in one of side event of UNFCCC COP 20 in Lima (Peru), “*Trade and Climate Change: Exploring a New Agenda*”: in this case ECLAC was one of the co-organizers together with the International Centre for Trade and Sustainable Development (ICTSD) and the government of Honduras.

**KPI-7.2.1 (i) Data, figures and tables:** *(with explicit source referencing)*

**KPI-7.2.1 (ii) Key extracts from documents:** *(with explicit source referencing)*

It is also expected that during 2014 two pilot studies will be carried out in Peru, under the coordination of its export promotion agency (Promperu) and with funding from the Inter American Development Bank. The carbon footprint of two agricultural export products will be calculated following the same methodological approach used in the project’s field studies.

*(Progress report, December 2013)*

En 2014 y 2015, el equipo de la CEPAL está desarrollando una labor de articulación y promoción de la participación de los productores de café y de los organismos públicos relacionados, facilitando los flujos y la entrega de información e incentivando la participación activa en las consultas y comentarios sobre borradores de reglas de categoría de los productos. Para reforzar la presencia latinoamericana en el Programa Piloto del Café (América Latina representa un 50% de las importaciones europeas de café), CEPAL coordinó la creación de la Red Latinoamericana y del Caribe de la Huella Ambiental del Café, con representantes públicos y privados de 10 países de la región: Colombia, Costa Rica, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Nicaragua, Perú y República Dominicana. La Red se constituyó en septiembre de 2014 y volverá a reunirse en abril de 2015. Esta participación servirá de aprendizaje a los exportadores latinoamericanos y el ejercicio permitirá también poner a prueba la posibilidad de hacer presente la perspectiva de los productores de los países en desarrollo e incidir en la definición de los estándares ambientales que regirán el comercio internacional en la próximas décadas.

*(CEPAL Project management unit communication, march 2015)*

En el marco de la COP 20 de Lima, se realizó el 11 de diciembre de 2014, el evento paralelo “Comercio y cambio climático: Explorando una nueva agenda”, presidido por la Secretaria Ejecutiva de la CEPAL, Alicia Bárcena. Allí se dieron a conocer los principales resultados del proyecto. El evento fue presentado

por el Gobierno de Honduras y se organizó en conjunto con ICTDS. Asistieron al evento unos 100 representantes de diversos países, los que se encontraban en las negociaciones de cambio climático de la UNFCCC. El evento contó con el apoyo financiero de la Cooperación Francesa, lo que permitió la presencia de representantes de República Dominicana, Honduras, Colombia y Ecuador. Se elaboró una infografía para apoyar la difusión.

*(CEPAL project Management unit, presentacion, January 2015)*

The V. International Carbon Footprint Seminar, in 2013, served as a regional forum to deal with the issue of “Public and private practices to reduce environmental footprint in international trade”. This time, the principal focus was Latin American experiences regarding carbon footprint calculation and reduction, including public policies and business practices.

The VI. International Carbon Footprint Seminar, in 2014, served as a regional forum to present and discuss the final results of the carbon footprint calculation field studies developed in the context of this project. A Roundtable with private and public representatives of all beneficiary countries allowed for an exchange of experiences and best practices by participants.

A workshop held in Chinchina, Colombia, in September 2014, was the venue where the Latin American and Caribbean Coffee Environmental-Footprint Network gathered for the first time, with public and private sector representatives of 10 countries. The workshop included both capacity building activities and a discussion of the strategy to participate in the European Commission’s Pilot Program to define Product Environmental Footprint Category Rules (PEFCR) which will set the standard for coffee for the European market as of 2018.

The final activity of the project was the COP 20 side-event “Trade and Climate Change. Exploring a New Agenda”, organized together with the Government of Honduras and the International Centre for Trade and Sustainable Development. This event took place in Lima in December 2014 and served as an international forum to present the project’s main activities, findings and recommendations

*(CEPAL project Management unit, final report, March 2015)*

#### **KPI-7.2.1 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

**KPI-7.2.2:** *The project activities and outputs contributed to the reinforcement of ECLAC recognition as credible provider of support.*

#### **Main Findings on KPI-7.3.2 :**

During the project events the role of ECLAC not only as organizer but also as provider of specific support was stressed by the contents of the presentations offered by ECLAC officers and by the documentation distributed. As part of project outputs, the management unit produced two guides that presented the main issues involved in the trade and climate change relationship in the local language and in terms accessible to non-specialists. These guides were aimed at filling basic information gaps among relevant stakeholders (including government officials, lawmakers and producers’ and exporters’ associations, among others) in the participating countries and elsewhere in Latin America. These two documents continue to be consulted, as indicated by the downloads of these guides from the ECLAC website during 2012-2015 (28.622 downloads in total). Another indication of the credibility of the project and ECLAC quality is the fact that many international organizations have made the guides available to the public through their own websites. WE can list the Inter American Development Bank (IDB), the UN Sustainable Development Knowledge Platform, the International Institute for Sustainable Development (IISD), Uruguay’s Union of Exporters, the Office of Agricultural Trade Agreements of the Dominican Republic’s Ministry of Agriculture and Argentina’s Forum on Climate Change and Trade in Latin America, among other institutions.

The content of the 2012 guide was also explicitly referred to in a draft law presented at the House of Deputies of Argentina in 2013. This draft law aimed at reducing the carbon footprint of the country’s agro industrial sector.

From the studies carried out to measure the carbon footprint of 45 firms exporting 7 products in 5 participating countries another outcome can be mentioned: that these studies have been disseminated by different producers associations/organizations of these 7 strategic products in the pilot countries.



**KPI-7.2.2 (i) Data, figures and tables:** *(with explicit source referencing)***KPI-7.2.2 (ii) Key extracts from documents:** *(with explicit source referencing)*

A workshop held in Chinchina, Colombia, in September 2014, was the venue where the Latin American and Caribbean Coffee Environmental-Footprint Network gathered for the first time, with public and private sector representatives of 10 countries. The workshop included both capacity-building activities and a discussion of the strategy to participate in the European Commission's Pilot Program to define Product Environmental Footprint Category Rules (PEFCR) which will set the standard for coffee for the European market as of 2018.

The final activity of the project was the COP 20 side-event "Trade and Climate Change. Exploring a New Agenda", organized together with the Government of Honduras and the International Centre for Trade and Sustainable Development. This event took place in Lima in December 2014 and served as an international forum to present the project's main activities, findings and recommendations (CEPAL project Management unit, draft final report, March 2015)

**KPI-7.2.2 (iii) Information from interviews and questionnaire** *(with explicit source referencing)***Assessment of/statement on Judgement Criterion JC-7.2 (based on the KPIs main findings)**

The project activities contributed effectively to reinforce the leading role of ECLAC as institution able to offer credible services and assistance to LAC organizations and institutions of different levels.

The most important activities have been without doubts the three international seminars of the carbon footprint, to which hundreds of experts from the region and from Europe participated. The role of ECLAC was immediately perceived as leader in the elaboration and distribution of information and technical assistance. The IV International Carbon Footprint Seminar, in 2012, allowed a large set of presentation of the status of the carbon footprint issues in different LAC and European countries. The V International Carbon Footprint Seminar, in 2013, served as a regional forum to deal with the issue of "Public and private practices to reduce environmental footprint in international trade", with special focus was Latin American experiences. The VI. International Carbon Footprint Seminar, in 2014, served as a regional forum to present and discuss the final results of the carbon footprint calculation field studies developed in the context of this project. (KPI 7.2.1)

In KPI 6.3.1 the set of initiatives inspired by the project, in particular by its component of measurement of export products' carbon footprint, started in 2014 in different Latin American countries. This is the evidence of the appreciation and validity of the technical assistance and the support offered by the project and consequently of the leading role of ECLAC in the promotion of LAC countries participation in the international trade. Moreover, building on the positive experience of the DA Project, ECLAC promoted the coordinated participation of Latin American stakeholders in the European Commission's ongoing pilot project to develop a harmonized methodology to calculate the environmental footprint of different product categories (Product Environmental Footprint Category Rules, PEFCR). Specifically, ECLAC has coordinated the creation of a Latin American network of stakeholders involved in the definition of the environmental footprint for coffee.

Close to project end, on December 2014, the credibility and the strength of ECLAC role received another push when the project's main activities, findings and recommendations were presented in one of side event of UNFCCC COP 20 in Lima (Peru), "Trade and Climate Change: Exploring a New Agenda": in this case ECLAC was one of the co-organizers together with the International Centre for Trade and Sustainable Development (ICTSD) and the government of Honduras.(KPI 7.2.1)

During the project events the role of ECLAC not only as organizer but also as provider of specific support was stressed by the contents of the presentations offered by ECLAC officers and by the documentation distributed. As part of project outputs, the management unit produced two guides that presented the main issues involved in the trade and climate change relationship in the local language and in terms accessible to non-specialists. These guides were aimed at filling basic information gaps among relevant stakeholders (including government officials, lawmakers and producers' and exporters' associations, among others) in the participating countries and elsewhere in Latin America. These two documents continue to be consulted, as indicated by the downloads of these guides from the ECLAC website during 2012-2015



(28.622 downloads in total). Another indication of the credibility of the project and ECLAC quality is the fact that many international organizations have made the guides available to the public through their own websites. WE can list the Inter American Development Bank (IDB), the UN Sustainable Development Knowledge Platform, the International Institute for Sustainable Development (IISD), Uruguay's Union of Exporters, the Office of Agricultural Trade Agreements of the Dominican Republic's Ministry of Agriculture and Argentina's Forum on Climate Change and Trade in Latin America, among other institutions. The content of the 2012 guide was also explicitly referred to in a draft law presented at the House of Deputies of Argentina in 2013 while the studies carried out to measure the carbon footprint have been disseminated by different producers associations/organizations of these 7 strategic products in the pilot countries. (KPI 7.2.2)

**JC- 7.3 :** The project's visibility has been ensured thanks to a wide variety of actions and supports

*KPI 7.3.1 Project's design disposed of an adequate communication strategy in order to channel its message to the different audiences and partners (donors, counterparts, beneficiaries) and to grant the project adequate visibility*

*KPI 7.3.2 Project's activities and outcomes have been reported sufficiently in the local media*

**KPI-7.3.1 :** *Project's design disposed of an adequate communication strategy in order to channel its message to the different audiences and partners (donors, counterparts, beneficiaries) and to grant the project adequate visibility*

**Main Findings on KPI-7.3.1 :**

Project's design simply mentioned the need for adequate visibility and suggested the preparation of ad hoc instruments. Even without a proper communication strategy, project's activities and outcomes enjoyed a large attention from local media and this allowed an increased capacity of reach out of the message. The project was in effect well presented not only on ECLAC web site but also on the Facebook site of the organization (during the interviews two persons declared that they knew of it from the Facebook site). Moreover the same national counterpart institutions distributed again the message increasing the multiplier capacity.

**KPI-7.3.1 (i) Data, figures and tables:** *(with explicit source referencing)*

**KPI-7.3.1 (ii) Key extracts from documents:** *(with explicit source referencing)*

The project's visibility will be ensured mostly through the website of ECLAC's Trade and Regional Integration Division, and specific IT tools may be developed to provide beneficiaries with appropriate support. Specific communication may be developed with the media at the regional or national levels when deemed appropriate.  
(ECLAC project design, September 2011)

**KPI-7.3.1 (iii) Information from interviews and questionnaire** *(with explicit source referencing)*

*All events received large attention from local media thank to the CEPAL and local organizations efforts  
In occasion of COP/LIMA, CEPAL organized a parallel event where the outcomes of the project have been presented*

*The carbon footprint measure for coffee producers ("HC mesa café") joins already 10 countries (Colombia/Costa Rica /RD/Ecuador/Guatemala/Peru /Honduras/Jamaica/San Salvador/Nicaragua), five of which participated in the projects activities.*

Mulder (CEPAL)

*The LA Network between export promotion organizations could be a good multiplier of the project contents*  
Olmos (CEPAL)

*Even though the sample was quite limited the final visibility thank to the efforts of CEPAL and the local organization has been quite wide.*

*We contacted at any event the local media and distributed information*

*We established a linkedin HC group as well as a facebook one: in effect the communication plan was part of our tasks*

Gallozzi (SNV)

<p>A communication plan was included in the contract for the carbon footprint measure: it was well developed in different media with wide audience</p> <p>Moreover each event was followed by local media and received a large attention</p> <p>Frohmann (CEPAL)</p>
<p><b>KPI-7.3.2:</b> <i>Project's activities and outcomes have been reported sufficiently in the local media</i></p>
<p><b>Main Findings on KPI-7.3.2 :</b></p> <p>All project activities and events have been widely reported in local media. All events have been well announced to local media and reported at length (in newspapers and TV news: the list of all media is available and show a large amount of citations).</p> <p>In general local national counterparts had the task to inform the media and invite them to the sessions. The presence in local newspapers and TV has been substantial, in some cases with large evidence, especially in the economic media (first page in Peru economic newspaper).</p> <p>A Google search for "Proyecto CEPAL Huella de Carbono" conducted on 19 February 2015 threw around 54,400 results. They include links to specialized news agencies, websites of national newspapers, environmental think tanks or networks, business associations and online journals, among others. The project had its own Facebook , LinkedIn and Twitter pages, also reproduced below.</p> <p>The project also enjoyed wide coverage in English, broadening its potential impact beyond Latin America. A Google search for "ECLAC carbon footprint project" made on 19 February 2015 threw 207,000 results.</p>
<p><b>KPI-7.3.2 (i) Data, figures and tables:</b> <i>(with explicit source referencing)</i></p>
<p><b>KPI-7.3.2 (ii) Key extracts from documents:</b> <i>(with explicit source referencing)</i></p>
<p><b>KPI-7.3.2 (iii) Information from interviews and questionnaire</b> <i>(with explicit source referencing)</i></p> <p><i>We registered a substantial satisfaction with the participants to the events both for the contents and the innovative feature and for the quality of the message</i></p> <p>Luque (ECUADOR)</p>
<p><b>Assessment of/statement on Judgement Criterion JC-7.3 (based on the KPIs main findings)</b></p> <p>Project's design simply mentioned the need for adequate visibility and suggested the preparation of ad hoc instruments. Even without a proper communication strategy, project's activities and outcomes enjoyed a large attention from local media and this allowed an increased capacity of reach out of the message. The project was in effect well presented not only on ECLAC web site but also on the Facebook site of the organization (during the interviews two persons declared that they knew of it from the Facebook site). Moreover the same national counterpart institutions distributed again the message increasing the multiplier capacity. (KPI 7.3.1)</p> <p>All project activities and events have been widely reported in local media. All events have been well announced to local media and reported at length (in newspapers and TV news: the list of all media is available and show a large amount of citations). In general local national counterparts had the task to inform the media and invite them to the sessions. The presence in local newspapers and TV has been substantial, in some cases with large evidence, especially in the economic media (first page in Peru economic newspaper). A Google search for "Proyecto CEPAL Huella de Carbono" conducted on 19 February 2015 threw around 54,400 results. They include links to specialized news agencies, websites of national newspapers, environmental think tanks or networks, business associations and online journals, among others. The project had its own Facebook , LinkedIn and Twitter pages, also reproduced below. The project also enjoyed wide coverage in English, broadening its potential impact beyond Latin America. A Google search for "ECLAC carbon footprint project" made on 19 February 2015 threw 207,000 results. (KPI 7.3.2)</p>

**Preliminary Answer to the Evaluation Question EQ-7 based on the statements on the Judgement Criteria**

The search for coordination and synergies with other ECLAC programmes and other international agencies, UN and others, has been a constant concern of the management unit, convinced that this approach would allow enlarging the set of direct beneficiaries and consolidating the message.

Since project design the involvement of other ECLAC divisions was clear and precise with identification of the future programmes most open to coordination and collaboration. In effect during project implementation, also thanks to the Project Steering Committee, the opportunities for collaboration have been continuously researched, especially with the Division of Sustainable Development and Human Settlements. The organization of the International Carbon Footprint Seminars was developed jointly and the officer of the Division participated to the elaboration of the main project documents. (JC 7.1) The opportunities for collaboration with other UN agencies and donors have received special attention all along the project implementation. To include Honduras as beneficiary country, additional funds to the amount of US\$30.000 were obtained from ECLAC's Regular Programme of Technical Cooperation (RPTC). Additional financing was obtained from the French Cooperation to increase experts' participation in the 2012, 2013 and 2014 International Carbon Footprint Seminars and in the COP 2014 meeting in Lima. Moreover several national agencies (public, private and public-private) raised financing from international development banks and donor governments to implement in their own countries activities that were either included in the Project or fully in line with its approach and goals. It should be also mentioned that the management unit developed relations with the EU (invited to the international seminars), WTO Genève (participated to conferences and documents), ICTSD-Genève (not governmental organization). All these organization participated in different project events, especially the international seminars. (JC 7.1)

The project activities contributed effectively to reinforce the leading role of ECLAC as institution able to offer credible services and assistance to LAC organizations and institutions of different levels. The most important activities have been without doubts the three international seminars of the carbon footprint, to which hundreds of experts from the region and from Europe participated. The role of ECLAC was immediately perceived as leader in the elaboration and distribution of information and technical assistance. (JC 7.2) The wide set of initiatives inspired by the project, in particular by its component of measurement of export products' carbon footprint, has been mentioned in former EQ6. This is the evidence of the appreciation and validity of the technical assistance and the support offered by the project and consequently of the leading role of ECLAC in the promotion of LAC countries participation in the international trade. Moreover, building on the positive experience of the DA Project, ECLAC promoted the coordinated participation of Latin American stakeholders in coffee sector in the European Commission's ongoing pilot project to develop a harmonized methodology to calculate the environmental footprint for coffee. Close to project end, on December 2014, the credibility and the strength of ECLAC role received another push when the project's main activities, findings and recommendations were presented in one of side event of UNFCCC COP 20 in Lima (Peru), "*Trade and Climate Change: Exploring a New Agenda*": in this case ECLAC was one of the co-organizers together with the International Centre for Trade and Sustainable Development (ICTSD) and the government of Honduras.(JC 7.2)

During the project events the role of ECLAC not only as organizer but also as provider of specific support was stressed by the contents of the presentations offered by ECLAC officers and by the documentation distributed. As part of project outputs, the management unit produced two guides that presented the main issues involved in the trade and climate change relationship in the local language and in terms accessible to non-specialists. These two documents not only continue to be consulted, but have been marked by many international through their own websites. (Inter American Development Bank (IDB), the UN Sustainable Development Knowledge Platform, the International Institute for Sustainable Development (IISD), Uruguay's Union of Exporters, the Office of Agricultural Trade Agreements of the Dominican Republic's Ministry of Agriculture and Argentina's Forum on Climate Change and Trade in Latin America).

As another evidence of the relevance of ECLAC outputs, the content of the 2012 guide was also explicitly referred to in a draft law presented at the House of Deputies of Argentina in 2013 while the studies carried out to measure the carbon footprint have been disseminated by different producers associations/organizations of these 7 strategic products in the pilot countries. (JC 7.2)

Project's design simply mentioned the need for adequate visibility and suggested the preparation of ad hoc instruments. Even without a proper communication strategy, project's activities and outcomes enjoyed a

large attention from local media and this allowed an increased capacity of reach out of the message. The project was in effect well presented not only on ECLAC web site but also on the Facebook site of the organization (during the interviews two persons declared that they knew of it from the Facebook site). Moreover the same national counterpart institutions distributed again the message increasing the multiplier capacity. (JC 7.3)

All project activities and events have been widely reported in local media. All events have been well announced to local media and reported at length (in newspapers and TV news: the list of all media is available and show a large amount of citations). In general local national counterparts had the task to inform the media and invite them to the sessions. The presence in local newspapers and TV has been substantial, in some cases with large evidence, especially in the economic media (first page in Peru economic newspaper). A Google search for "Proyecto CEPAL Huella de Carbono" conducted on 19 February 2015 threw around 54,400 results. They include links to specialized news agencies, websites of national newspapers, environmental think tanks or networks, business associations and online journals, among others. The project had its own Facebook, LinkedIn and Twitter pages, also reproduced below. The project also enjoyed wide coverage in English, broadening its potential impact beyond Latin America. A Google search for "ECLAC carbon footprint project" made on 19 February 2015 threw 207,000 results. (JC 7.3)

<b>Information Matrix EQ 8</b>	
<b>Evaluation Question 8</b>	
<b>To what extent did project's activities and outcomes respect and promoted human rights and gender concerns?</b>	
<b>List of Judgement Criteria (JCs) under the EQ 8</b>	
JC- 8.1	The project design and implementation respected and promoted human rights.
JC- 8.2	The project approach and its activities respected and promoted gender concerns.
<b>JC-8.1:</b> The project design and implementation respected and promoted human rights.	
<b>List of Key Performance Indicators (KPIs) under JC 8.1 (codes and definition)</b>	
KPI-8.1.1	<i>Extent to which ECLAC project's activities and outputs treated all beneficiaries as equals</i>
KPI 8.1.2	<i>Evidence that ECLAC project interventions safeguarded and promoted the rights of minorities</i>
<b>KPI-8.1.1:</b> <i>Extent to which ECLAC project's activities and outputs treated all beneficiaries as equals</i>	
<b>Main Findings on KPI-8.1.1:</b>	
As assessed in former KPIs, the selection of sectors and participants of most of the activities was done through the local counterparts that, according to the interviews, debated the criteria with the producers' organizations. Considering that in many cases small and very small producers were involved, it is fair to suppose that most disadvantaged categories of producers were included, something that in the countries involved mean in many cases the minorities: in effect these populations are mostly implicated in agricultural production.	
<b>KPI-8.1.1 (i) Data, figures and tables:</b> <i>(with explicit source referencing)</i>	
<b>KPI-8.1.1 (ii) Key extracts from documents:</b> <i>(with explicit source referencing)</i>	
<b>KPI-8.1.1 (iii) Information from interviews and questionnaire</b> <i>(with explicit source referencing)</i>	
<b>KPI- 8.1.2:</b> <i>Evidence that ECLAC project interventions safeguarded and promoted the rights of minorities</i>	
<b>Main Findings on KPI-8.1.2 :</b>	
As noted before, the selection of the economic sector (agriculture) and of the products (typical products of the local environment) mean that the traditional producers were involved. It is so credible that the new management techniques as well as the suggestions will produce some improvement in technical production whose benefices could reach the producers, between whom minority participation could be important.	
<b>KPI-8.1.2 (i) Data, figures and tables:</b> <i>(with explicit source referencing)</i>	
<b>KPI-8.1.2 (ii) Key extracts from documents:</b> <i>(with explicit source referencing)</i>	
<b>KPI-8.1.2 (iii) Information from interviews and questionnaire</b> <i>(with explicit source referencing)</i>	
<b>Assessment of/statement on Judgement Criterion JC-8.1 (based on the KPIs main findings)</b>	
It is well acknowledged that climate change impacts on human rights and need to respect, protect, promote and fulfill human rights in all climate action, especially to ensure food security. A number of studies generally confirm the hypothesis that tropical and subtropical agriculture in developing countries is more climate sensitive than temperate agriculture. Even marginal warming could cause damages in Latin America to crops. Crops are also sensitive to changes in precipitation. The magnitude of the damage depends greatly on the climate scenario. To date, most economic analyses of climate change impacts and mitigation have focused on aggregate costs and benefits. Many of those nations that most likely will be severely affected by climate change are characterized by extreme poverty. Fortunately, they are also located in regions of the world with some of the greatest potential to contribute to mitigation —particularly for forest carbon sequestration, but also through agricultural practices. This leads then to a basic question: What are the potential consequences of climate change for the	

poor and within this context for the minorities, as in general they are the poorest? Unfortunately this is a question that has received relatively little attention and will need more attention, focusing specifically on the links from climate change, through agriculture, to poverty.

The majority of the poor live in rural areas where agriculture is the predominant form of economic activity, and, therefore, their fate is inextricably inter-woven with that of farming. Agricultural GDP growth is 2.2 times as effective at reducing poverty, compared to growth in non-agricultural GDP. However agriculture —particularly in the tropics— is one of the sectors that are most vulnerable to climate change. The poor are also extremely vulnerable to increases in food prices, as demonstrated by the poverty consequences of the recent food price spike.

It is true that agriculture is not the only means by which climate changes can impact the poor and within them the minorities. Potential damage to infrastructure such as roads, public and commercial buildings, and housing due to natural disasters may have localized, adverse impacts for the population as a whole. Likewise, disease, conflicts over scarce natural resources, or ethnic strife exacerbated by migration away from vulnerable, low-lying areas may have a profound and adverse impact on the poor. The analysis of the climate change —agriculture— poverty nexus could yield valuable insights for climate change mitigation efforts and development policy.

How will future changes in climate affect these low-income households? What is the likely impact on the price for food —the single largest budget item for most of the poor? In order to answer these questions, the need to knit together research from a variety of disciplines and different perspectives is necessary. Given the inevitability of increased GHG concentrations in the atmosphere and the consequent changes in climate, what policy measures can be taken to ensure resiliency throughout the economic system, and attenuate the damaging impacts on the poor in particular?

Despite the lack of immediate action flowing out of the recent climate change summits, there is already significant spending underway, aimed at mitigation of GHG emissions, with much more effort likely to follow.

The attention of the project to minorities came together with the special focus on small producers of the typical products objet of the carbon footprint measure exercise. As assessed in former KPIs, the selection of sectors and participants of most of the activities was done through the local counterparts that, according to the interviews, debated the criteria with the producers' organizations.

Considering that in many cases small and very small producers were involved, it is fair to suppose that most disadvantaged categories of producers were included, something that in the countries involved mean in many cases the minorities: in effect these populations are mostly implicated in agricultural production. (KPI 8.1.1)

As noted before, the selection of the economic sector (agriculture) and of the products (typical products of the local environment) mean that the traditional producers were involved.

It is so credible that the new management techniques as well as the suggestions will produce some improvement in technical production whose benefices could reach the producers, between whom minority participation could be important. (KPI 8.1.2)

**JC-8.2:** The project approach and its activities respected and promoted gender concerns.

**List of Key Performance Indicators (KPIs) under JC 8.2 (codes and definition)**

KPI-8.2.1	<i>Project's design incorporated gender concerns</i>
KPI-8.2.2	<i>Evidence that project's implementation took good care to follow and align gender principles</i>
KPI 8.2.3	<i>Evidence that project's outcomes served to promote women's empowerment</i>

**KPI-8.2.1 :** *Project's design incorporated gender concerns*

**Main Findings on KPI-8.2.1 :**

Project's design explicitly mentioned gender concerns in dealing with climate change consequences for exports in LA.

The attention was addressed mostly to the consequences for rural women and for the employment of women at large. As stressed in other KPIs, the relation between consequences for exports and local employment was not always explicitly emphasised through some quantitative figures that would have probably helped.

**KPI-8.2.1 (i) Data, figures and tables:** *(with explicit source referencing)*



<p><b>KPI-8.2.1 (ii) Key extracts from documents:</b> <i>(with explicit source referencing)</i></p> <p>Female employment is significant in some exporting sectors that can be subject to carbon related restrictions in developed countries, especially agriculture (for example, cut-flowers and fruit). Employment in those activities by rural women has proven to be an important way out of poverty for rural families. The project will pay attention to those concerns by looking at the importance of women employment in the sectors and activities selected, as a way to assess the potential impact that carbon-related restrictions could have on such employment. Moreover, the project will pay attention to gender concerns when implementing activities as for instance ensuring balanced participation in seminars and workshops. (CEPAL project document, September 20110)</p>
<p><b>KPI-8.2.1 (iii) Information from interviews and questionnaire</b> <i>(with explicit source referencing)</i></p>
<p><b>KPI- 8.2.2 : Evidence that project's implementation took good care to follow and align gender principles</b></p>
<p><b>Main Findings on KPI-8.2.2 :</b></p> <p>In project implementation the attention for women has been constant at management level as well as local counterparts level. From project documents it appears that on average the events has 41% of presence of women participants: considering the sectors chosen for the exercise (the agri-business) this value is by no means satisfactory. Moreover it should be noted that out of the six focal points representatives of the national counterparts, 4 are women and all of them pushed to increase the participation of women in the activities.</p>
<p><b>KPI-8.2.2 (i) Data, figures and tables:</b> <i>(with explicit source referencing)</i></p>
<p><b>KPI-8.2.2 (ii) Key extracts from documents:</b> <i>(with explicit source referencing)</i></p> <p>A gender balance was sought in all the project's activities. Even though women are traditionally underrepresented in the food export sector, attendance to activities was an average of 41% women and 59% men. (CEPAL project management unit, draft final report March 2015)</p>
<p><b>KPI-8.2.2 (iii) Information from interviews and questionnaire</b> <i>(with explicit source referencing)</i></p> <p><i>First of all I must say that in our institution the push for women share has been a priority since years and now we have a substantial share of women employees;</i> <i>For the project activities we invited as much women possible, even though we knew that in the sector there are not so many. So we included more from public offices and universities</i> Amezquita (PROCOLOMBIA)</p> <p><i>As a woman and ex-minister, I can assure that in all our activities we push to increase the women participation. In our case studies we had few women from the selected enterprises</i> Luque (ECUADOR)</p> <p><i>In our institution the share of women is quite important; for the activities we invited as much women possible, but one should consider that in agro companies women presence is quite limited.</i> Guerrero (NICARAGUA)</p> <p><i>In the organization we have a fair share of women and it is increasing</i> <i>For the activities we looked more for the benefits for the enterprises; nevertheless we had few women in the events</i> Solano (PERU)</p> <p><i>I am a woman and I understand well the issue. It is part of our role as organization to push for a better representation of women in our activities and events. Obviously the sector selected (agri-business) is not the one where the presence of women is evident. However we encouraged the women to participate issuing special invitations for them</i> Ulloa (NICARAGUA)</p>

<b>KPI- 8.2.3 : Evidence that project's outcomes served to promote women's empowerment</b>		
<b>Main Findings on KPI-8.2.3 :</b>		
<p>The most interesting fact is the capacity of project information to reach out the bas producers of the selected products. Since at farm level the presence of women —especially in small and very small enterprises, whose representatives have been presence in many countries carbon footprint measure exercise— it is possible to suppose that the information will drip down at farm level and allow for more efficient production techniques helping then to increase the value added and the market share. This is confirmed by the way by the presence of women cooperative in coffee production in Nicaragua.</p>		
<b>KPI-8.2.3 (i) Data, figures and tables:</b> (with explicit source referencing)		
<b>KPI-8.2.3 (ii) Key extracts from documents:</b> (with explicit source referencing)		
<p>A gender balance was sought in all the project's activities. The coffee producers association Aldea Global (one of the firms which participated in the field studies) included a women's cooperative of coffee producers with an internationally known certification "Café de Mujer" which enhances its market competitiveness (CEPAL project management unit, draft final report March 2015)</p>		
<b>KPI-8.2.3 (iii) Information from interviews and questionnaire</b> (with explicit source referencing)		
<p>Participation to the questionnaire: women shows a substantial share, that correspond to the one calculated on the participants lists.</p>		
<b>Género</b>		
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
Masculino	58,3%	70
Femenino	41,7%	50
<b>answered question</b>		<b>120</b>
<b>skipped question</b>		<b>0</b>
<b>Assessment of/statement on Judgement Criterion JC-8.2 (based on the KPIs main findings)</b>		
<p>Continuing the current path of unchecked, growing emissions, the course of warming over the next two decades —if strong measure are not implemented— will affect the world's poorest and most vulnerable people the most. People living in poverty all over the world are now and continue to be in the future the worst affected by climate change impacts and also have the fewest resources to cope with extreme and erratic weather. This will also have consequence on gender Inequality as gaps in life chances, opportunities, resources and rewards between women, men, girls and boys continue to exist worldwide. Being a man or woman is often a decisive factor in determining the levels of risk from climatic shocks, and the resources and options people have to act on these shocks and changes.</p> <p>In general it is a well-acknowledged truth that women's livelihoods rely on natural resources highly dependent on natural hazards. Moreover because of the strong influence of cultural norms on unequal distribution and use of rights, resources and power which determine individuals' livelihoods, women in general are less fortunate in the availability of resources and will suffer more the consequences of climate change generated disasters. It is sufficient to consider that climate induced migration is a strategy mainly used by men. It is nevertheless credible that successful adaptation to climate change consequences has the potential to catalyze better mutual understanding and collaboration between women and men in order to reach a new balance where more equal becomes could also mean more resilient.</p> <p>This is why it is important to support communities in making adaptation plans based on climate science and local observation of climate change. It means, within other options, to increase the capacity of local civil society and government institutions to support communities' adaptation efforts; to influence the policy and enabling environment to address the underlying causes of vulnerability, such as poor governance, and gender inequalities in resource use and access to basic services; to promote vulnerability dynamics within the community and within households.</p> <p>In order to better target groups and design actions locally, nationally and across sectors action should b gender-sensitive, that is taking into account the different effects of climate change on women, men, boys and girls, gender-responsive, that is creating dialogue and platforms to critically evaluate the fairness and</p>		

value of gender roles and norm, gender-transformative, that is addressing structural barriers to gender equality in policies and practices

In order to address climate change effectively at the local level it is imperative to build resilience in agricultural livelihoods and ensuring food and nutrition security for all, to boost women's income towards better economic security, to ensure gender-equitable efforts build people's resilience in the face of disasters and address structural inequalities lying behind unequal risks. It can be recalled that Gender as standing item on the COP agenda since 2012

And that in the COP Lima event there has been the Launch of the "Lima work programme on gender". This crucial initiative faced many challenges and has resulted in a very ambitious language, even though it must be noted that there were pressures from a very limited number of governments to remove "gender equality" from the text. The initiative demands governments to adopt a more proactive approach to promoting gender equality in all climate action, to increase the number of women on their delegations and to provide information on progress made.

Project's design explicitly mentioned gender concerns in dealing with climate change consequences for exports in LA. The attention was addressed mostly to the consequences for rural women and for the employment of women at large. As stressed in other KPIs, the relation between consequences for exports and local employment was not always explicitly emphasised through some quantitative figures that would have probably helped.(KPI 8.2.1)

In project implementation the attention for women has been constant at management level as well as local counterparts level. From project documents it appears that on average the events has 41% of presence of women participants: considering the sectors chosen for the exercise (the agri-business) this value is by no means satisfactory. Moreover it should be noted that out of the six focal points representatives of the national counterparts, 4 are women and all of them pushed to increase the participation of women in the activities.(KPI 8.2.2)

The most interesting fact is the capacity of project information to reach out the bas producers of the selected products. Since at farm level the presence of women —especially in small and very small enterprises, whose representatives have been presence in many countries carbon footprint measure exercise— it is possible to suppose that the information will drip down at farm level and allow for more efficient production techniques helping then to increase the value added and the market share. This is confirmed by the way by the presence of women cooperative in coffee production in Nicaragua.(KPI 8.2.3)

#### **Preliminary Answer to the Evaluation Question EQ-8 based on the statements on the Judgement Criteria**

It is well acknowledged that climate change impacts on human rights and raises the needs to respect, protect, promote and fulfill human rights in all climate action, especially to ensure food security. A number of studies generally confirm the hypothesis that tropical and subtropical agriculture in developing countries is more climate sensitive than temperate agriculture. Even marginal warming could cause damages in many Latin American countries to crops. Crops are also sensitive to changes in precipitation. The magnitude of the damage depends greatly on the climate scenario. To date, most economic analyses of climate change impacts and mitigation have focused on aggregate costs and benefits. Many of those nations that most likely will be severely affected by climate change are characterized by extreme poverty. Fortunately, they are also located in regions of the world with some of the greatest potential to contribute to mitigation —particularly for forest carbon sequestration, but also through agricultural practices. This leads then to a basic question: What are the potential consequences of climate change for the poor and within this context for the minorities, as in general they are within the poorest? Unfortunately this is a question that has received relatively little attention and will need more attention, focusing specifically on the links from climate change, through agriculture, to poverty.

The majority of the poor live in rural areas where agriculture is the predominant form of economic activity, and, therefore, their fate is inextricably inter-woven with that of farming. Agricultural GDP growth is 2.2 times as effective at reducing poverty, compared to growth in non-agricultural GDP according to World Bank studies. However agriculture —particularly in the tropics— is one of the sectors that are most vulnerable to climate change. The poor are also extremely vulnerable to increases in food prices, as demonstrated by the poverty consequences of the food price spike occurred some years ago.

However it is true that agriculture is not the only mean by which climate changes can impact the poor and

within them the minorities. Potential damage to infrastructure such as roads, public and commercial buildings, and housing due to natural disasters may have localized, adverse impacts for the population as a whole. Likewise, disease, conflicts over scarce natural resources, or ethnic strife exacerbated by migration away from vulnerable, low-lying areas may have a profound and adverse impact on the poor. The analysis of the climate change —agriculture— poverty nexus could yield valuable insights for climate change mitigation efforts and development policy.

How will future changes in climate affect these low-income households? What is the likely impact on the price for food —the single largest budget item for most of the poor? In order to answer these questions, the need to knit together research from a variety of disciplines and different perspectives is necessary. Given the inevitability of increased GHG concentrations in the atmosphere and the consequent changes in climate, what policy measures can be taken to ensure resiliency throughout the economic system, and attenuate the damaging impacts on the poor in particular?

Despite the lack of immediate action flowing out of the recent climate change summits, there is already significant spending underway, aimed at mitigation of GHG emissions, with much more effort likely to follow.

The attention of the project to minorities came together with the special focus on small producers of the typical products object of the carbon footprint measure exercise. As assessed in former KPIs, the selection of sectors and participants of most of the activities was done through the local counterparts that, according to the interviews, debated the criteria with the producers' organizations.

Considering that in many cases small and very small producers were involved, it is fair to suppose that most disadvantaged categories of producers were included, something that in the countries involved mean in many cases the minorities: in effect these populations are mostly implicated in agricultural production. (KPI 8.1.1)

As noted before, the selection of the economic sector (agriculture) and of the products (typical products of the local environment) mean that the traditional producers were involved.

It is so credible that the new management techniques as well as the suggestions will produce some improvement in technical production whose benefices could reach the producers, between whom minority participation could be important. (KPI 8.1.2)

Continuing the current path of unchecked, growing emissions, the course of warming over the next two decades —if strong measure are not implemented— will affect the world's poorest and most vulnerable people the most. People living in poverty all over the world are now and continue to be in the future the worst affected by climate change impacts and also have the fewest resources to cope with extreme and erratic weather. This will also have consequence on gender inequality as gaps in life chances, opportunities, resources and rewards between women, men, girls and boys continue to exist worldwide. Being a man or woman is often a decisive factor in determining the levels of risk from climatic shocks, and the resources and options people have to act on these shocks and changes.

In general it is a well-acknowledged truth that women's livelihoods rely on natural resources highly dependent on natural hazards. Moreover because of the strong influence of cultural norms on unequal distribution and use of rights, resources and power which determine individuals' livelihoods, women in general are less fortunate in the availability of resources and will suffer more the consequences of climate change generated disasters. It is sufficient to consider that climate induced migration is a strategy mainly used by men. It is nevertheless credible that successful adaptation to climate change consequences has the potential to catalyze better mutual understanding and collaboration between women and men in order to reach a new balance where more equal becomes could also mean more resilient.

This is why it is important to support communities in making adaptation plans based on climate science and local observation of climate change. It means, within other options, to increase the capacity of local civil society and government institutions to support communities' adaptation efforts; to influence the policy and enabling environment to address the underlying causes of vulnerability, such as poor governance, and gender inequalities in resource use and access to basic services; to promote vulnerability dynamics within the community and within households.

In order to better target groups and design actions locally, nationally and across sectors action should be gender-sensitive, that is taking into account the different effects of climate change on women, men, boys and girls, gender-responsive, that is creating dialogue and platforms to critically evaluate the fairness and value of gender roles and norm, gender-transformative, that is addressing structural barriers to gender

equality in policies and practices

In order to address climate change effectively at the local level it is imperative to build resilience in agricultural livelihoods and ensuring food and nutrition security for all, to boost women's income towards better economic security, to ensure gender-equitable efforts build people's resilience in the face of disasters and address structural inequalities lying behind unequal risks. It can be recalled that Gender as standing item on the COP agenda since 2012

And that in the COP Lima event there has been the Launch of the "Lima work programme on gender". This crucial initiative faced many challenges and has resulted in a very ambitious language, even though it must be noted that there were pressures from a very limited number of governments to remove "gender equality" from the text. The initiative demands governments to adopt a more proactive approach to promoting gender equality in all climate action, to increase the number of women on their delegations and to provide information on progress made.

Project's design explicitly mentioned gender concerns in dealing with climate change consequences for exports in LA. The attention was addressed mostly to the consequences for rural women and for the employment of women at large. As stressed in other KPIs, the relation between consequences for exports and local employment was not always explicitly emphasised through some quantitative figures that would have probably helped.(KPI 8.2.1)

In project implementation the attention for women has been constant at management level as well as local counterparts level. From project documents it appears that on average the events has 41% of presence of women participants: considering the sectors chosen for the exercise (the agri-business) this value is by no means satisfactory. Moreover it should be noted that out of the six focal points representatives of the national counterparts, 4 are women and all of them pushed to increase the participation of women in the activities.(KPI 8.2.2)

The most interesting fact is the capacity of project information to reach out the bas producers of the selected products. Since at farm level the presence of women —especially in small and very small enterprises, whose representatives have been presence in many countries carbon footprint measure exercise— it is possible to suppose that the information will drip down at farm level and allow for more efficient production techniques helping then to increase the value added and the market share. This is confirmed by the way by the presence of women cooperative in coffee production in Nicaragua.(KPI 8.2.3)

It will be important that in the ECLAC internal procedure for each new project the division in charge for gender be called in not only to express its judgement on the contents with reference to gender issues but also to offer recommendations on how it is possible to insert specific gender addressed activities: this will improved the quality of the projects since the start and will avoid perfunctory (and in many cases useless) statements on the attention given to women during implementation.

# ANNEX 2

## QUESTIONNAIRE TEXTS

### I. GENERAL QUESTIONNAIRE

#### SECCION A: Información sobre la persona que completa el cuestionario

1 .Por favor, marque en qué país trabaja (seleccione una respuesta solamente)

- |                                      |   |
|--------------------------------------|---|
| <input type="checkbox"/> Argentina   | <input type="checkbox"/> Panamá                             |
| <input type="checkbox"/> Bolivia     | <input type="checkbox"/> Paraguay                           |
| <input type="checkbox"/> Brasil      | <input type="checkbox"/> Perú                               |
| <input type="checkbox"/> Chile       | <input type="checkbox"/> Rep. Dominicana                    |
| <input type="checkbox"/> Costa Rica  | <input type="checkbox"/> Suriname                           |
| <input type="checkbox"/> Colombia    | <input type="checkbox"/> Trinidad                           |
| <input type="checkbox"/> Ecuador     | <input type="checkbox"/> Uruguay                            |
| <input type="checkbox"/> El Salvador | <input type="checkbox"/> Venezuela                          |
| <input type="checkbox"/> Guatemala   |   |
| <input type="checkbox"/> Guyana      | <input type="checkbox"/> Otro. Por favor, especifique _____ |
| <input type="checkbox"/> Honduras    |   |
| <input type="checkbox"/> México      |   |

2. Sexo

- Masculino  
 Femenino

3. Edad

- Menos de 25  
 26-35  
 36-45  
 46-60  
 Más de 61

4. Nivel de estudios

- Grado universitario  
 Post- grado  
 Doctorado  
 Otros

5. ¿Dónde trabaja actualmente?

- Gobierno Nacional/Ministerio  
 Parlamento o Congreso  
 Agencia pública para exportaciones  
 Agencia regional intergubernamental  
 Empresa privada  
 Gremio de empresas privadas  
 Agencia del Sistema de las Naciones Unidas  
 ONG/Sociedad Civil  
 Consultor independiente  
 Institución Financiera  
 Embajada  
 Otro. Por favor, especifique: \_\_\_\_\_



**6. ¿Cuál es su cargo actual?**

- Gerente/Director  
 Oficial técnico  
 Oficial administrativo  
 Investigador  
 Otro. Por favor especifique: \_\_\_\_\_

**7. ¿Cuál es su actividad principal (marque más de uno si es necesario)?**

- Desarrollar Políticas comerciales/exportaciones  
 Diseñar/Implementar Políticas de desarrollo  
 Dando seguimiento a acciones de Finanzas públicas  
 Empresario/gerente de negocios  
 Intervenir directamente en la protección del medio ambiente  
 Realizar estudios de mercadeo para el sector privado  
 Realizar Investigación académica en el área económica  
 Consultoría  
 Abogacía y cabildeo representando una Organización no Gubernamental y/o una Organización de la Sociedad Civil  
 Otra Por favor especifique: \_\_\_\_\_

**8. ¿Cómo ha conocido Ud. el proyecto “Medición de la Huella de carbono” de la CEPAL?**

- A través de una comunicación a mi organización/agencia/empresa  
 Página web de la CEPAL  
 Prensa  
 Invitación directa  
 Participación en otro evento (conferencia/seminario /etc.)  
 De otro participante  
 Otro. Por favor, especifique: \_\_\_\_\_

**SECCION B: Participación en el proyecto “Medición de la Huella de Carbono” de la CEPAL****9. ¿Ha participado Usted en alguno de los siguientes eventos organizados dentro del marco del proyecto “Medición de la Huella de Carbono” de la CEPAL?**

**Taller: Refuerzo de las capacidades de los países exportadores de alimentos para adaptarse a los requisitos del cambio climático**

**Seminario-Taller: Importancia de la Huella de Carbono para la exportación de alimentos**

**Taller: Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe**

**Seminario de difusión de resultados: Medición de huella de carbono**

**Taller final de los estudios de caso de medición de huella de carbono**

**IV Seminario Internacional CEPAL sobre la Huella de Carbono (Santiago, Chile, octubre de 2012)**

**V Seminario Internacional CEPAL sobre la Huella de Carbono (Santiago, Chile, junio de 2013)**

**VI Seminario Internacional CEPAL sobre la Huella de Carbono (Santiago, Chile, junio de 2014) Si afirmativo, sigue con esta sección. Si negativo, vaya a la pregunta 11).**

- Sí  
 No  
 No me acuerdo

**10. Por favor, especifique en cual(es) de los siguientes eventos del proyecto ha participado**

*Talleres nacionales*

- Taller: Refuerzo de las capacidades de los países exportadores de alimentos para adaptarse a los requisitos del cambio climático
- Seminario-Taller: Importancia de la Huella de Carbono para la exportación de alimentos
- Taller: Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe
- Seminario de difusión de resultados: Medición de huella de carbono
- Taller final de los estudios de caso de medición de huella de carbono

*Seminarios internacionales*

- IV Seminario Internacional CEPAL sobre la Huella de Carbono (Santiago, Chile, octubre de 2012)
- V Seminario Internacional CEPAL sobre la Huella de Carbono (Santiago, Chile, junio de 2013)
- VI Seminario Internacional CEPAL sobre la Huella de Carbono (Santiago, Chile, junio de 2014)

**11. Por favor, valorar el nivel de importancia que tuvieron las siguientes afirmaciones en relación a su interés o motivación para participar en las actividades del proyecto "Medición de la Huella de Carbono" de la CEPAL (1=No importante – 5=Muy importante)**

	1	2	3	4	5
Es parte de mi actividad profesional	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
La medición/reducción de la Huella de Carbono se encuentra entre las prioridades de mi organización	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Es parte del proceso de certificación en el que estamos involucrados	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Quisiera aprender/comprender más acerca del cambio climático	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Conocer mejor las técnicas de medición de la Huella de Carbono	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Trabajo en acciones de protección del medio ambiente	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Comprender la relación entre cambio climático y comercio	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Responder a la demanda de nuestros clientes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Estudiar políticas adecuadas para mitigar los efectos del cambio climático	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Aprender a realizar análisis de costos energéticos	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Reducción de generación de residuos	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Interés en fuentes de energía renovables	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Desarrollar nuevas herramientas de gestión empresarial	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Desarrollar una posición mas competitiva en el mercado	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Incorporar valor agregado en nuestros productos	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Cumplir con nuevos requisitos relacionados con la huella de carbono para poder exportar al mercado europeo	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Estar preparados antes de que la medición de la huella de carbono sea una obligación oficial	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>

**12. Por favor, indique su grado de acuerdo con las siguientes afirmaciones respecto a la organización y contenidos de los eventos en los cuales usted participó.**

	Ampliam. en desacuerdo	Algo en desacuerdo	Algo en acuerdo	Ampliam. en acuerdo	Sin conocimiento suficiente para poder responder
Las actividades han permitido entender bien la problemática del cambio climático y de la medición de la huella de Carbono	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
Las actividades proporcionaron nuevos conocimientos y herramientas prácticas para mi trabajo diario	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
La calidad y competencia de los expertos involucrados en las actividades ha sido adecuada	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
La estructura de las actividades ha sido adecuada y fácil de seguir, manteniendo un buen equilibrio entre información y didáctica	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
Las actividades han sido pertinentes para mis actividades profesionales	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
Han promovido la interacción y el intercambio de experiencias entre los participantes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
La asistencia técnica ofrecida en las actividades ha sido efectiva y útil	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
La asistencia técnica ofrecida en las actividades estaba bien orientada a identificar y solucionar problemas	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
Las actividades han permitido un aumento de las capacidades técnicas de los participantes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>

**13. ¿ Las actividades y eventos del proyecto en los cuales usted ha participado, han respondido a sus expectativas ?**

- Sí  
 No  
 Por favor, explicar: \_\_\_\_\_

**14. En relación a los eventos del proyecto en los cuales participó, indique su grado de acuerdo con las siguientes afirmaciones.**

	Ampliam. en desacuerdo	Algo en desacuerdo	Algo en acuerdo	Ampliam. en acuerdo	Sin conocimiento suficiente para poder responder
Los eventos proporcionaron nuevos conocimientos y herramientas prácticas para mi trabajo diario	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
Han promovido la interacción y el intercambio de experiencias entre los participantes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
Los eventos fueron interesantes, pero carecieron de importancia práctica.	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>

## Sección 2: “Publicaciones y estudios”

**15: ¿Conoce o ha leído alguna de las siguientes publicaciones o estudios?**

- Informe del cuarto Seminario internacional sobre la huella de carbono: Huella ambiental en las exportaciones de alimentos de América Latina: normativa internacional y prácticas empresariales
- Informe del quinto seminario internacional sobre la huella de carbono: Prácticas públicas y privadas para reducir las huellas ambientales en el comercio internacional
- Huella de carbono y exportaciones de alimentos Guía práctica
- Huella de carbono, exportaciones y estrategias empresariales frente al cambio climático
- Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. Colombia: los casos de la Stevia y la Uchuva
- Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. Ecuador: los casos del Aceite de Palma y del Camarón
- Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. Honduras: Aceite de Palma
- Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. Nicaragua: los casos del Cacao y del Café
- Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. República Dominicana: los casos del Banano y del Cacao
- Medición de la huella de carbono en productos agrícolas y agroindustriales de exportación en 4 países de América Latina y el Caribe

- Sí  
 No

**Si negativo, vaya a la sección C**

**16: Por favor, indique su nivel de conocimiento sobre las publicaciones y documentos que usted conoce o llegó a utilizar.**

<b>PUBLICACIONES Y ESTUDIOS</b>	<b>nada</b>	<b>poco</b>	<b>Regular</b>	<b>Bastante</b>
Huella de carbono y exportaciones de alimentos. Guía práctica. (CEPAL 2012)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
Informe del cuarto Seminario internacional sobre la huella de carbono “Huella ambiental en las exportaciones de alimentos de América Latina: normativa internacional y prácticas empresariales” (CEPAL 2012)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
Huella de carbono, exportaciones y estrategias empresariales frente al cambio climático (CEPAL 2013)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
Informe del quinto seminario internacional sobre la huella de carbono “Prácticas públicas y privadas para reducir las huellas ambientales en el comercio internacional” (CEPAL 2013)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
Estudios de caso de medición de la huella de carbono en productos agrícolas y agroindustriales de exportación en 4 países de América Latina y el Caribe (SNV/CEPAL 2014)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. Colombia: los casos de la Stevia y la Uchuva	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. Ecuador: los casos del Aceite de Palma y del Camarón	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. Honduras: Aceite de Palma	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. Nicaragua: los casos del Cacao y del Café	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>
Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. República Dominicana: los casos del Banano y del Cacao	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>

**17: En general, ¿cómo calificaría la calidad de las publicaciones/documentos con los cuales está familiarizado?**

<b>PUBLICACIONES Y ESTUDIOS</b>	<b>Mala</b>	<b>Inadecuada</b>	<b>suficiente</b>	<b>Buena</b>	<b>Excelente</b>	<b>Sin conocimiento suficiente para poder responder</b>
Huella de carbono y exportaciones de alimentos. Guía práctica. (CEPAL 2012)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>
Informe del cuarto Seminario internacional sobre la huella de carbono “Huella ambiental en las exportaciones de alimentos de América Latina: normativa internacional y prácticas empresariales” (CEPAL 2012)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>
Huella de carbono, exportaciones y estrategias empresariales frente al cambio climático (CEPAL 2013)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>
Informe del quinto seminario internacional sobre la huella de carbono “Prácticas públicas y privadas para reducir las huellas ambientales en el comercio internacional” (CEPAL 2013)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>

Estudios de caso de medición de la huella de carbono en productos agrícolas y agroindustriales de exportación en 4 países de América Latina y el Caribe (SNV/CEPAL 2014)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>
Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. Colombia: los casos de la Stevia y la Uchuva	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>
Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. Ecuador: los casos del Aceite de Palma y del Camarón	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>
Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. Honduras: Aceite de Palma	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>
Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. Nicaragua: los casos del Cacao y del Café	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>
Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. República Dominicana: los casos del Banano y del Cacao	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>

**18: Por favor, valore el grado de utilidad para su trabajo de las publicaciones/documentos de las cuales usted tiene conocimiento**

PUBLICACIONES Y ESTUDIOS	Nada útil	Poco útil	Regular	Útil	Muy Útil	Sin conocimiento suficiente para poder responder
Huella de carbono y exportaciones de alimentos. Guía práctica. (CEPAL 2012)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>
Informe del cuarto Seminario internacional sobre la huella de carbono "Huella ambiental en las exportaciones de alimentos de América Latina: normativa internacional y prácticas empresariales" (CEPAL 2012)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>
Huella de carbono, exportaciones y estrategias empresariales frente al cambio climático (CEPAL 2013)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>
Informe del quinto seminario internacional sobre la huella de carbono "Prácticas públicas y privadas para reducir las huellas ambientales en el comercio internacional" (CEPAL 2013)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>
Estudios de caso de medición de la huella de carbono en productos agrícolas y agroindustriales de exportación en 4 países de América Latina y el Caribe (SNV/CEPAL 2014)	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>



Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. Colombia: los casos de la Stevia y la Uchuva	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>
Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. Ecuador: los casos del Aceite de Palma y del Camarón	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>
Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. Honduras: Aceite de Palma	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>
Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. Nicaragua: los casos del Cacao y del Café	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>
Medición de la huella de carbono en alimentos y bebidas en países de América Latina y el Caribe. República Dominicana: los casos del Banano y del Cacao	1 <input type="checkbox"/>	2 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>	2 <input type="checkbox"/>

**SECCION C: Información sobre actividades después de la participación en los eventos del proyecto “Medición de la Huella de Carbono” de la CEPAL**

**19. Considerando su experiencia general con las actividades y productos del proyecto “Medición de la Huella de Carbono” de la CEPAL, por favor indicar el grado en que éstas han favorecido/mejorado su comprensión de los siguientes temas**

	<i>Nada</i>	<i>Poco</i>	<i>Bastante</i>	<i>Mucho</i>	<b>Sin conocimiento suficiente para poder responder</b>
Los efectos del cambio climático	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
La necesidad de medidas de adaptación/mitigación al cambio climático en las actividades productivas	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Identificar los vínculos entre el cambio climático y la política comercial	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Conocimiento nuevas obligaciones relacionados con la Huella de Carbono que pudieran representar riesgos para la comercialización de los productos agrícolas latinoamericanos	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Importancia de la medición de la huella de carbono para los mercados europeos	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Las consecuencias del cambio climático en las exportaciones	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Como medir la huella de carbono	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Como adaptar las políticas comerciales y de promoción de las exportaciones al cambio climático	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
La necesidad de que el gobierno diseñe una legislación adecuada para enfrentar los riesgos del cambio climático y la huella de carbono	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Necesidad de alianzas publico-privadas para enfrentar el reto del cambio climático	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>

20. Después de su participación en las actividades desarrolladas en el marco del proyecto “Medición de la Huella de Carbono” de la CEPAL, ¿ha utilizado usted de alguna manera la experiencia y/o los conocimientos adquiridos en su trabajo?

- Sí  
 No

21. Por favor indicar que tan importantes fueron para su empresa los siguientes cambios como resultado de su participación en el proyecto.

	No importante	Poco importante	Importante	Muy importante	Sin conocimiento suficiente para poder responder
Ha permitido introducir nuevos conceptos en mi actividad	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Ha fomentado nuevos contactos	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Ha fomentado la construcción de una organización/departamento específico para continuar la experiencia	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Ha permitido identificar nuevas áreas de interés	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Ha introducido la medición de Huella de Carbono como acción continua para los productos agrícolas	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Ha fomentado la definición de políticas adecuadas a los efectos del cambio climático sobre exportaciones	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Ha confirmado la medición de la Huella de Carbono como una herramienta de gestión	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Ha creado nuevas oportunidades para productos exportables	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>

22. ¿Ha tenido contacto con otros participantes tras su participación en las actividades del proyecto “Medición de la huella de Carbono” de la CEPAL? Si negativo, vaya a la pregunta 25

- Sí  
 No

23. ¿Estos contactos tenían referencia a problemas de cambio climático y/o exportaciones?

- Sí  
 No

24. Por favor, indique cualquier sugerencia para mejorar la calidad y el impacto de este tipo de proyectos y eventos?

**Muchas gracias, el cuestionario para Ud. termina aquí.**

## II. ENTERPRISE QUESTIONNAIRE

### SECCION A: Información sobre la persona que completa el cuestionario

#### 1. País donde vive

Colombia	
Ecuador	
Honduras	
Nicaragua	
Rep. Dominicana	
Otro	

#### 2. Sexo

- Masculino  
 Femenino

#### 3. Edad

- Menos de 25  
 26-35  
 36-45  
 46-60  
 Más de 61

#### 4. Nivel de estudios

- Grado Universitario  
 Post-grado  
 Doctorado  
 Otro, por favor especifique: \_\_\_\_\_

#### 5. ¿Cuál es su cargo actual en su empresa?

- Gerente/Director  
 Oficial tecnico  
 Oficial administrativo  
 Otro, Favor especifique: \_\_\_\_\_

### SECCION B: Participación en el proyecto "Medición de la Huella de Carbono" de la CEPAL

#### 7. ¿Cómo ha conocido su empresa el proyecto "Medición de la Huella de Carbono" de la CEPAL?

- A través de una comunicación de una organización gubernamental a mi empresa  
 A través de una comunicación de un gremio nacional a mi empresa  
 A través de una comunicación de la CEPAL a mi empresa  
 Participación en otro evento (conferencia/seminario /etc.)  
 De otro participante  
 Otro. Por favor especifique: \_\_\_\_\_

**8. Por favor valorar el nivel de importancia que tuvieron las siguientes afirmaciones en relación al interés o motivación de su empresa para participar en las actividades del proyecto “Medición de la Huella de Carbono” de la CEPAL (1=no importante – 5=muy importante)**

	1	2	3	4	5
Estar preparados antes de que la medición de la huella de carbono sea una obligación oficial	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Nuestra empresa está en proceso de ser certificada como orgánica	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Es parte del proceso de certificación en el que estamos involucrados	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
La medición de la huella de carbono se encuentra entre las prioridades de la empresa	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Cómo utilizar la medición/reducción de la huella de carbono para mejorar la imagen de la empresa	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Responder a demandas de nuestros clientes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Encontrar nuevas oportunidades para nuestros productos	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Aprender a realizar análisis de costos energéticos	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Optimización logística	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
El tema del tratamiento de residuos es importante para nuestra empresa	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Posibilidad de reducir los costos energéticos	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Posicionarse como empresa líder en desarrollo sostenible en nuestro sector	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Lograr una posición más competitiva en el mercado de nuestro producto	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Incorporar valor agregado en nuestros productos	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Cumplir con nuevos requisitos relacionados con la huella de carbono para poder exportar al mercado europeo	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>
Identificar posibles debilidades en el proceso productivo	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	5 <input type="checkbox"/>

9. Por favor, indique su grado de acuerdo con las siguientes afirmaciones respecto a la organización y contenidos de las actividades del proyecto en las cuales su empresa participó.

	Ampliam. en desacuerdo	Algo en desacuerdo	Algo en acuerdo	Ampliam. en acuerdo	Sin conocimiento suficiente para poder responder
Las actividades proporcionaron nuevos conocimientos y herramientas prácticas para mi trabajo diario	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
La estructura de las actividades ha sido adecuada y fácil de seguir, manteniendo un buen equilibrio entre información y didáctica	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
Han promovido la interacción y el intercambio de experiencias entre los participantes	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
La calidad y competencia de los expertos involucrados en las actividades ha sido adecuada	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
Las recomendaciones recibidas nos han permitido mejorar la gestión de la empresa	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
La asistencia técnica ofrecida en las actividades estaba bien enfocada a solucionar problemas del cambio climático	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
Las recomendaciones recibidas no eran practicable	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
Las recomendaciones recibidas fueron demasiado complejas	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>

10. Por favor indicar que tan importantes fueron para su empresa los siguientes cambios como resultado de su participación en el proyecto? (1=no importante ..... 5=muy importante)

	1	2	3	4	5
Tenemos mayor conciencia de la importancia de recolectar/ procesar toda la información relacionada con los procesos de producción y gestión que impactan la huella de carbono	1 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Mayor conocimiento de los consumos energéticos de la empresa	1 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Se descubrieron deficiencias en el proceso productivo desconocidas anteriormente (problemas productivos, costos energéticos de consumo, duplicaciones de actividades, inexistencia o ineficiencia de registros, etc.)	1 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Aprendimos como mejorar la eficiencia energética	1 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Aprendimos que el tratamiento de residuos es importante	1 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Nos permitió conocer y analizar alternativas para optimizar los costos de producción	1 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

Tenemos mayor conciencia de la complejidad del tema de la huella de carbono y su medición	1 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Tenemos mayor conciencia acerca de la importancia de la huella de carbono en los mercados internacionales	1 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Mayor claridad con respecto a las inversiones necesarias para adaptarse al cambio climático	1 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Permitió evaluar aspectos técnicos/productivos que antes no eran revisados	1 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Nos permitió identificar como mejorar la logística de nuestros productos para reducir la huella de carbono	1 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Ha fortalecido la gestión interna con nuevas herramientas	1 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Ha permitido generar nuevos proyectos internos	1 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>
Las actividades han permitido un mejoramiento de las capacidades técnicas de los trabajadores de la empresa	1 <input type="checkbox"/>	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>

**SECCION C: Información sobre actividades/decisiones tras la participación en los eventos del proyecto “Medición de la Huella de Carbono” de la CEPAL**

**11. Después de la participación de su empresa en el proyecto, indique su nivel de acuerdo con las siguientes afirmaciones:**

	Ampliam. en desacuerdo	Algo en desacuerdo	Algo en acuerdo	Ampliam. en acuerdo	Sin conocimiento suficiente para poder responder
La medición de la huella de carbono es una herramienta importante para la gestión de la empresa	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
La empresa no controla una parte importante de la huella de carbono	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
Los costos de adaptación/reducción de la huella de carbono son bastante elevados pero conllevan beneficios	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
La reducción de la huella de carbono puede dar una ventaja importante a los primeros en implementarla	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
Antes de invertir para reducir la huella de carbono se necesita un marco legal obligatorio	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
Para actuar se necesitan más informaciones sobre lo que hacen los competidores	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
Es necesario el acompañamiento de las instituciones públicas	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>



para continuar con las inversiones					
Se necesitan informaciones completas sobre costos y ventajas antes de invertir	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>
Sería necesario un programa de fiscalidad especial que facilite las inversiones	1 <input type="checkbox"/>	2 <input type="checkbox"/>	4 <input type="checkbox"/>	5 <input type="checkbox"/>	9 <input type="checkbox"/>

**12. Tras la participación en las actividades del proyecto, ¿ha compartido la experiencia y los resultados de su empresa con otras instituciones y/o personas?**

Si negativo, vaya a la pregunta 14

- Sí  
 No

**13. Por favor, indicar con quienes (puede marcar más de una opción)**

- Con otras empresas de nuestro sector productivo  
 Con otros productores de mi asociación  
 Con otras empresas en general  
 Con nuestros clientes  
 Con nuestros proveedores  
 Con nuestro gremio local/nacional  
 Con los trabajadores  
 Otros Favor especifique: \_\_\_\_\_

**14. Después de esta experiencia, ¿continuará su empresa midiendo la huella de carbono?** Si afirmativo, vaya a la pregunta 16

- Sí  
 No

**15. Por favor, indique las razones por las que no se continuará midiendo (marque dos como máximo)**

- Costos demasiado elevados  
 No hay interés  
 Es demasiado complicado  
 Falta de ayuda pública  
 No es obligatorio  
 Beneficios dudosos  
 Se necesita una certificación oficial  
 Otro. Por favor especifique: \_\_\_\_\_

**16. Después de haber participado en el proyecto “Medición de la Huella de Carbono” de la CEPAL, ¿la empresa ha implementado/va implementar las recomendaciones incluidas en el informe final?** Si afirmativo, vaya a la pregunta 18

- Sí  
 No

**17. Indique por favor, la(s) razón(es) de no haber implementado dichas recomendaciones (puede marcar mas de una opción)**

- Demasiado costosas  
 Estamos a la espera de que sea una obligación  
 Todavía no logramos identificar claramente los beneficios de su implementación  
 Se necesita apoyo gubernamental para facilitar la implementación de las recomendaciones (infraestructura – reducción fiscal)

- Estamos a la espera de que se completé el proceso de certificación
- Se necesita capacitar constantemente a los trabajadores
- Muchas de las recomendaciones están fuera del control de la empresa
- Hace falta que éste sea un tema prioritario para todo el país
- Dificultad a la hora de tratar con los proveedores
- La certificación oficial es demasiado costosa
- Otro. Por favor, especifique: \_\_\_\_\_

**18. Después de la participación en el proyecto ¿la empresa ha implementado/piensa implementar acciones para la mitigación de la producción de Huella de Carbono? Si negativo, vaya a la pregunta 20**

- Si
- No

**19. Si su respuesta ha sido si, por favor indicar el tipo de acciones (puede marcar más de una opción)**

- Utilizar menos químicos
- Mantener el registro de todos los datos como base para actuar
- Trabajar en el tratamiento de los residuos
- Preparar un nuevo plan de manejo integral
- Tratar con nuestros proveedores de transporte para mejorar la eficiencia
- Capacitar constantemente a los trabajadores
- Reemplazar las maquinas más contaminantes
- Mejorar las fuentes de energía
- Instalar nuevas fuentes de energía
- Trabajar con los proveedores
- Estamos en un proceso de certificación completa
- Otro. Por favor, especifique: \_\_\_\_\_

**20. En general, ¿han respondido a sus expectativas las actividades y eventos del proyecto en los cuales usted ha participado?**

- Si
- No
- No lo se
- Por favor explicar: \_\_\_\_\_

**21. Por favor, indique algunas sugerencias específicas para mejorar la calidad y el impacto de este tipo de proyectos y eventos.**

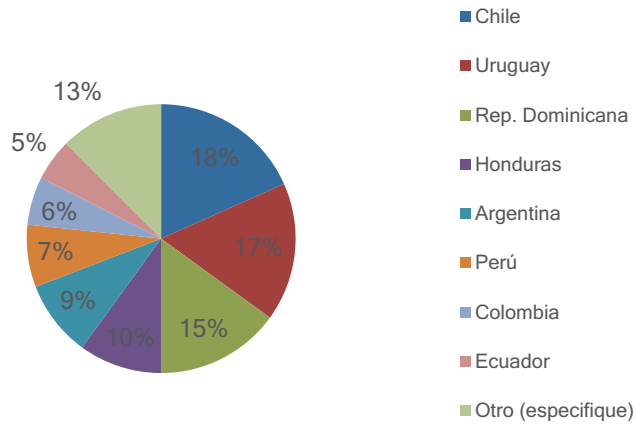
# ANNEX 3

## Questionnaire Results

### I. GENERAL QUESTIONNAIRE RESULTS

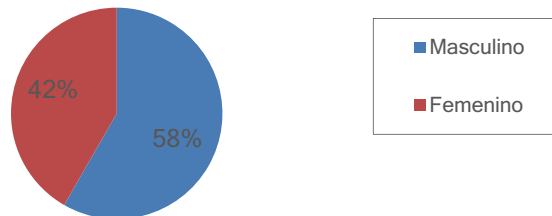
Q1

Por favor, marque en qué país trabaja (seleccione una respuesta solamente):



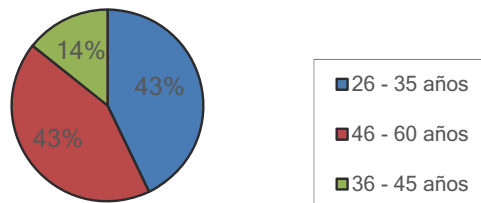
Q2

Género



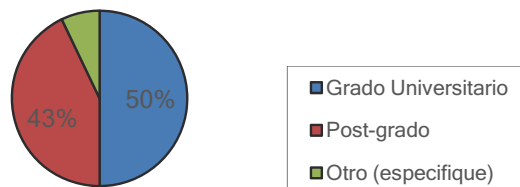
Q 3

Edad

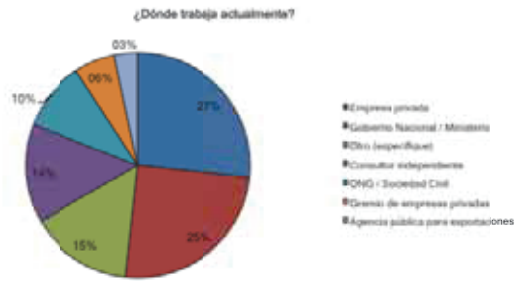


Q 4

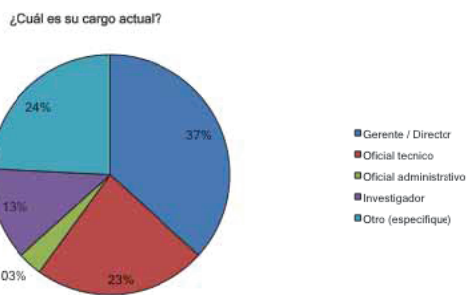
Nivel de estudios



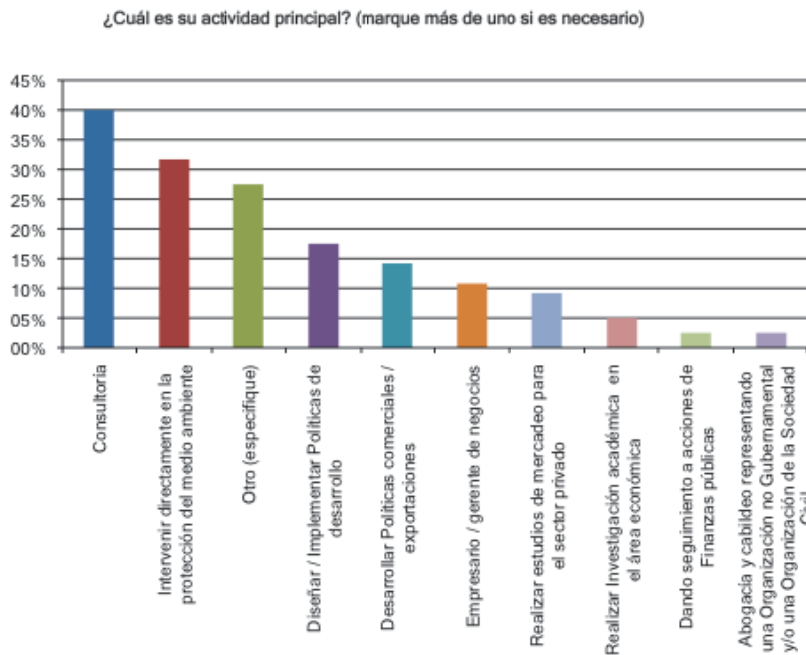
Q 5



Q6

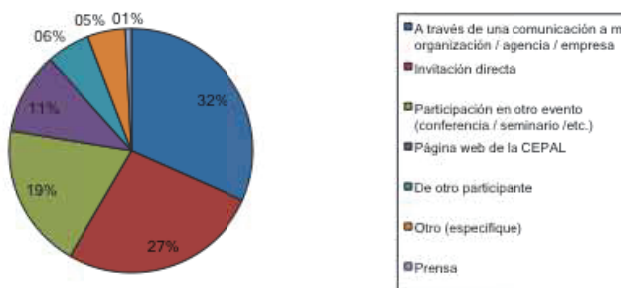


Q 7



Q 8

¿Cómo ha conocido Ud. el proyecto "Medición de la Huella de carbono" de la CEPAL?



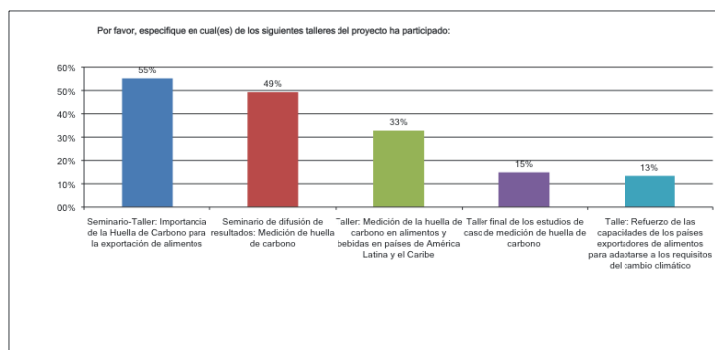
Q 9

¿Ha participado en alguno de dichos eventos organizados dentro del marco del proyecto?



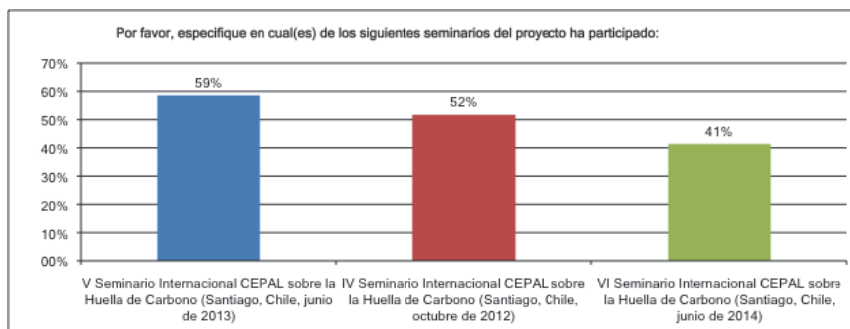
Q 10

Por favor, especifique en cual(es) de los siguientes talleres del proyecto ha participado:

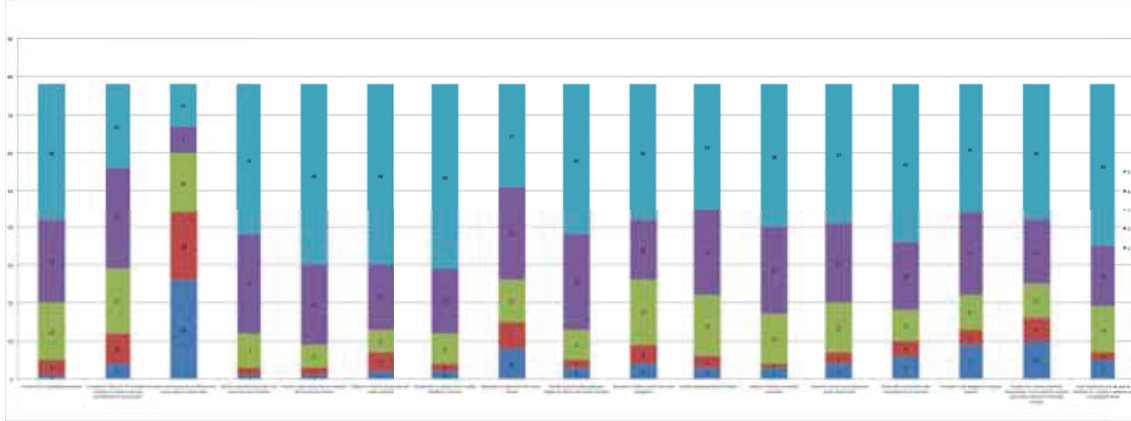


Q 11

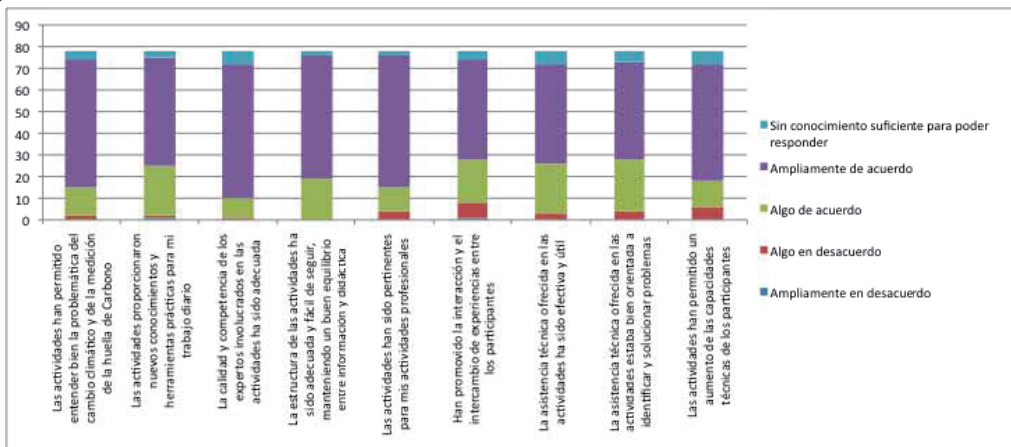
Por favor, especifique en cual(es) de los siguientes seminarios del proyecto ha participado:



Q 12



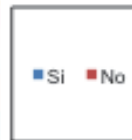
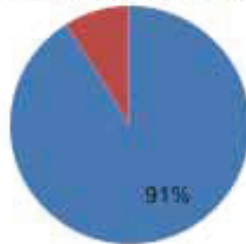
Q 13



Q 14

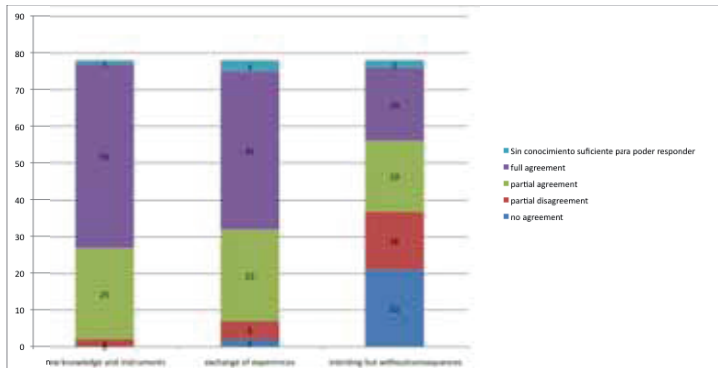
¿ Las actividades y eventos del proyecto en los cuales usted ha participado, han respondido a sus expectativas ?

09%





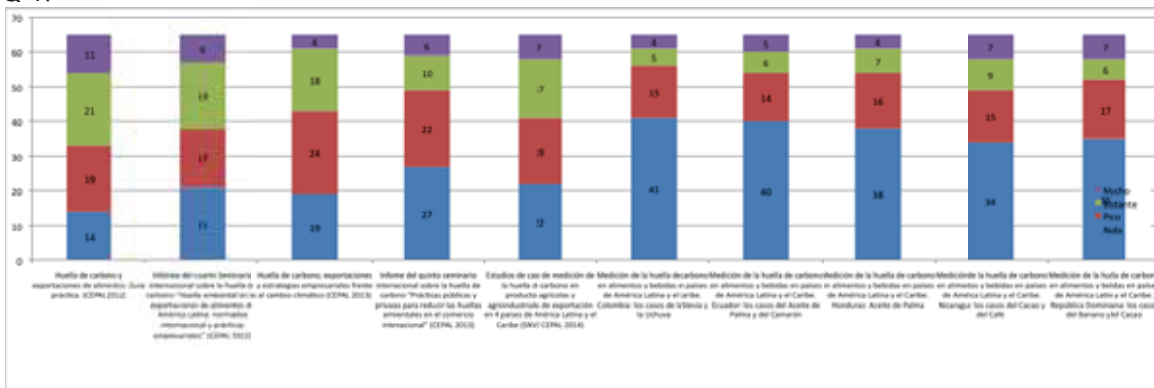
Q 15



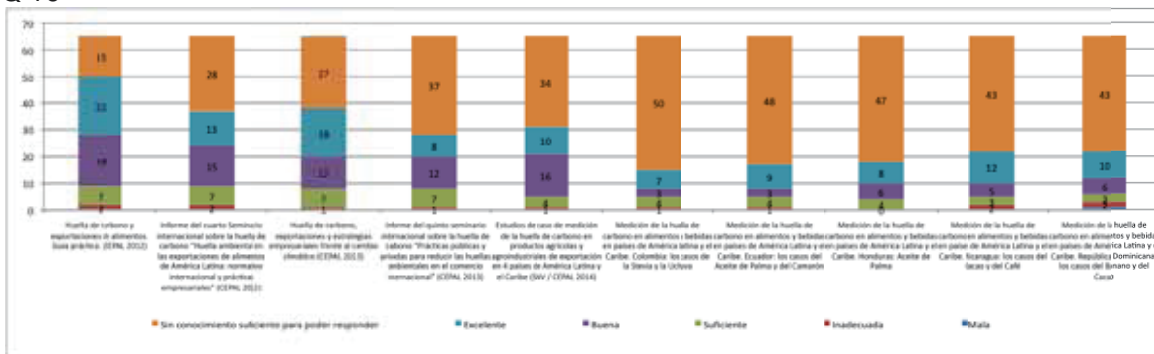
Q 16



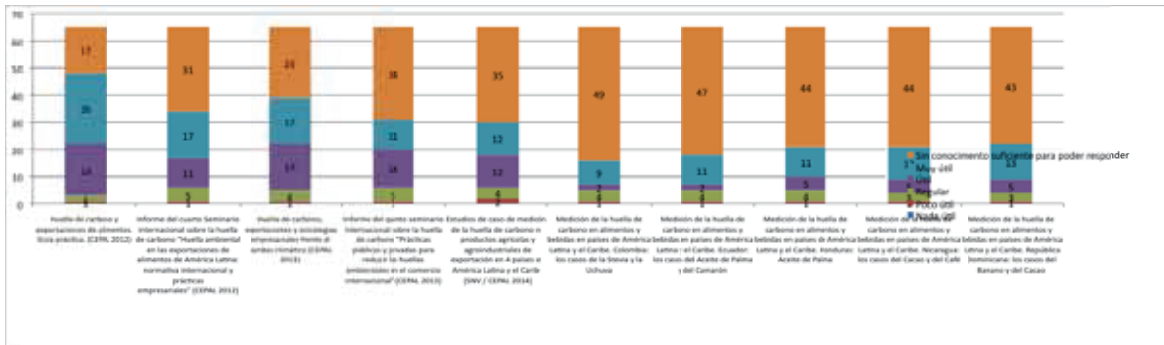
Q 17



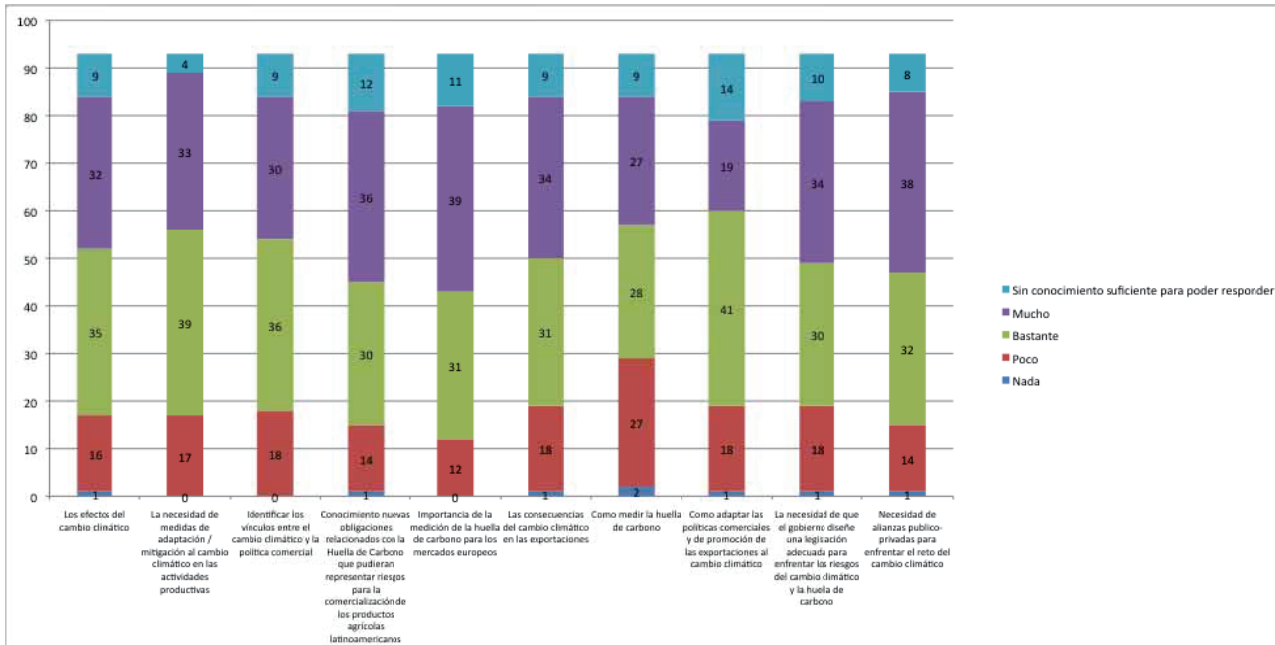
Q 18



Q 19

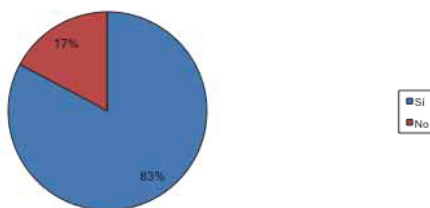


Q 20

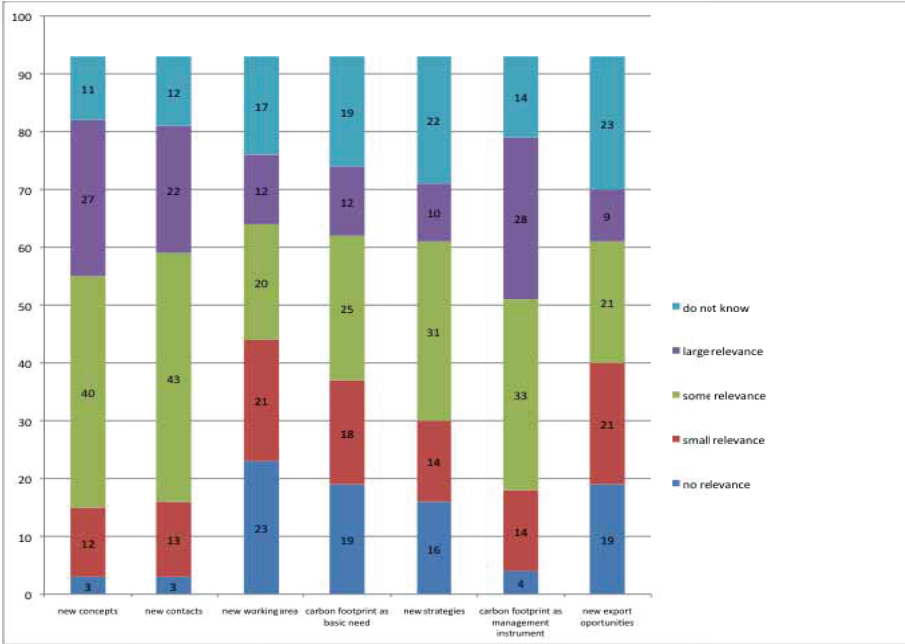


Q 21

Después de su participación en las actividades desarrolladas en el marco del proyecto "Medición de la Huella de Carbono" de la CEPAL, ¿ha utilizado usted de alguna manera la experiencia y/o los conocimientos adquiridos en su trabajo?

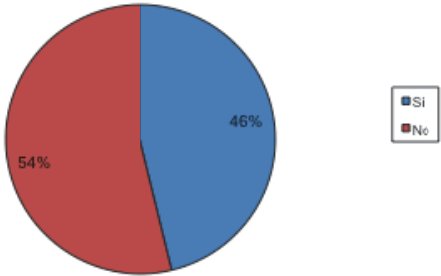


Q 22

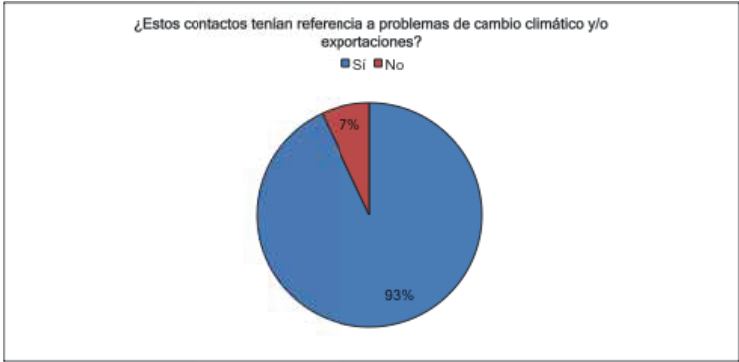


Q 23

Ha tenido contacto con otros participantes tras su participación en las actividades del proyecto "Medición de la huella de Carbono" de la CEPAL?

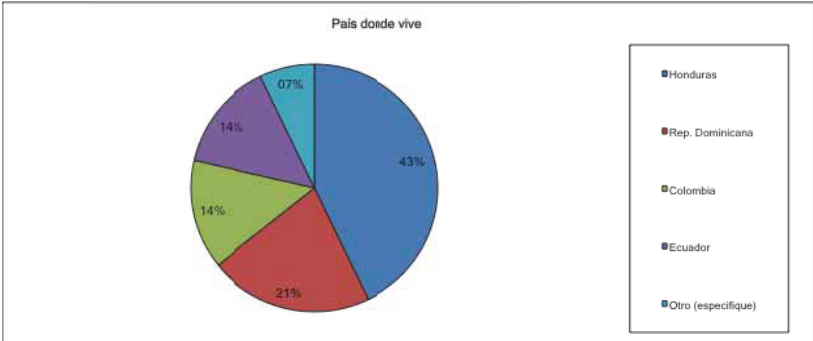


Q 24

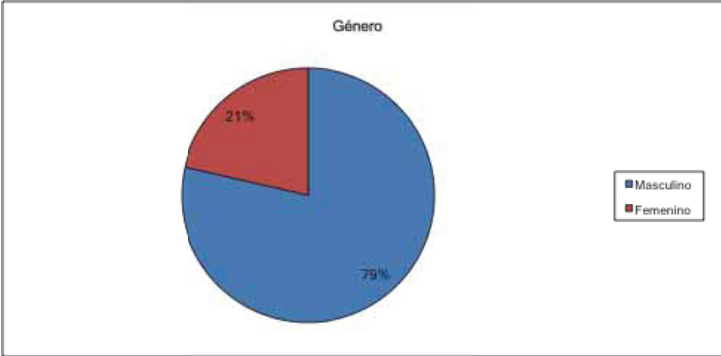


II. ENTERPRISES QUESTIONNAIRE RESULTS

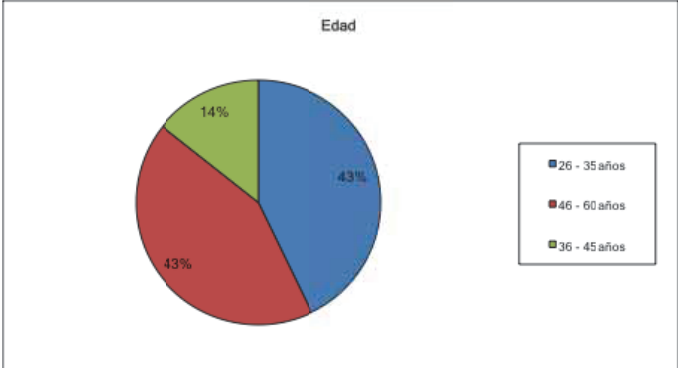
Q1



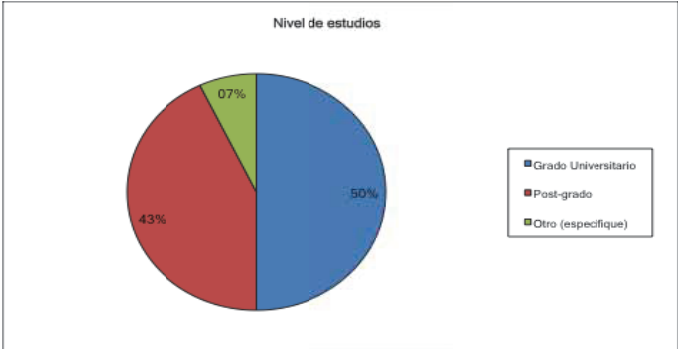
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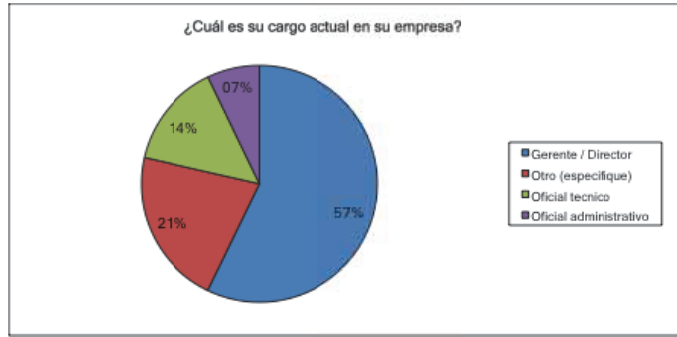
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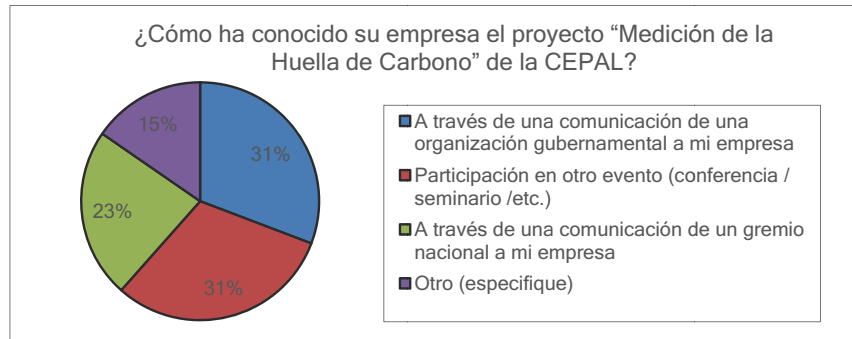
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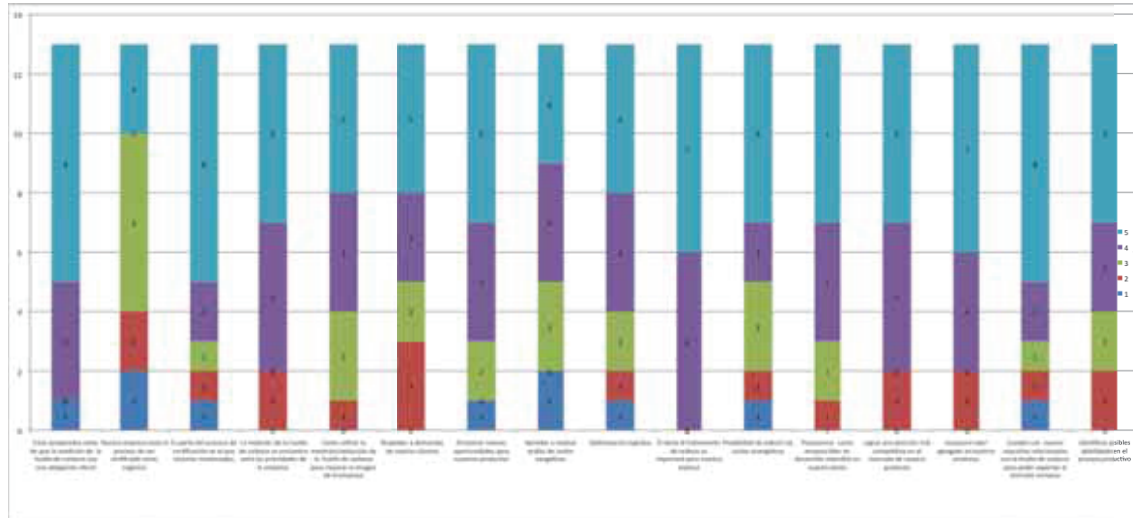
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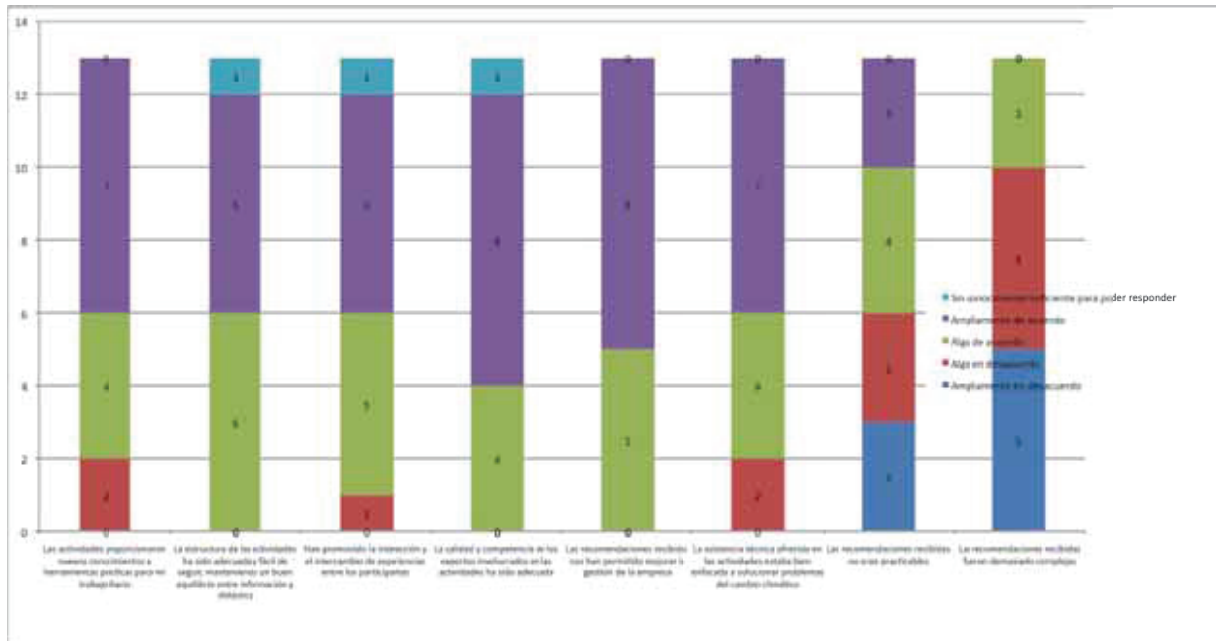
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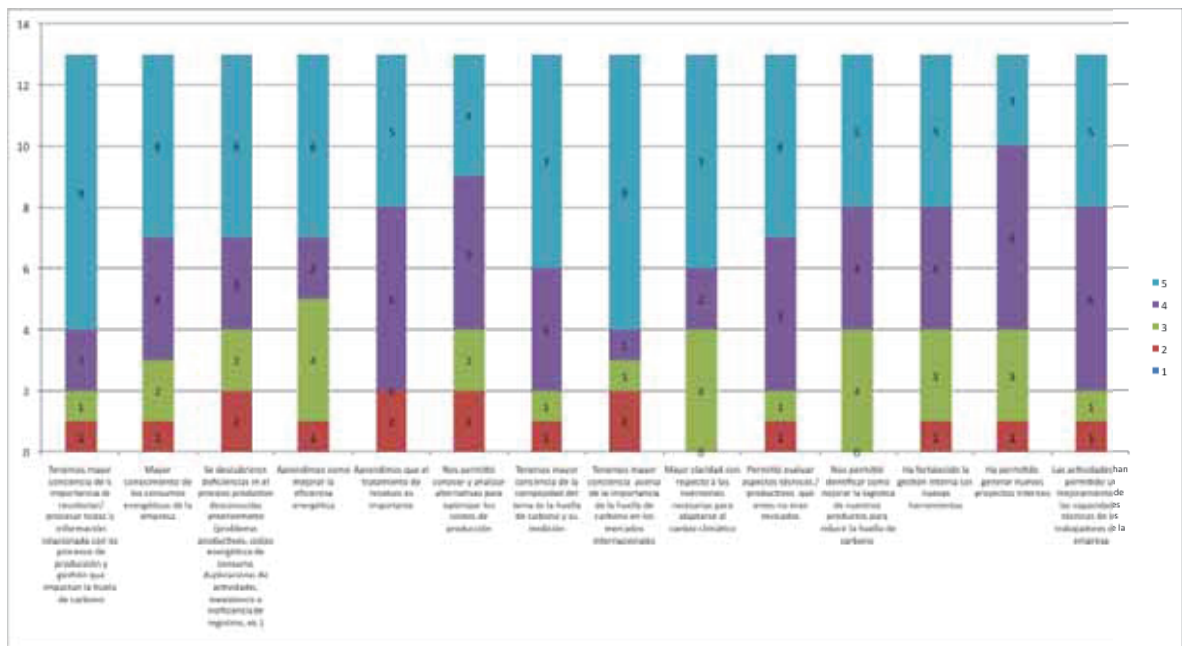
Q 7



Q 8

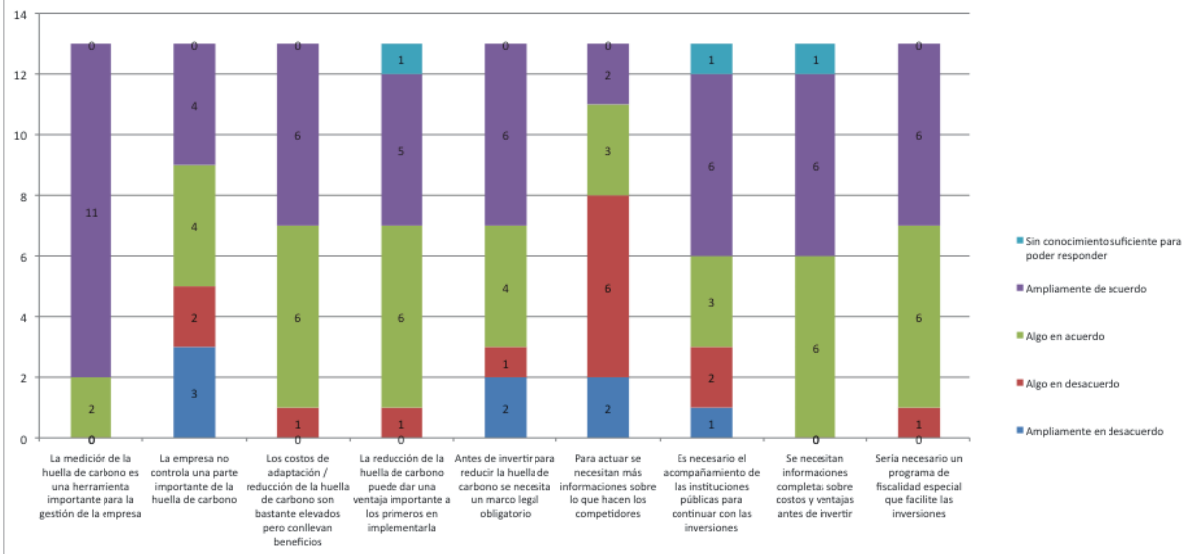


Q 9

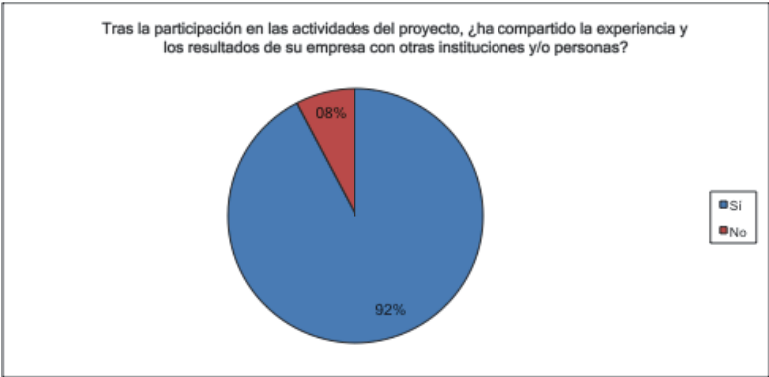




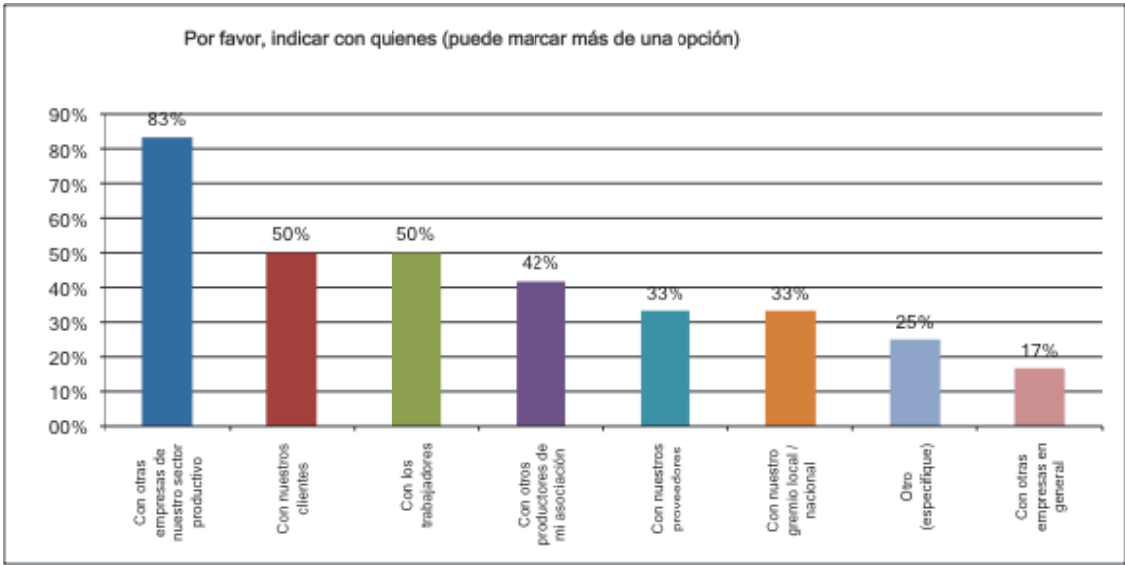
Q 10



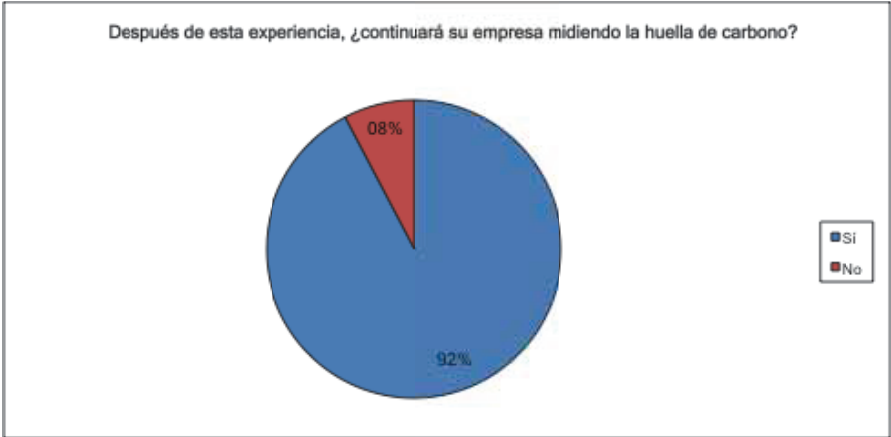
Q 11



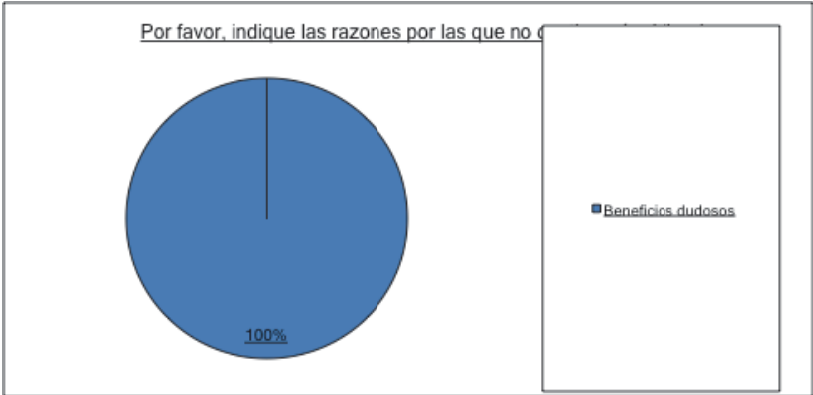
Q 12



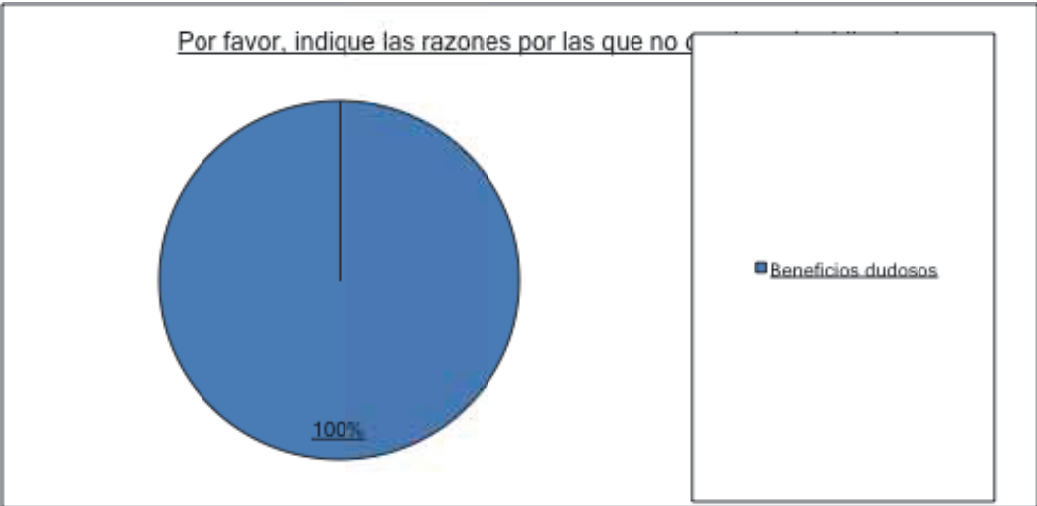
Q 13



Q 14



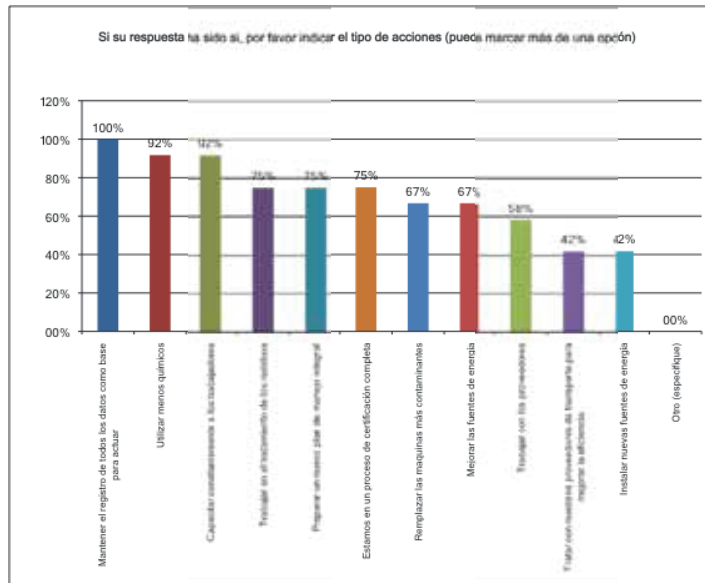
Q 15



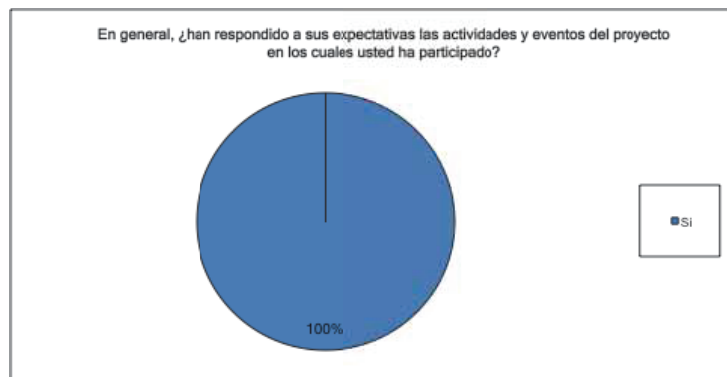
Q 16  
++++  
Q 17



Q 18



Q 19



# ANNEX 4

## Evaluator's revision matrix

### A. COMMENTS ERG

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENTS ERG	EVALUATOR'S RESPONSE
Diversas secciones	<p>En varias secciones del informe se menciona que el <b>proyecto DA fue una “oferta” de la CEPAL</b> a los países y no “demand driven” como correspondería. Queremos hacer dos comentarios sobre este tema.</p> <p>En la experiencia de la DCII, dado los tiempos de tramitación de los proyectos del DA (1-2 años) y el carácter selectivo de su adjudicación, en la práctica es improbable que los proyectos respondan directamente a una solicitud de los países.</p> <p>Por otra parte, en el caso específico del proyecto ROA/195 (cuyo diseño fue realizado en 2009-2010), la conveniencia de un proyecto de esta naturaleza para los países de ALC fue recogida por el equipo de la DCII en los Seminarios Internacionales de Huella de Carbono y Comercio Internacional de CEPAL, realizados a partir de 2009, en los cuales participaron representantes de los países y expertos internacionales.</p> <p>Coincidimos en la naturaleza flexible de los proyecto del DA y su capacidad de adaptarse a las necesidades y diferentes entornos de los países.</p>	De acuerdo y no hay contradicción con el texto
Diversas secciones	<p>El informe cuestiona el hecho de que sólo 7 países hayan manifestado interés inicialmente en participar en el proyecto. Sin embargo, este número no parece bajo si se consideran los criterios de selección de los países contemplados en el proyecto, lo novedoso del tema y el hecho de que éste no contempló transferencias directas a los organismos participantes (hecho decisivo ya que implicó financiar ellos mismos un/a profesional interno o externo que actuara de contraparte del proyecto). Por otra parte, cabe señalar que, además de los 4 países seleccionados inicialmente, con posterioridad 4 países más se incorporaron a las actividades del proyecto.</p>	Todo esta bien explicado en el texto
Diversas secciones	<p>En varias secciones del informe se menciona que, en términos de <b>cobertura sectorial</b>, el equipo ejecutor del proyecto se enfocó específicamente en el sector de alimentos, en desmedro de lo que hubiera podido ser una cobertura sectorial más amplia. Un comentario al respecto.</p> <p>Aun cuando en el diseño inicial del proyecto (2009-2010) hay solamente una referencia general al sector agroindustrial, en los Seminarios internacionales, realizados a partir de 2009, el sector de los alimentos fue destacado por los expertos como especialmente sensible a las iniciativas de medición de la huella de carbono y ecoetiquetado. La literatura especializada indica algo similar, destacando la preocupación de los consumidores respecto del impacto sobre el cambio climático de la huella de carbono de los alimentos que consumen. Los fundamentos de este enfoque se abordaron en la publicación “Huella de carbono y exportaciones de alimentos. Guía práctica”.</p>	Esto tambien se explica y de toda forma no hay cotradicción
Diversas secciones, incluyendo Pag.32 párrafo 2	<p>El informe menciona la falta de justificación cualitativa/cuantitativa de la opción en la ejecución del proyecto de trabajar con el sector de los alimentos.</p> <p>La <b>relevancia del sector alimentos</b> en las exportaciones a la Unión Europea y Estados Unidos de los países en los cuales se ejecutó el proyecto se destacó en las presentaciones realizadas por el equipo de CEPAL en los países mismos.</p>	Esto tambine esta claramente explicitatado (lo unico es que se utilizan los datos de 2009, que es cuando se preparo el

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENTS ERG	EVALUATOR'S RESPONSE
	<p>Los alimentos y bebidas representaron: en Ecuador, un 98% de las exportaciones a la UE y 19% a EEUU; en Colombia, 22% de las exportaciones a la UE y 12% a EEUU; en Nicaragua, el 94% de las exportaciones a la UE y 77% a EEUU; en República Dominicana, un 61% de las exportaciones a la UE y 22% a EEUU (datos de 2011).</p> <p>Un análisis de <b>datos cualitativos/cuantitativos</b> se presentó en los documentos por país “Insumos para discusión de resultados de la medición de huella de carbono” (indicadores agrícolas, ambientales y de comercio exterior), entregados a las contrapartes en 2013.</p> <p>El informe plantea asimismo que la <b>opción por 2 productos para los estudios de medición</b> de la huella de carbono habría reducido aún más la cobertura del proyecto.</p> <p>Al respecto, en términos de relevancia relativa, se destaca que en 4 países los productos elegidos por los propios países, estaban entre los más importantes dentro la respectiva canasta exportadora de alimentos a la UE y EEUU y el quinto país optó por dos productos emergentes, porque existían ya estudios sobre sus principales productos.</p> <p>P.ej. en Ecuador, el camarón está en los primeros lugares tanto en el caso de las exportaciones a la UE como a EEUU; en Nicaragua, el café es el principal producto a ambos mercados; en República Dominicana, el banano y el cacao también están en los primeros lugares de la canasta exportadora de alimentos.</p> <p>Estos datos se informaron al público en las presentaciones realizadas por el equipo de CEPAL en los países mismos y figuran en los indicadores sobre comercio y medio ambiente que fueron entregados a las contrapartes.</p> <p>Por otra parte, en la metodología PAS 2050, los estudios de medición de huella de carbono deben ser por producto/empresa y no genéricos o sectoriales, ya que ésta es la información que se requiere presentar en los mercados. Por esta razón, al elegirse la metodología PAS 2050 de medición de emisiones de GEI, los estudios de caso piloto se realizaron necesariamente sobre un número definido de productos y empresas.</p> <p>El análisis de la relevancia de los productos seleccionados se incorporó en los informes finales de los estudios pilotos a cada uno de los países. También se destacó en las presentaciones realizadas por el equipo de CEPAL en los países mismos y también en los indicadores sobre comercio y medio ambiente que fueron entregados a las contrapartes.</p>	<b>diseno oficial)</b>
<b>Diversas secciones</b>	<p>Es importante tener en cuenta que los <b>estudios piloto</b> de medición de huella de carbono de producto/empresa no tenían como finalidad la obtención de una certificación, sino que fueron parte de un proceso de creación de capacidades en las empresas, en el sector productivo respectivo y en los organismos públicos.</p> <p>Los estudios sirvieron a las propias empresas exportadoras para identificar sus principales fuentes de emisión (cambio de uso de suelo, gestión de residuos, transporte y otros relacionados con los productos exportables) y para adquirir capacidades para mejorar su proceso productivo. Fueron también un benchmark para el respectivo sector productivo que pudo conocer los principales cuellos de botella de sus procesos y la forma de identificarlos y medirlos. Los estudios también han servido como un insumo para futuras políticas públicas en el ámbito de la medición y mitigación de la huella de carbono.</p> <p>Estos logros del proyecto quedan manifiestos en las entrevistas a los empresarios, los debates de la mesa público privada y en las propuestas de los planes de acción.</p>	<b>Esto tambien es alo que el texto ye subraya</b>

<b>GENERAL COMMENTS</b>		
<b>REPORT SECTION (if applicable)</b>	<b>COMMENTS ERG</b>	<b>EVALUATOR'S RESPONSE</b>
<b>Diversas secciones</b>	Compartimos plenamente la recomendación que se hace en el informe de que la CEPAL pueda dar seguimiento a los logros alcanzados en los países participantes y pueda apoyar la creación y el fortalecimiento de redes de stakeholders (como la Red Latinoamericana y del Caribe de la Huella Ambiental del Café) que trabajan temas relativos a la huella ambiental de sus exportaciones.	<b>Bien</b>
<b>ACRONYMS</b>	CEPAL Comisión Económica para América Latina y el Caribe	<b>Done</b>
	ECLAC Economic Commission for Latin America and the Caribbean	
	LAC Latina America and the Caribbean	
<b>Pág.6 párrafo 2</b>	Finalmente, fue de 44 el total de estudios de caso.	<b>Done</b>
<b>Pág 10 párrafo 2, Pág 48 Párrafo 3</b>	Reemplazar entre las instituciones que participaron en el proyecto a WTO por ITC (International Trade Centre) En la página 48, párrafo 3 debe decir "ITC (also as speaker participated to conferences)". Eliminar documents	<b>Done</b>
<b>Pág.11 párrafo 1</b>	Consideramos que puede ser un error la evaluación en esta página de que un 41% de participantes mujeres en las actividades del proyecto no es satisfactoria (que se reitera en pp. 166, 199 y 201). Esto no es consistente con el texto de la pág. 52 párr. 2 donde el evaluador sí considera satisfactorio este nivel de participación, dada la baja presencia de mujeres en el sector agroindustrial al cual estuvo orientado el proyecto. Esta última interpretación es consistente con las respuestas de los entrevistados en pp. 246, 253 y 255.	<b>Done</b>
<b>Pag 17 párrafo 4 Pág 23 tabla. A2.4 Pág.28 párrafo 2</b>	El informe final estuvo listo y fue entregado a la DPPO por la DCII el 1 de junio, antes de la entrega del borrador del informe final Aunque el nombre oficial del proyecto se mantuvo, el cambio de denominación se realizó de forma de facilitar la comunicación en torno al proyecto, haciéndolo más concreto y comprensible para el público objetivo. Sin embargo, no implicó una modificación del proyecto.	<b>Done</b> <b>Gracias por la explicación</b>
<b>Pág.33 párrafo 2</b>	Si bien se publicaron dos manuales, en ellos se incorporó la información y el análisis relacionado con los temas inicialmente identificados en el proyecto y en el marco lógico. Los análisis nacionales se encuentran en los informes de país de los estudios piloto.	<b>Bien</b>
<b>Pág.34 párrafo 3</b>	En los informes finales y en los resúmenes de los estudios de caso, como también en las presentaciones para analizar los resultados de los estudios de caso en los talleres, se indicó claramente que no es posible hacer un promedio y sacar conclusiones globales de las huellas, sino que son específicas de cada empresa, producto e incluso momento de producción. También se mostraron los resultados distintos para cada empresa, con el propósito de identificar las distintas fuentes de emisión posibles. Los estudios piloto no sólo sirvieron a las propias empresas exportadoras para identificar sus principales fuentes de emisión (cambio de uso de suelo, gestión de residuos, transporte y otros relacionados con los productos exportables) para adquirir capacidades para mejorar su proceso productivo, sino que fueron un benchmark para el sector y también se consideraron como un insumo para futuras políticas públicas en este ámbito. Este logro del proyecto queda manifiesto en las entrevistas a los empresarios, los debates de la mesa público privada y de los futuros planes de acción.	<b>Bien, confirma el texto</b>
<b>Pág 55 párrafo 2</b>	Reemplazar 4 por 3, en el número de países que se agregó posteriormente para otras actividades	<b>Done</b>
<b>Pág 58 mitad del párrafo 3</b>	Sólo la primera mitad del párrafo trata de la mesa público-privada. La segunda mitad aborda el tipo de oportunidades de negocios que surgen para las empresas participantes en el proyecto. Se sugiere incluirla en párrafo que aborda las conclusiones sobre las empresas.	<b>Done</b>



## B. COMMENTS PPOD

GENERAL COMMENTS		
REPORT SECTION (if applicable)	COMMENTS PPOD	EVALUATOR'S RESPONSE
General	Please reduce the report to 40-45 pages maximum. We strongly recommend making the reductions in the Executive Summary (maximum of 4-5 pages) and the conclusions section (if possible, limit to a maximum of ten conclusions).	Done
Recommendations	Please include a section on recommendations as requested in the TORs, which for ECLAC is one of the most relevant and useful sections of an evaluation report, not to say a requirement for every evaluation report for the UN. Actually some of the conclusions could be reworded to transform them to recommendations. Make sure to also include recommendations in the Executive Summary.	Done
General	Please check the grammar throughout the report.	Done
General	Please number the paragraphs on the report.	Done
Conclusions	Make sure to include reference to the incorporation of Gender perspective by the project in the conclusions section.	Done
Methodology	Include a small section on limitations to the evaluation within the section dedicated to the Methodology	Done
Page 11	Please revise the following phrase "In project implementation the attention for women has been constant at management level as well as local counterparts level. From project documents it appears that on average the events has 41% of presence of women participants: considering the sectors chosen for the exercise (the agri-business) this value is by no means satisfactory. The same percentage comes out from the answers to the Questionnaire, being then a confirmation of the substantial participation of women." It seems contradictory (sentence one and two), and, furthermore, it is contradictory with the rest of the report where the participation of women in the project, specially taking into consideration that it worked directly with the agricultural sector, is well-valued.	Done
Page 29. Last two lines	This section includes the following comment: "the definition is correct (number of stakeholders from private sector and from public sector/organizations that act in consequence of the information received), while the amount is not clear. For each result it is marked as 5 + 5 stakeholders: if it refers to each beneficiary country this amount could be probably too high; on the, if it is the total for a continental project, it could be minimal, considering moreover that the amount of countries should have been 6." We have two comments on this text: 1. Targets are directly linked to the indicator therefore the 5 target (in both indicators) refer to number of business and export associations and number of entities from the private and public sectors, respectively. 2. Please do bear in mind that as you yourself ascertain in the page 31 (paragraph 2), the target beneficiaries of the project were always six countries and not the whole region. Therefore, targets and results should be compared with this universe.	Done
Page 41. Result 3. Line 24	Please indicate the number of firms that have indicated they will seek a certification.	Done
Page 57 Third paragraph line 13	Could you please indicate to what is exactly the quality is referring to in the following phrase: The fact that 80% enterprises interviewed acknowledge that the final outcome of the footprint measure is a useful management instrument to improve the quality (of?) is a promising sign in their capacity to exploit the new resources for improved export	Done



Economic Commission for Latin America and the Caribbean (ECLAC)  
Comisión Económica para América Latina y el Caribe (CEPAL)  
[www.eclac.org](http://www.eclac.org)