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FINAL ASSESSMENT REPORT

June 2020

ASSESSMENT OF DEVELOPMENT ACCOUNT PROJECT 1617 AA

Input-output tables for industrial and trade policies in Central and South America

NACIONES UNIDAS

CEPAL

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ACRONYMS

ACRONYM	DEFINITION
CAN	Andean Community
CACM	Central American Common Market
DESA	Department of Economic and Social Affairs
ECLAC	Economic Commission for Latin America and the Caribbean
IOT	Input-output table
MERCOSUR	Southern Common Market
SDG	Sustainable Development Goal

EXECUTIVE SUMMARY

1. The project "Input-output tables for industrial and trade policies in Central and South America" (US$ 788,000) was financed through Development Account tranche 10 and implemented by the International Trade and Integration Division of ECLAC in collaboration with the subregional office in Mexico and the national office in Argentina.

2. It was implemented between January 2016 and December 2019 and aimed to strengthen the capacity of seven selected countries (Bolivarian Republic of Venezuela, Ecuador, El Salvador, Guatemala, Honduras, Paraguay and Plurinational State of Bolivia) to design and monitor trade and industrial policies through the construction and use of national, subregional and regional input-output tables (IOTs). Ultimately, many more countries of Central and South America participated in the project, which was both a challenge and a significant achievement.

RELEVANCE AND DESIGN

3. The project responded to the identified needs and increasing demand in the Latin American and Caribbean region and the participating countries for IOTs as crucial tools for the definition of national, subregional and regional trade, industrial and innovation policies to promote productive integration. It addressed the different needs at the national level by helping to build or update IOTs and the need to improve the analysis of regional value chains and the identification of strategic sectors. The project provided an innovative approach and represented a comprehensive effort to enhance institutional dialogue to advance towards a common understanding of the problem in the region.

4. The project was fully in line with ECLAC mandates and contributed directly to the Commission's programme of work by helping to improve the capacity of Latin American and Caribbean countries to participate effectively in global and regional value chains. It did so by: (i) providing tools and analysis; (ii) generating, disseminating and applying innovative and sound approaches; (iii) strengthening multisectoral and interdisciplinary analysis and (iv) strengthening technical capacities.

5. The project design identified some of the main bottlenecks, including the lack of capacities within the region. Countries were selected on the basis of pertinent criteria and the roles of the different stakeholders in solving the identified problems were assessed. Nevertheless, a more thorough and explicit analysis of the demand side could have been attempted to better understand the rules and incentives that govern the implementation of policy reform and to define the roles of the various actors more clearly.

6. The analysis included credible cause-and-effect relationships that demonstrated the capability of the project to address challenges. Nevertheless, the project design would have benefited from a more thorough description of its logic and explicit verification of the hierarchy and causality of objectives. Building capacity and influencing policy are both complex, non-linear and long-term change processes that cannot be explained by a single factor.

7. Although the logical framework was useful at the project proposal stage, it should have been improved to serve as an effective management tool. The relevance of the indicators was limited, and the regular review of the theory of change would have been advisable.

EFFICIENCY

8. There were some delays at the beginning of the implementation process owing to the challenges of involving several offices. Nevertheless, the organizational arrangement together with the outstanding collaboration with the different counterparts allowed the activities to be implemented as planned and even generated synergies and efficiency gains. The project team was also able to identify instances for technical cooperation and adapt to changes during implementation.

9. The project model was coherent and facilitated the delivery of cost-effective, timely and quality services. As a result, the beneficiaries were very satisfied and the different activities and outputs were of high quality. The general perception was that the project allowed a bidirectional exchange of information and a dialogue between ECLAC and the beneficiaries. The activities were complementary and reinforced the internal coherence of the project. Nevertheless, a broader dissemination of the activities would have increased participation and probably the benefits of the project.

EFFECTIVENESS

10. The project helped to enhance the knowledge, understanding and capacity of beneficiaries at both the national and the regional level to: (i) develop and effectively use IOTs, (ii) to design and implement trade and industrial strategies and policies, to a certain extent, and (iii) to promote complementarities at the regional or subregional level. Most beneficiaries used the publications, acquired knowledge and increased capacities in their daily work.

11. The project helped to enhance governments' capacity to encourage and design more effective policies and to foster complementarities at the regional or sub-regional level. Despite the logical limitations to exerting influence at the policy level, the project helped to lay the issue on the table, and the involvement of ECLAC allowed it to reach and influence higher decision-making instances, to a certain extent. Nevertheless, a larger effort was still needed to specifically target those better placed to incorporate the project into the policy process.

12. Although the activities helped to promote a common vision for enhancing policy complementarity within the region, there was broad consensus that a lot remained to be done to use the information fully at the regional level.

SUSTAINABILITY

13. The project did not include an explicit exit strategy and some limitations were highlighted in terms of installed capacities because of the heavy reliance on consultants in some countries. Nevertheless, the efforts to promote a common vision in the region and ownership at the national level were an effective strategy to ensure continued efforts in the same vein. A lot of work was also done to disseminate both outputs and results. Although additional efforts are needed, the fact that the objectives are enshrined in the ECLAC mandate ensures the continuity of support.

CROSS-CUTTING ISSUES

14. The analysis underpinning the project overlooked gender-related issues. As a result, the design was not gender responsive. Nevertheless, an effort was made to ensure equal participation. The human rights perspective was not incorporated into the project design, which focused on technical aspects and tools.

CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

15. Although the project did not involve Sustainable Development Goal (SDG) localization (adaptation to the national and sector context), it was directly and indirectly linked to several Goals, for example through the improvement in statistics, dissemination of international practices and systemization of regional information. It was nevertheless too early to assess any contributions (doing so in the future also represents an enormous challenge).

LESSONS LEARNED

16. Working closely with regional integration initiatives or mechanisms is an effective way to promote a common vision that in turn helps to strengthen project results, broaden the dissemination of outputs and enhance sustainability.

17. ECLAC is an excellence-driven organization with a strong record and reputation in the region. Its involvement has the potential to bring about significant efficiency gains by stimulating dialogue, facilitating access to cutting-edge knowledge and attracting additional contributions to projects (in-kind or other). In line with its mandate, ECLAC promotes multilateral dialogue, knowledge-sharing and networking at the regional level, and works to promote intra- and interregional cooperation.

18. The project represents an excellent example of the benefits of working at the national, subregional, regional and even interregional level. In particular, the project activities almost exclusively involved subregional integration mechanisms. In spite of different political sensibilities, the project reflected close collaboration with some of these mechanisms and the successful promotion of a common vision that helped to strengthen results, dissemination and sustainability, which can be replicated easily in other projects or sectors.

19. **Lessons learned:** Development Account support is an effective way to strengthen the role of ECLAC as a game changer, as it allows the implementation of innovative approaches offering distinctive knowledge and skills that are not provided by other partners.

20. The role of the Development Account as a vehicle for member countries to tap into the normative and analytical expertise of the United Nations Secretariat was evident throughout the project. By offering distinctive knowledge and skills that are rarely provided by other development partners, ECLAC is well placed to be a game changer in terms of encouraging: (i) the exchange of knowledge and transfer of skills among countries and (ii) inter-institutional dialogue. In this context, ECLAC is regarded as a key actor contributing to a shared (United Nations) vision.

21. Without the Development Account support and the work guided by ECLAC, the IOTs would not have even been developed in many countries, let alone been the subject of discussions on how to use them to improve policies or on building IOTs for subregions or, for the first time, for Latin America and the Caribbean. The innovative approach would not have been implemented without the project, which has filled a large gap.

RECOMMENDATION TO ECLAC DIVISIONS

22. Develop a comprehensive theory of change that explains the causal chain to achieve objectives and results. It should involve different stakeholders, identify intermediate effects and assumptions that are not necessarily under the control of the project and explain country and sector specificities. It may include one expected accomplishment for each dimension of capacity-building.

23. Developing and maintaining an evaluative culture in an organization is often seen as key to building more effective results management and evaluation approaches. It is therefore crucial that projects aimed at achieving complex change are underpinned by a robust theory of change, which is essential for demonstrating what has been achieved, facilitating monitoring and sharing information. It offers

senior managers the possibility to challenge the logic of a project and the evidence gathered on performance in order to oversee results management and thus ensure that results are realistic, transparent and accountable.

24.   In the future, similar projects should develop a comprehensive theory of change that explains the causal chain to achieve objectives and results. In some cases, it may be appropriate to include one expected accomplishment for each dimension of capacity-building identified by the Development Account (individual, organizational and enabling environment). The theory of change should also identify intermediate effects and assumptions that are not necessarily under the control of the project (sphere of influence). An effort should be made to identify the conditions and stakeholders responsible for the achievement of these effects. This would allow the project to envisage complementary activities or remedial measures and even contributions to the attainment of the SDGs.

25.   The analysis should explain country and sector specificities (e.g. different policy areas), and even develop specific subtheories of change if necessary. A systemic approach during the design process allows the investigation of possible unintended effects (either positive or negative), power relationships and possible conflicts at the boundaries of the system. Different stakeholders should be involved in the identification of the most critical problems (including underlying causes) and credible cause-effect relationships. This process should include identifying the different roles, positions, strengths, weaknesses and influences of the stakeholders. It plays an important role in building stakeholder consensus, identifying the partnerships needed to address problems effectively and assessing the roles that different stakeholders must play to solve problems.

26.   **Recommendation to DESA and ECLAC divisions:** Develop sets of indicators that comprehensively capture the performance of the project. The aim should be to capture both technical and political changes or processes and input or output processes. Although aggregate or composite indicators are sometimes useful, they should be accompanied by methodological specifications.

27.   A solid results-based management (RBM) system takes what is commonly referred to as a life-cycle approach in which results are central to planning, implementation, monitoring and evaluation, reporting and ongoing decision-making. By focusing on results rather than on activities, RBM helps to better articulate the vision and support for expected results and to better monitor progress using indicators, targets and baselines. It is therefore essential to include a robust and comprehensive logical framework matrix in the project proposals that contain specific and clear results, indicators, risks, assumptions and roles of partners. This would enhance both project design and evaluability.

28.   It may be impossible to identify indicators in sufficient detail in the project proposal. In this case, the logical framework matrix should be revised during the inception phase and at the start of implementation to develop indicators that comprehensively capture the performance of the project, including processes and effects. An input-process-output-outcome-impact indicator model may be appropriate. It should aim to capture both technical and political changes or processes, but measurement at the output level should not be overlooked as this allows monitoring of the use of resources, implementation of activities linked to those resources and specific outputs deriving from these activities.

29.   Although a single indicator may provide valid information, it is normally not enough to capture the achievement of an expected accomplishment. Aggregate or composite indicators may be useful in some cases, but they must be accompanied by methodological specifications. Indicators should comply with numerous criteria to ensure quality (specific, measurable, achievable, realistic, time-limited, relevant, acceptable, credible, robust, clear, economic, adequate, etc.). However, in general, indicators should be: (i) strongly correlated with objectives, (ii) easy to understand and interpret unambiguously, (iii) able to be developed through the collection of data with available resources and (iv) sensitive to changes. Furthermore, targets should be defined as specific, measurable and time-bound effects that contribute directly to the achievement of a goal.

30.   **Recommendation to ECLAC divisions:** Ensure broader dissemination of tools and results. This should include targeting the actors best placed to influence policy processes —particularly those interested in using tools and information at the regional level— and fostering a common vision for enhancing regional complementarities.

31.   The beneficiaries were very satisfied and the different activities and outputs were of high quality. Thus, it is important to ensure broader dissemination of tools, results and publications (including to other stakeholders such as service sectors, universities, etc.) New channels and tools could be explored in order to maximize efficiency (e.g. online videos, a manual on the use of IOTs, etc.). The International Trade and Integration Division is currently working in this direction, for example by developing a user-friendly interface for the regional IOT (a package with integrated databases and constructed indicators that is easy for non-experts to use). ECLAC will continue to provide regular assistance to the countries to encourage more analytical work using the IOTs.

32.   The momentum created by the project and the influence of ECLAC are a perfect combination to reach and influence higher decision-making instances by specifically targeting those better placed to apply the tools in policy processes. This is also the goal of the current activities of the International Trade and Integration Division, which include linking the IOT of Latin America and the Caribbean with that of the Asia-Pacific region in collaboration with the Asian Development Bank, or with the global IOT developed by the Organization for Economic Cooperation and Development (OECD). All these efforts appear to point in the right direction, towards a common vision and the enhancement of policy complementarity within the region.

33.   ECLAC has a strong record and extensive experience working at the intraregional level. As has been done in this project, interregional work should be considered an effective instrument to achieve the desired objectives in Development Account projects. Nevertheless, it is important to acknowledge and address the challenges of both intraregional work (e.g. several offices involved in implementation) and interregional work.

34.   In particular, it would be advisable to put in place concrete procedures to strengthen collaboration between offices (and other entities of the United Nations Secretariat). In addition to joint design, this should involve a concrete work programme as well as joint monitoring and reporting (e.g. progress and final reports). Implementing partners should also agree on a strategy to maintain communication on a regular basis (e.g. kick-off and monitoring meetings). This would allow them to: (i) envisage joint strategies to use and disseminate regionally generated knowledge, (ii) identify opportunities to maximize the creation of effective and sustainable relationships or enhance regional dialogue and (iii) target the most relevant stakeholders, including civil society.

35.   **Recommendation to ECLAC divisions:** Implement a sustainability plan (exit strategy) outlining how the project intends to withdraw its resources while ensuring that progress towards the goals continues. The strategy should include targeted activities to link the Development Account project's activities with the regular work of ECLAC and partners' future undertakings. This should be reflected in the final report by including indications on how to further sustain the project's results.

36.   It is crucial to ensure a lasting impact of the results and achievements of this type of project in terms of sustained access to knowledge and enhanced technical capacity of beneficiaries. Funding cycles rarely align with needs, resulting in artificial timelines being imposed on programme phase-out. This could be minimized by implementing a sustainability plan outlining how the project intends to withdraw its resources while ensuring that achievement of the goals is not jeopardized and that progress towards these goals will continue.

37.   For future projects, it would be advisable to outline an explicit exit strategy at the outset and further develop it during implementation. The strategy should include specific actions to: (i) promote ownership, (ii) disseminate outputs and results and (iii) ensure that individual capacities are further

translated into institutional capacities. It should also define the change from one type of assistance (e.g. Development Account project) to another (e.g. regular work of ECLAC). It is necessary to include targeted activities linking the project's results and the dissemination activities implemented with the future undertakings of ECLAC and partners. The final reports should at least include (reasoned) indications on how to further sustain the project's results.

38.   **Recommendation to DESA and ECLAC:** Ensure that gender-related issues are thoroughly mainstreamed by undertaking a comprehensive gender analysis at project outset or at least including a dedicated section in the project document. The design must include positive actions to: (i) ensure equal and active participation of women in the activities, (ii) promote the added value of incorporating gender issues into the beneficiaries' work and (iii) include gender-sensitive indicators and targets. Gender experts or representatives may be invited to the activities to ensure ongoing focus on gender issues.

39.   It is broadly agreed that gender-related issues should be mainstreamed in any development project. It is necessary to highlight target entry points for mainstreaming gender in ECLAC activities through advocacy, project and policy development, implementation, and monitoring and evaluation.

40.   For future projects, it would be advisable to undertake a comprehensive gender analysis at the outset. This could be made compulsory for all Development Account project proposals or at least a specific section on gender could be included in the project document template. This would ensure that gender-specific roles and the different levels of impact on men and women are identified.

41.   As a result, the design may include gender-specific measures to: (i) increase effectiveness and impact, (ii) benefit both men and women by increasing gender balance or (iii) leverage the results to serve other development objectives, such as economic development and poverty reduction. It may be decided to include gender-specific activities (e.g. targeting women) or to incorporate a gender dimension into non-targeted actions (e.g. incorporating gender indicators into the analysis). As a minimum, positive actions must be implemented to: (i) ensure equal and active participation of women in the activities, (ii) promote the added value of incorporating gender issues into the beneficiaries' work (e.g. capacity-building, policy advocacy, etc.) and (iii) include gender-sensitive indicators and targets (e.g. sex-disaggregated). An effective way of ensuring an ongoing focus on these issues may be to include gender experts from partner development agencies or representatives from NGOs working for women's empowerment or gender equality in the activities.

1. INTRODUCTION

1.   The final evaluation of the Development Account project "Input-output tables for industrial and trade policies in Central and South America" (hereinafter referred to as "the project") was undertaken by Raul Guerrero (hereinafter referred to as "the evaluator"), commissioned by the Economic Commission for Latin America and the Caribbean (ECLAC). See the terms of reference in annex 1 for further details.

1.1 CONTEXT

2.   The Development Account was established by the General Assembly in 1997 as a mechanism to fund capacity development projects of the economic and social entities of the United Nations. It is intended to be a supportive vehicle for advancing the implementation of internationally agreed development goals and the outcomes of United Nations conferences and summits by **building capacity at three levels: the individual, the organizational and the enabling environment.** The Development Account 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.

3.   Development Account projects are implemented by global and regional entities, cover all regions of the globe and focus on five thematic clusters. Projects are programmed in tranches, which represent the Account's programming cycle. The Development Account is funded from the Secretariat's regular budget and ECLAC is one of its 10 implementing entities. The United Nations Department of Economic and Social Affairs (DESA) is responsible for the overall management of the Development Account portfolio.

4.   Development Account projects aim to achieve development impact by building the socioeconomic capacity of developing countries through collaboration at the national, subregional, regional and interregional levels. 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. It provides a bridge between in-country capacity development actors, on the one hand, and United Nations Secretariat entities, on the other. The latter offer distinctive skills and competencies in a broad range of economic and social issues that are often only marginally dealt with by other development partners at the country level.

5.   For target countries, the Development Account provides a vehicle to tap into the normative and analytical expertise of the United Nations Secretariat and receive ongoing policy support in the economic and social area, particularly in areas where such expertise does not reside in the capacities of the United Nations country teams. The operational profile of the Development Account 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.

6.   ECLAC undertakes internal assessments of its Development Account projects in accordance with Development Account requirements. Assessments are defined by ECLAC as brief end-of-project evaluation exercises aimed at assessing the relevance, efficiency, effectiveness and sustainability of project activities. They are undertaken as desk studies and consist of a document review, stakeholder survey and a limited number of telephone-based interviews.

1.2 PROJECT DESCRIPTION

7.   The project was financed under the tenth tranche of the Development Account (2016–2019) and implemented by the International Trade and Integration Division of ECLAC in collaboration with the subregional office in Mexico and the national office in Argentina. It was implemented during a four-year period, January 2016–December 2019, for a total budget of US$ 788,000. It targeted Central and South America, with a focus on the Bolivarian Republic of Venezuela, Ecuador, El Salvador, Guatemala, Honduras, Paraguay and the Plurinational State of Bolivia.

8.   It aimed to strengthen the capacity of seven selected countries (Bolivarian Republic of Venezuela, Ecuador, El Salvador, Guatemala, Honduras, Paraguay and Plurinational State of Bolivia) to design and monitor trade and industrial policies through the construction and use of national, subregional and regional input-output tables. However, many more countries of Central and South America ultimately participated in the project, which was both a challenge and a significant achievement. This objective was expected to be achieved through three intermediate results or expected accomplishments (EAs):

(i)   Strengthened the capacity of national and subregional statistical systems in selected Central and South American countries to enable them to design and build national, subregional and regional input-output tables (EA1).

(ii)   Improved the capacity of national policymakers, especially from trade and foreign affairs ministries in the selected Central and South American project countries, which will enable them to design and monitor national trade and industrial policies through the use of national, subregional and regional input-output tables (EA2).

(iii) Increased the knowledge of national policymakers and their representatives or delegates in regional integration schemes such as the Central American Common Market (CACM), the Andean Community (CAN) and the Southern Common Market (MERCOSUR) to use or interpret the results of national, subregional and regional input-output tables to design policies to promote production complementarities at the subregional level (EA3).

9.   The project document describes the project strategy but focuses on activities and outputs rather than on objectives and expected results (see section 3.1.3). The logical framework of the project is included in annex 2, which summarizes the intervention logic in relation to EAs and main activities, and includes a set of seven indicators of achievement to track the progress of the project in achieving the EAs (short-term). No specific indicators were included at the level of the overall objective (long-term). However, it should be noted that the indicator type and scope were defined by the Development Account templates, and the decision to add longer-term indicators was not entirely up to ECLAC.

2. EVALUATION METHODOLOGY

10.   This final assessment was managed by the Programme Planning and Evaluation Unit of the Programme Planning and Operations division of ECLAC in accordance with the different General Assembly resolutions that endorsed the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation.[1] Within this framework, the Programme Planning and Evaluation Unit conducts end-of-project evaluations once Development Account projects are closed.

2.1 PRINCIPLES

11.   The unit of analysis was the project itself, including its design, implementation and effects. In order to ensure credibility and usefulness, the evaluation adhered to the highest possible professional standards. It was conducted in accordance with the provisions contained in the project document and in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG).[2]

12.   The guiding principles of ECLAC were applied throughout the evaluation process (including design, data collection and dissemination of results). There was a focus on assessing the extent to which ECLAC activities and outputs respected and promoted human rights, including the consideration of whether the project treated beneficiaries as equals, safeguarded and promoted the rights of minorities, and helped to empower civil society. The evaluation also examined the extent to which gender concerns were incorporated into the project —whether project design and implementation incorporated the needs and priorities of women, whether women were treated as equal players, and whether the project served to promote women's empowerment.

13.   The information was triangulated at different levels (including sources and methods). To the extent possible, the evaluator ensured cross-checking of findings through each line of inquiry (e.g. desk research, interviews, surveys, beneficiaries, project managers, etc.) in order to credibly and comprehensively answer the evaluation questions. The evaluation established the right conditions to ensure the participation of all beneficiaries irrespective of their sex or ethnic group.

2.2 OBJECTIVES AND SCOPE

14.   In accordance with Development Account requirements, ECLAC undertook this internal assessment[3] between December 2019 and March 2020. It was retrospective and summative in nature and it considered both anticipated and unanticipated results. It looked at all project activities and, to the extent possible, at non-project activities. In particular, it sought to assess and analyse the:

(i)   Actual progress made towards project objectives.

(ii) Extent to which the project has contributed to outcomes in the identified countries, whether intended or unintended.

(iii) Efficiency with which outputs were delivered.

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[1]   See United Nations, "Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation. Secretary-General's bulletin" (ST/SGB/2016/6), 2016.
[2]   UNEG, *Standards for Evaluation in the UN System*, April 2005; *Norms for Evaluation in the UN System*, April 2005; *Ethical Guidelines for Evaluation*, March 2008.
[3]   The evaluator noted that there may be some ambiguity between the complementary nature and roles of self-evaluation (i.e. as undertaken under the auspices of respective programme managers) as opposed to independent evaluation (i.e. as undertaken by oversight bodies that are not directed by the managers of the programmes in question).
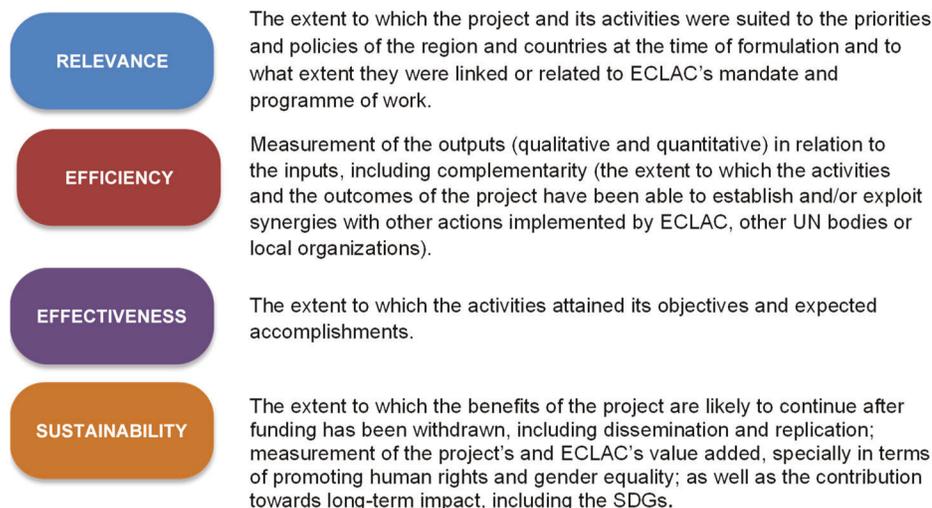
(iv) Strengths and weaknesses of project implementation on the basis of the available elements of the logical framework contained in the project document (objectives, results, etc.).

(v) Validity of the strategy and partnership arrangements. Coordination among the two implementing divisions or offices and other implementing partners.

(vi) Extent to which the project was designed and implemented to facilitate the attainment of the goals.

(vii) Relevance of the project's activities and outputs with respect to the needs of Member States, the needs of the region or subregion and the mandates and programme of work of ECLAC.

15. Regarding temporal scope, the evaluation covered the period beginning with the initial design phase of the project and ending with the completion of the final activities, plus any results and impact generated in the period since completion. The target audience and principal users of the evaluation include all project implementing partners (ECLAC divisions and subregional headquarters, as well as associated donors), the Development Account Programme Manager (DESA) and other entities of the Executive Committee on Economic and Social Affairs.

16. The evaluation also included an examination of the extent to which gender concerns were incorporated into the project —whether project design and implementation incorporated the needs and priorities of women, whether women were treated as equal players, and whether the project promoted women's empowerment. Finally, the contribution to the SDGs and various aspects related to the project's compliance with the following Development Account criteria will also be assessed:[4]

(i) Result in durable, self-sustaining initiatives to develop national capacities, with measurable impact at field level, ideally having multiplier effects.

(ii) Be innovative and take advantage of information and communication technology, knowledge management and networking of expertise at the subregional, regional and global levels.

(iii) Utilize the technical, human and other resources available in developing countries and effectively draw on the existing knowledge or skills or capacity within the United Nations Secretariat.

(iv) Create synergies with other development interventions and benefit from partnerships with non-United Nations stakeholders.

2.3 APPROACH

17. The evaluation was structured around 10 evaluation questions, four evaluation criteria (relevance, efficiency, effectiveness, sustainability) and cross-cutting issues (gender and human rights). The impact was examined through the project's contribution to other overarching strategies, including the achievement of the SDGs.

18. The evaluator worked independently but did receive organizational support from ECLAC in setting up interviews and managing the online survey (see section 2.3.2). The evaluation was organized around three different phases: (i) inception, (ii) data collection and (iii) data analysis and reporting.

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4   See United Nations, "Guidelines for the preparation of project documents for the 6th tranche of the Development Account", 2011 [online] https://www.un.org/esa/devaccount/docs/guidelines_6th_tranche.html.

Diagram 1
Evaluation criteria

| RELEVANCE | The extent to which the project and its activities were suited to the priorities and policies of the region and countries at the time of formulation and to what extent they were linked or related to ECLAC's mandate and programme of work. |

| EFFICIENCY | Measurement of the outputs (qualitative and quantitative) in relation to the inputs, including complementarity (the extent to which the activities and the outcomes of the project have been able to establish and/or exploit synergies with other actions implemented by ECLAC, other UN bodies or local organizations). |

| EFFECTIVENESS | The extent to which the activities attained its objectives and expected accomplishments. |

| SUSTAINABILITY | The extent to which the benefits of the project are likely to continue after funding has been withdrawn, including dissemination and replication; measurement of the project's and ECLAC's value added, specially in terms of promoting human rights and gender equality; as well as the contribution towards long-term impact, including the SDGs. |

Source: Prepared by the evaluator.

2.3.1 INCEPTION

19.   This phase started with the review of available documents. The purpose during this phase was to become familiar with the project, context, main stakeholders (partners, beneficiaries, etc.) and results (intended and achieved). This entailed reviewing relevant documentation and mapping key stakeholders. Relevant sources of information and conceptual frameworks were identified and reviewed, including allotment advice, redeployments, the project document, progress reports, meeting reports, workshop related documents, studies, publications, terms of reference for consultants, etc. (see the full list in annex 3).

20.   This phase concluded with the preparation of an inception report that described the overall evaluation approach, including an evaluation matrix and a detailed workplan. The evaluation matrix served as an overarching tool to guide the preparation of the data collection tools and efforts to implement them (see annex 4). It also presented the organization of the evaluation criteria and key questions (e.g. in order to avoid repetition and lengthiness by using encapsulating questions).

2.3.2 DATA COLLECTION

21.   To the extent possible, data were collected and analysed through a mixed method approach. On the basis of the evaluation matrix, several tools were developed to gather primary data, including specific interview guides (see annex 5) and survey questionnaires (see annex 6). The evaluator interviewed 17 project managers, implementing partners and beneficiaries (see the full list of interviewees in annex 7).

22.   In order to probe different hypotheses, both quantitative and qualitative information was collected from the participants[5] in the 25 events organized under the project (see annex 8) through an electronic survey administered by the Programme Planning and Evaluation Unit in Spanish. The table below summarizes the number of stakeholders that were contacted and the different response rates.

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[5]   There was a total of 1,068 individual participants (one person is considered one participant even if they participated in more than one event).

Table 1
Response rate

	Implementing partners and/or beneficiaries	ECLAC staff / project managers	Total
Interviews:			
No. of stakeholders contacted	30	4	34
No. of stakeholders interviewed	**13 (43%)**	**4 (100%)**	**17 (50%)**
Surveys:			
No. of stakeholders contacted	732	-	732
No. of survey responses	**131 (18%)**	**-**	**131 (18%)**

Source: Prepared by the evaluator.

23. The survey was sent to the 732 valid email addresses in the list of participants. The 131 respondents (68% men and 31% women) included participants in all the events: technical personnel (50%), managers or directors (25%), researchers (20%) and administrative personnel (5%). Finally, 88% (115 respondents from 17 countries in the region) answered all the questions. These included representatives of governmental institutions (75%), regional intergovernmental organizations (10%), academia (5%), civil society (5%) and the private sector (5%).

2.3.3 DATA COLLECTION

24. The evaluator utilized the data collected to: (i) make judgements on whether meanings and assertions from the different data sources were trustworthy and (ii) identify patterns in the data.

25. The evaluation included a content analysis of findings from the document review to the furthest extent that they provide answers to the evaluation questions. In particular, the evaluator analysed both the problem and objective trees included in the project document by logically reconstructing the theory of change, identifying original weaknesses, gaps and/or any unintended effects (both positive and negative).

26. In addition, the interview responses were analysed to tease out any details, gaps and uncertainties to questions that were not clarified by the documentary evidence. For the questions answered through the documents, these responses were cross-checked with the responses from interviewees for convergence.

27. Finally, the evaluator reviewed the results of the survey to check: (i) internal consistency between the different respondents and (ii) external consistency between the survey results and the findings from the other sources of evidence.

2.4 LIMITATIONS

28. This end-of-project evaluation should be seen as a quick review through an expedited process. The available resources were rather limited and therefore the assessment's depth and scope are also somewhat limited. The findings should therefore be considered with caution, in particular those related to the project's effects at the policy level. This is important as context matters greatly in the use of findings for policy processes.

29.   To some extent, the evaluation relied on the memories of project participants and, despite the triangulation foreseen by the methodology, it may contain biases of various kinds (e.g. some stakeholders struggled to clearly identify the specific activities of the project). Although 34 interviews were requested and important efforts were made to schedule as many as possible, only 17 were finally completed. Similarly, the survey yielded a low rate of response (18%) and a significant number of beneficiaries did not answer all the questions (12%). This reduced the comparability to some extent, and a more careful interpretation of the survey results was needed.

30.   Complex systems present a serious challenge for attribution. In this regard, it should be noted that the reformulation of hypotheses was very limited, and the reduced number of actors consulted posed a risk of inconclusive findings. The evaluation did not aim to thoroughly investigate power relationships or possible conflicts at the boundaries of the system[6] (this means that the evaluation did not seek to determine why some aspects were prioritized over others). The evaluation prioritized learning about, and from, the contributions made.

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[6]   The boundaries of the system define what is inside and what is outside.

3. MAIN FINDINGS

31.   This section outlines the main findings and analyses related to each of the evaluation criteria (relevance, effectiveness, efficiency and sustainability) and cross-cutting issues, including the project's design and theory of change.

3.1 RELEVANCE

3.1.1 NATIONAL AND REGIONAL NEEDS

> **The project responded to increasing demand to build IOTs as crucial tools for the definition of national, subregional and regional trade, industrial and innovation policies to promote productive integration. It addressed the different needs at the national level by helping to build or update IOTs and the need to improve the analysis of regional value chains and the identification of strategic sectors. The project was therefore pertinent from both a technical and a political point of view. (Finding 1)**

> **The project contributed an innovative approach that was particularly relevant to the region in terms of promoting production complementarities. In this respect, it represented an integral effort to enhance institutional dialogue to advance towards a common understanding of the problem, including a regional joint effort that was deemed particularly necessary. (Finding 2)**

32.   The project document highlighted that the geographical fragmentation of production into global and regional value chains over the past decades has generated large flows of trade in intermediate goods and services, and of foreign direct investment. In this framework, the analysis of the contribution (potential or real) of global and regional value chains to economic development and structural change requires specialized data and tools, such as supply-use tables (SUT) and input-output tables (IOT).

33.   Until 2008, trade analysis was mostly fragmented, and was based partly on the United Nations Comtrade Database and on national data sets. Later, trade analysis focused on identifying potential sectors using different indicators of industrial trade and its intensity. National IOTs were used from 2013–2014. Unlike SUTs, which mainly serve statistical purposes, IOTs differentiate between domestic and imported components and provide an analytical tool for the study of current economic policies and for the simulation of future policy scenarios.[7]

34.   The project responded to increasing demand to build (especially in Central American countries) or update (especially in South American countries) national as well as regional and subregional IOTs as crucial tools for the definition of national and regional trade, along with industrial and innovation policies to promote productive integration. Almost 41% of the survey respondents (46 of 113) thought that there were no other instruments more suitable than IOTs to promote complementarities in the region's trade and industrial policies, while 24% (27 of 113) believed that other instruments could be applied to international trade, including new analytical tools such as machine learning (Python, big data, etc.). Nevertheless, these new tools are seen as complementary instruments rather than alternatives to IOTs. The increasing number of countries developing SUTs (major building blocks of IOTs) also confirmed the relevance and timeliness of the project.

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[7]   IOTs apply certain techniques of economic modelling to combine the information of SUTs and present information at the product or industry level of the economy.

35. Similarly, 88% of respondents to the survey (115 of 131) thought that the project objectives responded to the needs and priorities of the countries and the region. Only 3% (4 respondents) believed that they did not and 9% (12 respondents) did not have enough information to respond. It was broadly acknowledged by interviewees that IOTs were essential policy instruments. Over 97% of respondents to the survey (112 of 115) thought that IOTs play or can play a crucial role in the development of trade and industrial policies and strategies that lead to regional and subregional synergies. Less than 3% (3 respondents) thought that they were of little or no use.

36. Despite their importance in analysing regional value chains and identifying strategic sectors, most countries in the region did not have IOTs, or if they did, these were obsolete. Several countries were in the process of developing or reviewing their logistics strategies and IOTs (e.g. Argentina, Costa Rica, the Dominican Republic and El Salvador). The project provided support for these processes. As the bases of the different national IOTs available in the region were rarely the same, comparisons were impossible. Most beneficiaries acknowledged that the project's integral approach was particularly relevant for the region. Most interviewees confirmed that there was a strong political interest in developing IOTs. This was confirmed by 56% of respondents to the survey (64 of 115), while 38% thought there was little or no interest at all (44 responses).

37. The project represented an effort to enhance institutional dialogue to advance towards a common understanding of the problems, including at the regional level. In this respect, the project contributed an innovative approach by specifically addressing the identified deficiencies in the region. According to one survey respondent, the issue was not prioritized at the national level and the project helped to put it on the agenda at the level it deserved.

38. Most beneficiaries believed that the project was pertinent from both a technical and a political point of view. Most of the interviewees and survey respondents thought that both the events (91%, 112 of 123 respondents) and the publications (98%, 92 of 94 respondents) were relevant to their national context. Only one respondent thought that the events were not relevant, and none thought the publications were irrelevant. It was highlighted, for example, that the publications were a technical reference of very high quality that estimated potential impact and demonstrated the methodology, and that this knowledge was crucial for institutions as it allowed better estimation of the multi-year minimum wage.

3.1.2 ECLAC MANDATE

> **The project contributed directly to the ECLAC programme of work by helping to improve the capacity of Latin American and Caribbean countries to participate effectively in global and regional value chains. It did so by: (i) providing tools and analysis; (ii) generating, disseminating and applying innovative and sound approaches; (iii) strengthening multisectoral and interdisciplinary analysis and (iv) strengthening technical capacities. (Finding 3)**

39. The overall purpose of ECLAC is to promote the economic, social and environmentally sustainable development of Latin American and Caribbean countries by undertaking comprehensive research and analysis of development processes and providing the relevant normative, operational and technical cooperation services in support of regional development efforts. The specific programme structure and priorities are set biennially by the strategic framework that also establishes the legislative basis that underpins the institution's mandate. The overall strategy during the project implementation period was structured around 14 interdependent and complementary subprogrammes.[8]

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[8] *United Nations, Proposed strategic framework for the period 2016–2017 (A/69/6 (Prog. 18)) and Proposed strategic framework for the period 2018–2019 (A/71/6 (Prog. 18)).*

40. The project aligned fully with subprogramme 1 (linkages with the global economy, regional integration and cooperation) of the strategic framework of ECLAC for the period 2016–2017 by helping to improve the capacity of Latin American and Caribbean countries to participate effectively in global and regional value chains. In particular, the project provided tools and analysis that could: (i) allow the region to break away from production structures focused on static comparative advantages and to seek more dynamic competitive advantages; (ii) improve the region's position in the international economy through trade, regional integration and cooperation; and (iii) rethink strategic alliances and accord greater weight and importance to South-South relations by working towards articulating regional positions and coordinating them with those of other developing regions in order to tackle major global challenges.

Diagram 2
ECLAC strategic framework for the period 2016–2017

Subprogramme 1	
Expected accomplishments	**Objective**
Improved capacity of Latin American and Caribbean countries to participate effectively in global and regional value chains	To enhance regional integration and cooperation to strengthen the role of the Latin American and Caribbean region in international trade and the global economy
Strengthened capacity of regional stakeholders to assess the impact on, and potential contribution of trade policy to, sustainable development, including poverty reduction, gender equality, job creation, internationalization of small and medium-sized enterprises and mitigation of climate change	

Source: Prepared by the evaluator on the basis of United Nations, *Proposed strategic framework for the period 2016–2017* (A/69/6 (Prog. 18)).

41. The project was well aligned with the three indicators used to measure the achievements under this subprogramme:

- Increased number of national institutions in the region formulating or adopting trade and integration policies, measures and actions to participate effectively in global and regional value chains in line with ECLAC recommendations.

- Increased percentage of stakeholders (government officials, academics, representatives of the private sector, civil society and integration mechanisms, among others) who acknowledge that they have benefited from the analysis and policy recommendations contained in the publication *Latin America and the Caribbean in the World Economy* and other non-recurrent publications, to improve their countries' participation in global and regional value chains.

- Increased number of national institutions in the region formulating or adopting policies, measures and actions in line with ECLAC recommendations to assess the impact on and contribution of trade to sustainable development.

- Increased number of public institutions and private organizations acknowledging that they have benefited from ECLAC technical cooperation services and have improved their capacities in relation to trade and sustainable development.

42. Moreover, the project complemented the work done under: (i) subprogramme 2 (production and innovation) by strengthening governments' capacity to formulate policies and strategies to transform the production structure; (ii) subprogramme 11 (statistics) by increasing the technical capacity of Latin American and Caribbean countries to monitor economic, environmental and social trends and to formulate evidence-based policies; and subprogramme 12 (subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico) by increasing the technical capacities of the countries in the subregion to design and evaluate policies and measures for economic development and structural change, trade and integration, and sustainable development.

43. In this framework, the project contributed to the programme of work of ECLAC in at least two different ways: by promoting crucial research and by strengthening technical capacities. It also contributed to the strategic aim of ECLAC to generate, disseminate and apply innovative and sound approaches to tackling development challenges in the subregion whilst strengthening multisectoral and interdisciplinary analysis and the development of analytical models with quantitative and qualitative tools. The project was well aligned with the General Assembly's strategic framework and programme of work as it contributed to and coordinated actions towards economic development.

3.1.3 PROJECT DESIGN

> **The selection of countries was based on a number of clear and pertinent criteria, including motivation, need for assistance and relative importance to intraregional trade. The required roles of the different stakeholders in solving the problem were also assessed during the design process. (Finding 4)**

> **Important and plausible cause-effect assumptions and potential risks were clearly outlined in the design phase to demonstrate the adequacy of the project to address the challenges. Nevertheless, the project design would probably have benefited from additional analysis of the cause-effect linkages among short-, medium- and long-term objectives at the country level with specific stakeholders. (Finding 5)**

> **The simplified logical framework was useful in the project proposal stage but not as effective as a management tool. For example, the logic could have been strengthened by explicitly verifying the hierarchy and causality of the objectives. (Finding 6)**

44. The design of the project involved several steps: stakeholder analysis, problem analysis and objective analysis.

STAKEHOLDER ANALYSIS

45. The International Trade and Integration Division of ECLAC led the implementation of the project in collaboration with the subregional headquarters in Mexico and the national office in Argentina. The activities were implemented in close collaboration with national governments and with other national and regional partners.

46. A number of countries were initially excluded as potential beneficiaries of the national IOTs component of the project: those with recent IOTs (e.g. Brazil, Chile, Colombia, Costa Rica and Peru); those with relatively well-developed institutions (e.g. Argentina, Brazil and Mexico); and those with very underdeveloped statistical systems (most Caribbean countries). Information from the first two categories of countries was nevertheless used to build the subregional and regional IOTs. The final

selection of beneficiary countries was based on their motivation to actively participate in the project, greatest need for assistance to build a national IOT and relative importance to intraregional trade. As a result, Costa Rica, Honduras and Mexico also benefited directly from the project through strengthened knowledge and capabilities to conduct regional analysis, and access to regional networks and to a unique tool.

47.   A total of 18 national IOTs (e.g. for Argentina and Mexico) were built as inputs for the subregional and regional IOTs. At least five countries in Central America (the Dominican Republic, El Salvador, Guatemala, Nicaragua and Panama) and two in South America (Ecuador and Paraguay) received technical assistance to build national IOTs. In addition, specific case studies using national IOTs (publications) were undertaken for Argentina, Brazil, Colombia, the Dominican Republic, Ecuador, Guatemala, Honduras and Jamaica. The remaining Latin American countries were indirect beneficiaries of the subregional IOTs (CAN, Central America and MERCOSUR) and the regional IOT (Latin America).

48.   The required roles of the different stakeholders in solving the problem were assessed during the design process in line with the guidelines for the preparation of project documents approved by DESA.[9] In addition to identifying the most crucial stakeholders according to their type and level of involvement, the project document also provided information on capacity assets and gaps, desired future outcomes and incentives.

49.   The main stakeholders were government institutions involved in the production of economic statistics and the formulation of industrial, trade and social policies, e.g. national statistical offices, central banks and ministries of economic affairs, trade and foreign affairs. The main counterparts of the project included the central banks of Costa Rica, the Dominican Republic, El Salvador, Guatemala, Honduras and Nicaragua; the national statistics institutes of Mexico and Panama; and the Secretariat for Central American Economic Integration (SIECA). Other relevant stakeholders included trade promotion organizations, ministries of social development, business communities (e.g. chambers of commerce and national trade bodies) and academic, research and other technical institutions. The project document identified potential involvement, assets, gaps, desired outcomes and incentives.

50.   In this framework, the direct beneficiaries of the project were the event participants (recipients of the technical assistance channelled through government institutions). According to the available lists for 25 (of 41) workshops, seminars and technical assistance meetings organized under the project in 15 countries (see annex 8), there were approximately 1,068 participants from public institutions (58%), the private sector (19%), international organizations (17%) and academia (5%) (see table 2).

Table 2
Participants in workshops and seminars

#	City	Country	Date	Event	Participants Total	Participants Women
1	Brasilia	Brazil	5–7 December 2018	Workshop: Use of the subregional MERCOSUR and South American input-output tables	17	5 (29%)
2	La Paz	Plurinational State of Bolivia	11–13 December 2018	Workshop: Analysis of value chain indicators based on the Andean Community subregional input-output table (IOT) and the South American IOT for 2005–2011	16	10 (63%)
3	Brasilia	Brazil	6 December 2018	Seminar: Analysis of value chains based on the MERCOSUR subregional input-output table	23	5 (22%)

9   See United Nations, "Guidelines for the preparation of concept notes for the 10th tranche of the development account", August 2016 [online] https://www.un.org/esa/devaccount/projects/guidelines.html.

#	City	Country	Date	Event	Participants	
					Total	Women
4	La Paz	Plurinational State of Bolivia	11 December 2018	Seminar: Analysis of value chains based on the Andean Community subregional input-output table (IOT) and the South American IOT for 2005–2011	85	34 (40%)
5	Lima	Peru	15 May 2018	Seminar on integration: value chains and regional integration	118	41 (35%)
6	San José	Costa Rica	21–23 March 2018	Redlbero meeting: promoting regional value chains	85	48 (56%)
7	Buenos Aires	Argentina	7–11 August 2017	Workshop: Structural analysis of the productive configuration of an economy through input-output techniques	20	5 (25%)
8	Buenos Aires	Argentina	3–7 September 2018	Workshop: Analysis of international production chains through input-output techniques	16	3 (19%)
9	Buenos Aires	Argentina	5–9 November 2018	Workshop: Use of the subregional MERCOSUR IOT and the subregional South American IOT	15	6 (40%)
10	Montevideo	Uruguay	23–24 March 2017	Workshop: Value chain analysis based on input-output tables: Uruguay and MERCOSUR	27	10 (37%)
11	Lima	Peru	July 2016	Workshop: Dissemination of the South American IOT	55	25 (45%)
12	Asunción	Paraguay	25 June 2018	Seminar: The subregional MERCOSUR IOT and the subregional South American IOT	31	10 (32%)
13	Asunción	Paraguay	25–27 June 2018	Workshop: Use of the subregional MERCOSUR and South American input-output tables	25	9 (36%)
14	Bogotá	Colombia	26 April 2019	Seminar: Analysis of value chains from the subregional Andean Community input-output table: intraregional and Asia-Pacific trade	59	27 (46%)
15	Bogotá	Colombia	26–28 March 2019	Workshop: Use of the subregional Andean Community and South American input-output tables for the analysis of value chains	34	17 (50%)
16	San Salvador	El Salvador	29 March 2019	Seminar: Advances of the Northern Triangle customs union: impact and benefits for the region	97	59 (61%)
17	Santiago	Chile	17–18 October 2019	Workshop: Use of the input-output table of Latin America and the Caribbean: applications for the Pacific Alliance	11	3 (27%)
18	Santo Domingo	Dominican Republic	11–13 September 2019	Seminar: Input-output tables as a tool for trade and industrial policy in Latin America and relations with the Asia-Pacific region	125	44 (35%)
19	Guatemala City	Guatemala	17–19 July 2019	Presentation of the IOT of Mexico and Central America and workshop on structural analysis based on the regional Mexico and Central America IOT	38	10 (26%)
20	San José	Costa Rica	24 November 2017	First meeting on building a regional IOT	30	7 (23%)
21	Mexico	Mexico	1 June 2018	Second meeting on building a regional IOT	38	7 (18%)
22	Guatemala City	Guatemala	22 November 2018	Third meeting on building a regional IOT	29	6 (21%)
23	San José	Costa Rica	25–26 September 2019	Workshop: Structural analysis and trade in value added based on the regional Central American IOT	16	4 (25%)
24	Tegucigalpa	Honduras	4–6 September 2019	Workshop: Structural analysis and trade in value added based on the regional Central American IOT	29	10 (34%)

#	City	Country	Date	Event	Participants	
					Total	Women
25	Panama City	Panama	13–14 August 2019	Workshop: Structural analysis and trade in value added based on the regional Central American IOT	29	9 (31%)
				TOTAL	**1 068**	**414 (39%)**

Source: Prepared by the evaluator on the basis of information provided from Economic Commission for Latin America and the Caribbean (ECLAC).

PROBLEM ANALYSIS

51.   The project document provided an analysis of the main problems faced by the region, including plausible causal relationships. This analysis was summarized in a problem tree (see diagram 3). Most stakeholders confirmed during the interviews that the analysis determined the underlying causes of the identified problems and demonstrated the capability of the project to address these challenges. As mentioned above, over 90% of the survey respondents thought that the events organized under the project and the publications were relevant or very relevant to the context of their countries.

Diagram 3
Problem tree
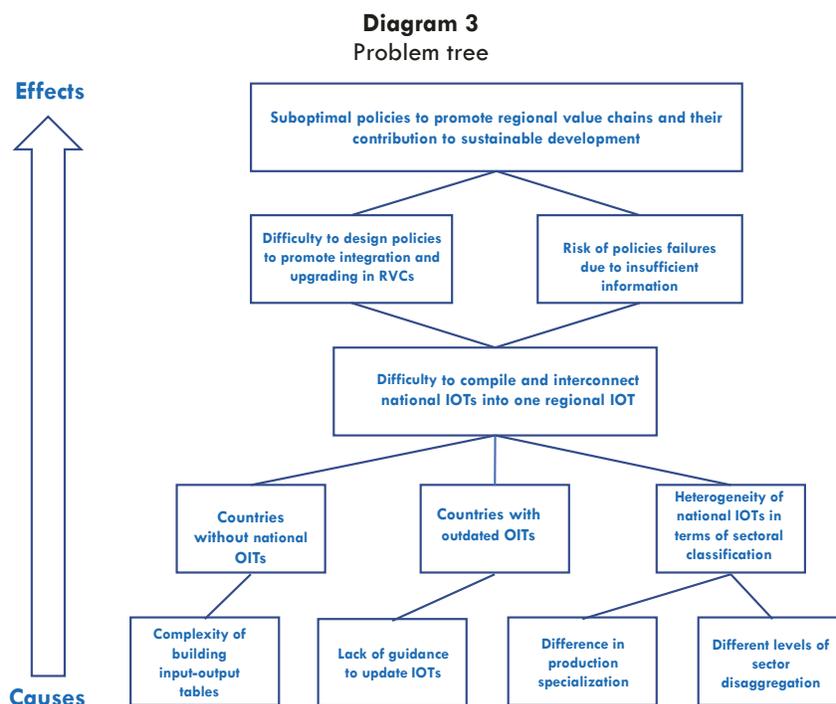
Source: Project document.

52.   As mentioned above, the project aimed to work in countries with different characteristics. The region is fairly heterogeneous, and includes countries with reasonably stable and predictable institutional arrangements for reaching governmental decisions and carrying them out in areas where ECLAC research constitutes one of many influences for policymakers. Other countries present rather distinctive features, such as precarious institutions, lack of autonomy, personnel turnover, the lack of policy influence mechanisms (e.g. intermediary institutions that help to transform research into policy), greater implementation challenges and the lack of research-to-action machinery.

53.   The International Trade and Integration Division was undoubtedly familiar with the regional context and as a result, the asymmetries and conflicts associated with statistics and with trade and industrial policies were considered in the project design. In line with the guidelines for the preparation of Development Account project documents, the project document included a country-by-country analysis which, despite its limitations, provided a clearer picture of the status of affairs in each target country and the realistic outcome sought.

54.   Nevertheless, the project design would have probably benefited from a more thorough analysis together with specific stakeholders at the country level. The analysis process that led to building the problem tree (e.g., who was involved or what methodology was used?) was not described. Similarly, the analysis could have been strengthened by a clearer identification of the relationships with other problems (e.g. risks related to the lack of resources in relevant institutions) and specific country-level problems, needs or constraints (i.e. explicit analysis of the demand side).

OBJECTIVE ANALYSIS AND PROJECT STRATEGY

55.   The project strategy was depicted by the logical framework included in annex 2. The project aimed to strengthen the capacity to design and monitor trade and industrial policies through the construction and use of national, subregional and regional IOTs. This would expand subregional networks of specialized providers, which in turn would trigger economies of scale, increase employment and improve productivity. It was confirmed during the interviews that the regional IOT provided countries with information on the generation of value added at home disaggregated by sector and by trading partners in and outside the region.

56.   Although the project document described the project strategy to some extent, it focused on activities and outputs rather than on objectives and expected results. This is clear in the objective analysis tree (see diagram 4), in which all the boxes are products or activities to be delivered by the project (means) except the last one, which is actually a long-term objective well beyond the control of the project (impact).

Diagram 4
Objective analysis tree
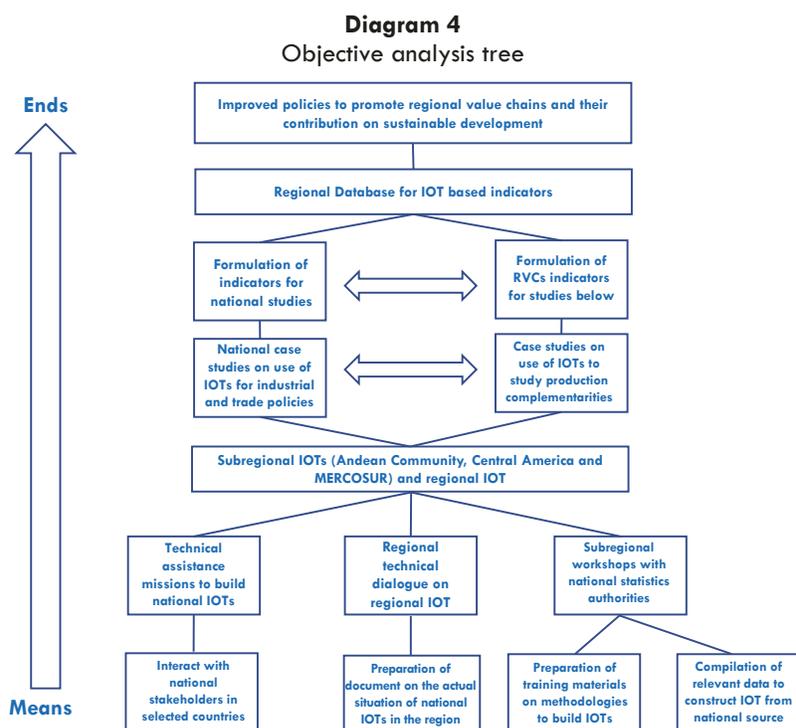
Source: Project document.

57.   Neither the narrative nor the tree provided a comprehensive description or illustration of how or why the desired changes were expected to occur in a particular context (cause-effect linkages among short-, medium- and long-term objectives). The expected accomplishments were not captured in the tree at all. An effort should have been made to map out the "missing middle" (mechanisms) between what is implemented and delivered (means) and how this leads to the desired goals and changes (ends).

58.   Although the project could be considered small in scope and budget, the importance of a robust and explicit theory of change should not be understated. While a single project cannot address all potential problems, a systemic approach to the problems would have allowed the investigation of possible unintended effects (either positive or negative), power relationships and possible conflicts at the boundaries of the system. For example, the design did not consider the possible effects on the project of the lack of resources, possible institutional weaknesses or staff turnover. If these factors had been taken into account, stakeholders could have engaged in a process to visualize what the future would look like if the problems were resolved.

59.   According to a 2012 report prepared for DESA for the Quadrennial Comprehensive Policy Review, results-based management is a broader management strategy and is not synonymous with performance monitoring and evaluation. Results-based management is conceptualized as a results chain of inputs-activities-outputs-outcomes-impact. The assumption is that actions taken at one level will lead to a result at the next level, and in this sense, the results chain stipulates the sequence actions taken to achieve a particular result.[10]

60.   Therefore, results-based management requires definition and measurement at the level of outcomes, which is particularly challenging for development interventions such as advocacy, capacity development and advisory services. In this respect, the logical framework was useful at the project proposal stage but much less effective as a management tool during implementation. It would have been useful to further expand it, adding details to better orientate monitoring and reporting. In this case, the indicators were too similar to the expected accomplishments and therefore not specific enough (e.g. increased capacity to design and build national and regional IOTs as a result of the project) or too similar to outputs (e.g. IOTs successfully compiled). The indicators included some sort of target (e.g. six out of the seven beneficiary countries), but this was insufficient. There was no clear target of, for example, the countries (or type of countries) involved, the number or type of policymakers involved, the number of policymakers in each country or the deadlines to be met. According to the Development Account project document template,[11] the indicators should include clear targets, benchmarks and a baseline for quantitatively and/or qualitatively measuring or assessing change.

3.2 EFFICIENCY

3.2.1 ORGANIZATIONAL ARRANGEMENTS

Despite some initial delays, the activities were implemented as planned. Collaboration between ECLAC and the different counterparts was outstanding, and the project even contributed to activities organised by other stakeholders. (Finding 7)

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[10]   A. Bester, "Results-Based Management in the United Nations Development System: Progress and Challenges: A report prepared for the United Nations Department of Economic and Social Affairs, for the Quadrennial Comprehensive Policy Review", July 2012 [online] https://www.un.org/esa/coordination/pdf/rbm_report_10_july.pdf.

[11]   United Nations, "Development Account Guidelines and Templates" [online]. https://www.un.org/esa/devaccount/projects/guidelines.html.

> **The project team was able to identify instances for technical cooperation and to adapt the project to changes during implementation. An effort was made to involve the private sector and civil society in the activities, although they were not directly targeted in light of the technical nature of the project. (Finding 8)**

61.   The mechanisms through which the activities were to be implemented (theory of action) were described in detail in the project document. They mainly assisted governments in three phases: (i) building IOTs (national, regional and subregional); (ii) using IOTs to improve national policies (trade and industry) and (iii) using IOTs to foster production complementarities at the subregional level (regional value chains). The activities were carried out as planned in the project document (see, for example, the 2019 progress report) despite the initial delays owing mainly to the need for agreement on the project goals and approach among the different offices involved in implementation.

62.   The International Trade and Integration Division oversaw the methodological aspects of the construction of the national, subregional and regional IOTs, as well the definition of IOT-based indicators to analyse regional value chains. The ECLAC subregional headquarters in Mexico was responsible for building national IOTs in Central American countries and the corresponding subregional IOT. The office in Buenos Aires was responsible for building national IOTs in MERCOSUR countries and the corresponding subregional IOT. The integration of the subregional IOTs into a single IOT was coordinated by the International Trade and Integration Division. This organizational arrangement generated considerable economies of scale, for example through the use of ECLAC premises for many of the events, more continuous capacity development as a result of closer contact with national officials (e.g. using existing technology for videoconferences and teleconferences and exchange of information through the Internet) and flexibility in the use of resources (e.g. fewer resources were necessary for travelling so more resources were available to increase the consultants' inputs). However, the budget did not include any funds for coordination activities, so the team had to organize this work around the substantive events.

63.   The project strategy was organized around: (i) assisting governments in the preparation of national IOTs and building of regional and subregional IOTs; (ii) strengthening governments' capacity to design and monitor national trade and industrial policies through the use of national, subregional and regional IOTs and (iii) improving stakeholders' capacities to interpret the results of national, subregional and regional IOTs to design policies to promote production complementarities at the subregional level. The implemented activities were seen by most stakeholders as efficient vehicles to spearhead policy changes and regional cooperation. The project contributed to activities organized by other stakeholders and several activities were even co-financed.

64.   The project responded to the changing needs of the beneficiaries and the management structures contributed to effective implementation. For example, a number of meetings and workshops helped to identify specific country nuances and needs. On the basis of these needs, the project team was able to identify instances for technical cooperation. As regards the survey, 38% of the respondents (43 of 114) thought the project responded to the political changes in the region that occurred during its implementation. Meanwhile, 23% (26 of 114) believed project adaptation was limited (18%, 21 responses) or non-existent (4%, 5 responses). In particular, the project sought to collaborate with relevant integration mechanisms such as CAN, MERCOSUR, SIECA and the Pacific Alliance.

65.   Some stakeholders (according to the interviews) thought that the project probably helped to enhance the dialogue between governments and civil society, to some extent, and most thought that the project used regionally generated knowledge (for instance, the use of IOTs was more advanced in Mexico than in Central American countries, which benefited from the exchanges encouraged under the project). An effort was made to involve the private sector and civil society (including NGOs,

universities and associations) in the activities, although they were not directly targeted by the project. Almost 58% of the survey respondents (71 of 123) thought that civil society interest groups (such as business associations, chambers of commerce and academic or research institutions) actively participated in the events. Only 14% believed that they did not. While 38% of respondents (36 of 94) thought that the publications incorporated civil society's point of view, 33% believed that they did not (31 of 94), but half of these respondents believed the issue was irrelevant given the technical nature of the project (15 of 94).

3.2.2 ACTIVITY/OUTPUT REALIZATION

> **The project model was coherent and facilitated the delivery of cost-effective, timely and quality services. The beneficiaries were very satisfied, and the different activities and outputs were of high quality. The general perception was that the project allowed a bidirectional exchange of information and a dialogue between ECLAC and the beneficiaries. (Finding 9)**

> **The activities were complementary and reinforced the internal coherence of the project. Nevertheless, a broader dissemination of the activities would have increased participation and probably the benefits of the project. (Finding 10)**

66.   The project followed two approaches to delivering assistance: (i) developing IOTs in line with international recommendations and available data sources in the countries that had never had them, and (ii) updating IOTs according to international recommendations and available data sources in the countries that had already built them. The project document included 15 main activities, and the project delivered 11 publications, including training material, technical assistance and case studies;[12] 32 seminars, workshops and expert meetings; and nine technical assistance meetings. See annex 8 for further details on the project's outputs and activities.

67.   As a result of these activities, over 300 officials were trained and 18 national IOTs (for the years 2005 or 2011), 3 subregional IOTs (Central America, CAN and MERCOSUR) and the first Latin American IOT were completed. Several national authorities have expressed strong satisfaction with these activities and support, as reflected, for example, in the official letters from the Central Bank of El Salvador; the Ministry of Economy of El Salvador; the Ministry of Production, Foreign Trade,

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[12] Project publications: Economic Commission for Latin America and the Caribbean/Institute of Applied Economic Research (ECLAC/IPEA), "La matriz de insumo-producto de América del Sur: principales supuestos y consideraciones metodológicas", *Project Documents* (LC/W.702), Santiago, 2016; "The South American input-output table: key assumptions and methodological considerations", *Project Documents* (LC/W.722), Santiago, 2016; ECLAC, "Posibles efectos económicos y sociales de la profundización de la Unión Aduanera entre Guatemala y Honduras", *Project Documents* (LC/TS.2017/53), Santiago, 2017; J. Durán and P. Santacruz, "Análisis económicos a partir de matrices de insumo-producto: definiciones, indicadores y aplicaciones para América Latina", *Project Documents* (LC/W.702), Santiago, 2017; "Integración productiva en la Comunidad Andina: cadenas de valor entre Colombia y el Ecuador", *Project Documents* (LC/TS.2017/165), Santiago, 2018; "Integración productiva entre la Argentina y el Brasil: un análisis basado en metodologías de insumo-producto interpaís", *Project Documents* (LC/TS.2017/37), Santiago, 2018; J. Duran, "Advances in the Latin American input-output table 2005, 2011 and beyond", June 2018 [online] https://www.cepal.org/sites/default/files/events/files/advances_in_lac_io_table_-_eclac_paper_7_june.pdf; ECLAC, "Evaluation of the economic and social impact of possible trade negotiations between Jamaica and Central America, Mexico and the countries of the Northern Caribbean", *Project Documents* (LC/TS.2018/73), Santiago, 2018; R. Minzer and R. Orozco, "El potencial dinamizador de las exportaciones en Centroamérica y la República Dominicana: evidencia empírica a partir del análisis de matrices insumo-producto", *Studies and Perspectives series - ECLAC Subregional Headquarters in Mexico*, No. 177 (LC/MEX/TS.2018/22-LC/TS.2018/76), Mexico City, ECLAC, 2018; "La Unión Aduanera Centroamericana: probables impactos económicos y sociales", November 2018 [online] https://www.cepal.org/sites/default/files/events/files/la_union_aduanera_centroamericana_probables_impactos_economicos_y_sociales_1.pdf; "Evaluación de los posibles impactos de un acuerdo comercial entre el Ecuador y Japón", May 2019.

Investments and Fisheries of Ecuador; the General Directorate of International Economic Relations of Chile; the Ministry of Foreign Affairs and Foreign Trade of Jamaica; the Ministry of Production of Argentina; the Andean Community (CAN) Secretariat; the MERCOSUR Secretariat; the Secretariat for Central American Economic Integration (SIECA) and the Andean Parliament.

Map 1
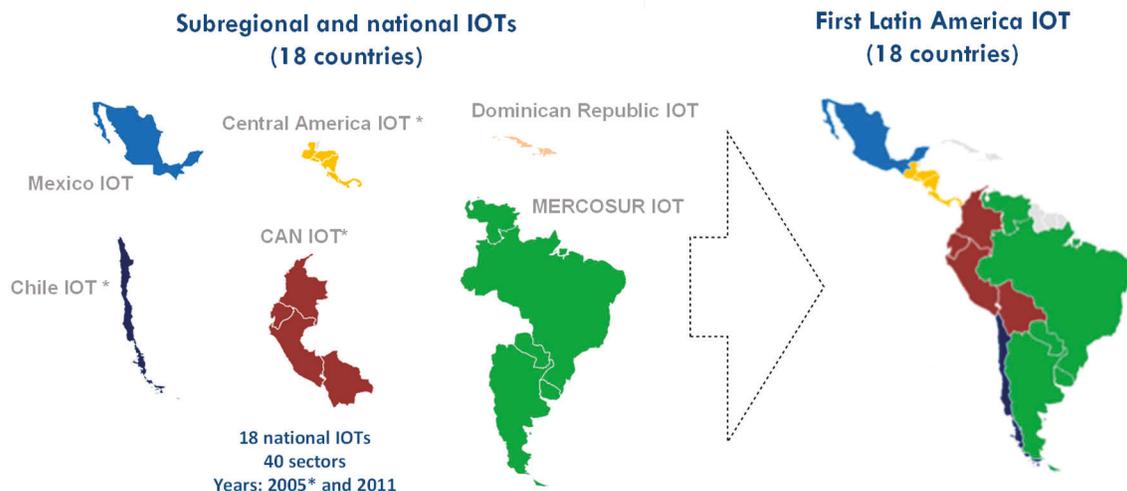
Source: Prepared by the evaluator on the basis of information provided by Economic Commission for Latin America and the Caribbean (ECLAC).
Note: The boundaries and names shown on this map do not imply official endorsement or acceptance by the United Nations.

68. The project model was coherent and facilitated the delivery of cost-effective, timely and quality services. The beneficiaries were very satisfied. About 93% of the participants indicated that they were satisfied or very satisfied with the issues discussed during the events (114 of 123 survey respondents) and a similar percentage thought that they were efficiently or very efficiently organized (115 of 123). Participants often highlighted that the events were very didactic and concise, but also covered a broad range of issues and provided practical and relevant examples.

69. All the interviewees confirmed their satisfaction with both the themes and the speakers. Regarding the practical organization of the events, most stakeholders thought that the logistic support provided by ECLAC was good, although many mentioned that they should have been announced more broadly and sufficiently in advance to increase participation or to ensure the participation of the right people (e.g. users of the information and decision makers). Some respondents also said that sharing material well in advance would have allowed the participants to review it and to participate more actively in the event.

70. Similarly, 99% believed that the publications were of good quality (93 of 94 respondents) and one respondent did not have sufficient knowledge to respond. About 97% (32 of 33) were satisfied or very satisfied with the technical assistance received and one respondent was slightly satisfied. The same percentage (97%, 32 responses) thought that technical assistance was efficient and only one respondent thought that it was not.

71.   Over 51% (59 of 115 respondents) thought that the project allowed a bidirectional exchange of information and a dialogue between ECLAC and the beneficiaries, while the rest thought that the implementation was more prescriptive with ECLAC providing information to the countries (11%, 13 responses), believed that the information did not flow at all (4%, 5 responses) or responded that they did not know (33%, 38 responses). The few negative remarks were related to some of the advice provided at the policy level, which was considered too normative and not up to date.

72.   In summary, the activities were complementary and reinforced the internal coherence of the project. Furthermore, the interviews confirmed that the events and other activities were also seen as a contribution towards building or strengthening networks of policymakers, experts and researchers, among others.

73.   The need to strengthen the reliability of ECLAC technical assistance (i.e. more regular as opposed to ad hoc implementation) was another interesting issue that emerged during the interviews. This was a consequence of the limited resources available. ECLAC regular budget funds are limited and technical assistance is driven mainly by extrabudgetary funds and regional programmes of technical cooperation and activities under United Nations Development Account projects. Therefore, planning and offering regular and systematic technical cooperation in one specific area for all 33 countries of the region is not possible, even when attempting to prioritize activities and the efficient use of funds.

3.3 EFFECTIVENESS

74.   Capacity is defined as the ability of people, organizations and society as a whole to manage their affairs successfully (OECD/DAC, 2006),[13] while capacity development is understood as the process whereby people, organizations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time (OECD/DAC 2006). Capacity development has traditionally been associated with knowledge transfer and training of individuals, yet it is a complex, non-linear and long-term change process in which no single factor (e.g. information, education and training, technical assistance, policy advice, etc.) can by itself be an explanation for the development of capacity. As mentioned above, the Development Account aims to build capacity at three levels: individual, organizational and (enabling) environment. The project addressed these three dimensions.

75.   The dimension of the enabling environment relates to political commitment and vision; policy, legal and economic frameworks; national public sector budget allocations and processes; governance and power structures; and incentives and social norms. The organizational dimension relates to public and private organizations, civil society organizations and organization networks. The individual dimension relates to the people involved in terms of knowledge, skill levels (technical and managerial) and attitudes.

3.3.1 INDIVIDUAL LEVEL

> **The project helped to enhance the knowledge, understanding and capacity of beneficiaries at both the national and the regional level to: (i) develop and effectively use IOTs, (ii) design and implement trade and industrial strategies and policies, to a certain extent, and (iii) promote complementarities at the regional or subregional level. (Finding 11)**

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[13] Organization for Economic Cooperation and Development/Development Assistance Committee (OECD/DAC), *The Challenge of Capacity Development: Working Towards Good Practice*, DAC Network on Governance (GOVNET), 2006 [online] http://gsdrc.org/docs/open/cc110.pdf.

> **Most beneficiaries incorporated the acquired knowledge and increased capacities into their daily work. The publications were considered useful references and provided excellent examples of how to use the IOTs. (Finding 12)**

76. Over 84% of the respondents to the survey (96 of 114 responses) thought that the lack of capacity and information in the region was the main factor limiting the development of regional, subregional or even national IOTs. Only 14% thought that this was not the main limiting factor (16 responses). Both the interviews and the survey confirmed that the project contributed to increased understanding and capacity of direct beneficiaries (e.g. participants in the events) regarding the development and use of IOTs (at the national, subregional and regional level), including their contribution to the design and implementation of effective policies and identification of synergies at different levels.

77. Over 72% of the beneficiaries (89 of 123 respondents) use the knowledge obtained from the events in their daily work; almost 23% (28 respondents) do not use it at all and 5% (6 respondents) did not have sufficient information to respond. Meanwhile, 55% often use the publications (52 of 94 respondents) and the rest use them a little (34%, 32 respondents) or not at all (9%, 9 respondents). One respondent did not have sufficient knowledge to answer. Over 27% of the respondents said that they had received some kind of technical assistance from the project (33 of 121 respondents).

78. For example, some beneficiaries mentioned that they were able to conduct input-output analysis to study value chains and export value added; to conduct prospective and economic analysis;[14] to analyse the impact of different measures and scenarios (e.g. exchange rate fluctuations, employment generation and trade agreements[15]) and to calculate indicators at the level of economic activities. In particular, the publications were considered useful references and good examples of the use of IOTs.

79. The interviews confirmed that most stakeholders thought that the project's contribution to the development and use of IOTs was evident. The survey yielded similar results. The project helped to significantly enhance the knowledge and capacity of 78% of the beneficiaries (85 of 115 respondents) to develop and effectively use IOTs. The rest believed that it contributed little (15%, 17 respondents) or nothing at all (3%, 4 respondents). About 8% did not have sufficient knowledge to answer (68 of 115 respondents).

80. Unsurprisingly, the contribution at the policy and regional level was less evident. In line with the project focus, several respondents highlighted that the information provided a holistic overview which was useful in the analysis of value chains and export value added.

81. Over 59% believed that their knowledge and capacity to design and implement trade and industrial strategies and policies (68 of 115) increased significantly, while the rest thought that it increased a little (21%, 24 respondents) or not at all (10%, 12 respondents). About 9% did not have sufficient knowledge to answer (11 respondents). Similarly, over 56% thought that their knowledge and capacity to promote complementarities at the regional or subregional level increased significantly (64 of 114 respondents), while the rest believed that it increased a little (24%, 27 respondent) or not at all (5%, 6 respondents). Roughly 15% did not have sufficient knowledge to answer (17 respondents).

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[14] See Government of El Salvador, "REDIBACEN: Análisis económico y prospectivo de la economía salvadoreña a partir del modelo insumo producto" [online]. https://www.bcr.gob.sv/esp/index.php?option=com_k2&view=item&id=1438:redibacen.

[15] For example, the customs union between El Salvador, Guatemala and Honduras.

3.3.2 ORGANIZATIONAL AND ENABLING ENVIRONMENT LEVEL

> **The project helped to enhance the governments' capacity to encourage and design more effective policies and to foster complementarities at the regional or subregional level. (Finding 13)**

> **Despite the logical limitations to exerting influence at the policy level, the project helped to lay the issue on the table and the involvement of ECLAC allowed it to reach and influence higher decision-making instances, to a certain extent. Nevertheless, a larger effort was still needed to specifically target those better placed to incorporate the project into the policy process. (Finding 14)**

> **Similarly, although the activities helped to promote a common vision for enhancing policy complementarity within the region, there was broad consensus that a lot remained to be done to use the information fully at the regional level. (Finding 15)**

82.   The sphere of control of the project is limited to the inputs, activities, outputs, processes and immediate effects. It is therefore more difficult to demonstrate the project's contribution at the organizational and enabling environment level (sphere of influence). Nevertheless, 59% of the participants (67 of 115) thought that the project significantly helped to enhance government capacities to encourage and design more effective policies and to foster complementarities at the regional or subregional level, 12% thought that it helped a little (14 respondents), 5% that it did not help at all (6 respondents) and 24% did not know (28 respondents).

83.   Influencing policy is more of a process than an output and involves a number of interacting activities and relationships. It is not a linear process, as policy decisions over time generally display a complicated pattern of advances and reversals tied together in feedback loops of decision, implementation, second thoughts, and course corrections.[16] Moreover, policy influence should be understood as a means to an end and not an end in itself.[17] Policymaking is often considered a set of processes that includes: (i) the setting of an agenda, (ii) the specification of alternatives from which a choice is to be made, (iii) an authoritative choice among those specified alternatives and (iv) the implementation of a decision.[18]

84.   As mentioned above, IOTs are crucial to the definition of national and regional policies (such as trade, industry and innovation). According to one interviewee, who wondered what is done by countries with none of their own, IOTs are the backbone of national expense accounts. Almost 75% of the participants believed that the explicit intention of the project was to influence policies in the region (85 of 114 respondents). Only 15% thought that the strategy was rather limited (7%, 8 respondents) or did not exist (8%, 9 respondents), while 10% did not know (12 respondents). A much lower percentage (47%) believed that the knowledge generated specifically targeted those better placed to apply it in the policy process (54 of 114 respondents), while 25% thought that it was not very targeted (29 respondents), 5% believed that it was not targeted at all (6 respondents) and 22% did not know (25 respondents).

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[16]   See F. Carden, Knowledge to Policy: Making the Most of Development Research, International Development Research Centre (IDRC), 2009.

[17]   See J. W. Kingdon, *Agendas, Alternatives and Public Policies*, Boston, Little, Brown & Co., 1984.

[18]   Economic Commission for Latin America and the Caribbean (ECLAC), *Final Assessment Report: Assessment of Development Account Project 14/15 AJ. Logistics integration for a more sustainable exploitation of natural resources in Latin America and the Caribbean*, Santiago, 2018 [online]. https://repositorio.cepal.org/bitstream/handle/11362/43652/S1800365_en.pdf.

85.   There was broad agreement that the current form of most IOTs and the related updates were only geared towards ensuring that they were fully functional tools for public policy design. Nevertheless, many stakeholders highlighted that the project helped to lay the issue on the table and the involvement of ECLAC allowed it to reach and influence higher decision-making instances. For example, the IOTs were considered the basis of the analysis that informed decision-making for several central banks or the country strategies negotiated with the Inter-American Development Bank and the World Bank (e.g. El Salvador).

86.   About 60% of the participants thought that the intention to influence policies in the region was made sufficiently clear throughout implementation (67 of 111 respondents). Although it was broadly agreed that there was a lot to be done to use the information fully, especially at the regional level, it was also highlighted that the activities helped to increase the homogeneity of the vision and use of the IOTs. These tools facilitated trade agreements and analysis, for example in the case of the customs union between El Salvador, Guatemala and Honduras or the trade agreement between Argentina and Chile, and helped to establish regional priorities. A clear effort was made to collaborate with the secretariats of various regional integration schemes (e.g. CAN, MERCOSUR and SIECA) to ensure appropriate access to the required trade data during the building of the IOT but also to disseminate information.

87.   Over 67% of the beneficiaries thought that the activities contributed to a common vision in the region (76 of 113 respondents). Only 10% thought that it contributed only a little (6%, 7 respondents) or that it did not contribute at all (4%, 5 respondents), while 22% did not know (25 respondents). In the same vein, 49% believed that the project also helped to enhance policy complementarity within the region (55 of 112 respondents). Only 17% thought that the contribution was rather limited (11%, 12 respondents) or non-existent (6%, 7 respondents), while almost 34% did not know (38 respondents).

88.   It was mentioned, for example, that having a regional IOT will help to clarify the potential to develop regional industry so that it can be better integrated in an increasingly globalized world. The regional, subregional and comparable national IOTs will also allow a more detailed analysis of regional complementarities. From the point of view of the national statistical offices, the project was important to improve the linkages among countries and to encourage the improvement of statistics (for example resolving discrepancies in international trade in goods and services) and the dissemination of international best practices.

3.4 SUSTAINABILITY

> **The project involved significant efforts to disseminate both outputs and results, but more work is clearly needed. The fact that the project objectives are enshrined in the ECLAC mandate ensures the continuity of support. (Finding 16)**

> **The project did not include an explicit exit strategy and some limitations were highlighted in terms of installed capacities because of the heavy reliance on consultants in some countries. Nevertheless, the efforts to promote a common vision in the region and ownership at national level were an effective strategy to ensure continued efforts in the same vein. (Finding 17)**

89.   The problems and challenges identified during the project design stage remain, as confirmed in the events and publications. There was no explicit exit strategy and all stakeholders thought that the objectives were ambitious. Nevertheless, the contributions to long-term processes were particularly encouraging given the size of the project (in terms of the resources utilized) and the fact that implementation was recently completed. As mentioned above, policymaking is not a linear process and the project's contribution to enhancing capacities and exchanging experiences will last beyond

the formal conclusion of the activities. In this vein, 43% of survey respondents (49 of 113) confirmed that ECLAC implemented adequate mechanisms to ensure sustainability, while very few thought that little (5%, 6 respondents) or nothing (3%, 3 respondents) had been done. However, the fact that almost 49% respondents said they did not know indicated that further efforts were needed.

90.   A number of interviewees highlighted limitations in terms of installed capacities because of the heavy reliance on consultants in some countries. Less than 50% thought that the project reflected ownership by beneficiaries (55 of 112 respondents), while 25% believed that ownership was limited (19%, 21 respondents) or non-existent (6%, 7 respondents) and 26% did not know (29 respondents). Almost 34% thought that little (29%, 32 of 112 respondents) or nothing (5%, 6 respondents) had been done to establish strategic alliances to ensure the project's sustainability. Less than 26% thought enough had been done in this sense, while over 40% did not know (45 respondents). Many agreed that budgetary restrictions were the most important limitations.

91.   Only 51% of the respondents thought that their country or institution had implemented appropriate mechanisms to move forward in the areas targeted by the project (58 of 113 respondents), while 24% thought that little (17%, 19 respondents) or nothing (7%, 8 respondents) had been done and 25% did not know (28 respondents). Even fewer (37%) thought that there was sufficient political support and the favourable environment needed to continue with similar actions (42 of 112 respondents), while 23% thought that support was limited (16%, 18 respondents) or non-existent (7%, 8 respondents) and more than 39% did not know (44 respondents). Several interviewees pointed out that some national central banks were developing IOTs for more recent years thanks to the knowledge and skills acquired through the project.

92.   Sustainability relies partly on dissemination and replication capacity. The project involved significant efforts to disseminate both outputs and results. The workshops were a crucial component of this strategy as they facilitated the dissemination of country-specific experiences and comparative findings. For example, in 2017 and 2018, ECLAC presented results obtained from the subregional and regional IOTs as well as methodological details on their use in economic analysis (e.g. Argentina,[19] Bolivia (Plurinational State of),[20] Brazil,[21] Mexico,[22] Paraguay[23] and Peru[24]). ECLAC has also made considerable efforts to disseminate the project publications, which most interviewees thought were good examples illustrating the potential use of IOTs.

93.   As described above, the project objectives are enshrined in the ECLAC mandate, which ensures the continuity of ECLAC support (e.g. the International Trade and Integration Division: (i) worked on the regional IOT for 2014 to be integrated with the IOT for the Asia-Pacific region (the Asian Development Bank is coordinating data gathering) and (ii) used OECD information to build a global IOT with a user-friendly interface). Despite the success of this strategy, several beneficiaries said that broader dissemination was still needed. Around 61% of the survey respondents (69 of 113) thought that the project or its activities would have multiplier effects. Only 14% believed that potential was limited (9%, 10 respondents) or non-existent (5%, 6 respondents), and 25% did not know (28 respondents). Similarly, over 76% thought that the project's activities could be replicated

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[19] Further details "Nueva capacitación de la CEPAL a funcionarios de los países del MERCOSUR en técnicas insumo-producto" [online, in Spanish] https://www.cepal.org/es/notas/nueva-capacitacion-la-cepal-funcionarios-paises-mercosur-tecnicas-insumo-producto.

[20] Further details "Seminar: Analysis of Value Chains from the Andean Community Subregional Input-Output Table (IOT) and the South American IOT 2005-2011" [online] https://www.cepal.org/en/events/seminar-analysis-value-chains-andean-product-subregional-input-output-table-iot-and-south.

[21] Further details "Seminar: Analysis of Value Chains from the MERCOSUR Subregional Input-Output Table" [online] https://www.cepal.org/en/events/seminar-analysis-value-chains-mercosur-subregional-input-output-table-0.

[22] See ECLAC, *Informe de la segunda reunión de expertos para la construcción de una matriz de insumo-producto latinoamericana* (LC/MEX/SEM.242/2), Santiago.

[23] Further details "Workshop: Use of the Subregional MERCOSUR and South American Input-Output Tables" [online] https://www.cepal.org/en/courses/workshop-use-subregional-mercosur-and-south-american-input-output-tables.

[24] Further details "Seminar: Analysis of Value Chains from the Andean Community Subregional Input-Output Table" [online] https://www.cepal.org/en/events/seminar-analysis-value-chains-andean-community-subregional-input-output-table.

(87 of 114 respondents), while only 7% thought that replicability was limited (4%, 5 respondents) or impossible (3%, 3 respondents) and less than 17% did not know (19 respondents).

94.   Over 52% of the beneficiaries (64 of 123 respondents) thought that it would be difficult to implement similar activities without ECLAC support. This indicated a need for further and continuous support that was also confirmed during the interviews. ECLAC confirmed that its involvement would not end upon the conclusion of project. Although its support will be more limited, ECLAC —in line with its mandate— will continue to work to enhance the capacities of government and non-governmental organizations. Some countries have requested ECLAC support to update the IOTs (e.g. Argentina was planning to update the IOT to 2017 through interministerial collaboration and the National Institute of Statistics and Censuses (INDEC) had begun generating information). Some countries were also exploring the possibility of developing subnational IOTs. It was also mentioned that the project was an excellent entry point to many institutions and policies for ECLAC. The dialogue with central banks in many countries, for example, was definitely strengthened thanks to the project.

3.5 CROSS-CUTTING ISSUES

3.5.1 GENDER AND HUMAN RIGHTS

> **Gender-related issues were overlooked in the project document and the design was not gender-responsive. Nevertheless, an effort was made to ensure equal participation. (Finding 18)**

> **A human rights perspective was not incorporated into the project design, which was clearly focused on technical aspects and tools. (Finding 19)**

95.   The guidelines for the preparation of Development Account project documents are clear in this respect as they recommend devoting attention to gender considerations and identifying dimensions of gender inequality and the extent to which women and men may be differently affected by the problem and require differentiated capacity development support. Although gender-related issues were overlooked in the project document and the design was not gender-responsive, an effort was made to at least ensure equal participation. Furthermore, the IOTs were crucial for some gender, employment and income analysis (e.g. in El Salvador). Gender equality was also incorporated into the agreement on the customs union between El Salvador, Guatemala and Honduras.

96.   Regarding participation in the events, the available participant lists showed that women's participation was close to 40% overall, but below 35% (see table 2) in most individual events (15 of 25). Over 71% of the survey respondents thought that there was equal participation of men and women in the events (88 of 123 respondents), while only 11% (14 respondents) believed that women were underrepresented and 17% did not know (21 respondents). Almost 82% believed that women benefited equally from technical assistance (27 of 33 respondents), while none thought that they did not and 18% did not know (6 respondents).

97.   The evaluator interpreted these figures as a sign of the acceptance of the (unequal) status quo rather than evidence of equal participation. It was noted that too many stakeholders believed that the project did enough merely by not discriminating against women. One respondent said that it was not possible to link national accounts (macro level) with gender equality and human rights. This issue was reflected to some extent by the fact that 58% of survey respondents (69 of 119) thought that the events addressed gender equality superficially or not at all, while less than 17% thought that it was thoroughly addressed (20 respondents). Similarly, less than 12% thought that it was thoroughly addressed in the publications (11 of 94 respondents), while almost 29% thought that it was only partly

addressed (27 respondents) and 33% believed that it was not addressed at all (31 respondents). The majority of those who thought that gender equality was not addressed (25 respondents) believed that it was not a relevant issue for such a technical project. Some efforts were made to rectify this, for example attempts to develop indicators to link gender and employment (e.g. Mexico).

98.   Similarly, both the interviews and the survey confirmed that human rights were not a key consideration in the project. For example, only 16% of the survey respondents (20 of 123) thought that the events incorporated a thorough human rights perspective. The rest thought that it was partly incorporated (31%, 38 respondents) or not at all (31%, 38 respondents). Less than 14% (13 of 94 respondents) thought that human rights were thoroughly addressed in the publications, while almost 28% thought that it was only partly addressed (26 respondents) and 34% that it was not addressed at all (32 respondents). The majority of those who thought that human rights were not addressed (28 respondents) believed that these were not a priority given the technical focus of the project.

3.5.2 CONTRIBUTION TO THE SDGS

> **Although the project did not involve SDG localization, it was directly and indirectly linked to several of the Goals, for example** through the improvement in statistics, dissemination of international practices and systemization of regional information. It was nevertheless too early **to assess any contributions (doing so in the future also represents an enormous challenge). (Finding 20)**

99.   The project document did not involve SDG localization (i.e. adaptation to the national and sector context). Nevertheless, some linkages were highlighted, and the project remained relevant to the attainment of the SDGs throughout its implementation. Although it was broadly acknowledged that it was too early to assess the impact of the project, the activities appear to have helped to achieve the targets of SDG 8 on decent work and economic growth, SDG 9 on industry, innovation and infrastructure and SDG 17 on partnerships for the goals.

100.   For example, almost 48% of the respondents (55 of 115) believed that the project contributed to the attainment of the SDGs, while less than 3% thought that it did not (3 respondents) and 50% did not have sufficient knowledge to answer (57 respondents). Many beneficiaries highlighted the project's contribution through the improvement in statistics, dissemination of international practices and systemization of regional information. This would, in turn, help to improve analysis and the identification of "hidden" trade relationships and value chains, and facilitate impact evaluations related to the SDGs.

101.   It was also acknowledged that under the project, the potential of the IOTs was viewed from a social and environmental perspective in addition to the more traditional standpoint. Nevertheless, measuring the indirect contribution of the project to the attainment of the SDGs represents a challenge that requires specific evaluation methodologies and tools.

4. CONCLUSIONS

4.1 RELEVANCE AND DESIGN

102.   The project responded to the identified needs and increasing demand in the Latin American and Caribbean region and the participating countries for IOTs as crucial tools for the definition of national, subregional and regional trade, industrial and innovation policies to promote productive integration. It addressed the different needs at the national level by helping to build or update IOTs and the need to improve the analysis of regional value chains and the identification of strategic sectors. The project provided an innovative approach and represented a comprehensive effort to enhance institutional dialogue to advance towards a common understanding of the problem in the region. **(Conclusion 1 based on Findings 1 and 2)**

103.   The project was fully in line with ECLAC mandates and contributed directly to the Commission's programme of work by helping to improve the capacity of Latin American and Caribbean countries to participate effectively in global and regional value chains. It did so by: (i) providing tools and analysis; (ii) generating, disseminating and applying innovative and sound approaches; (iii) strengthening multisectoral and interdisciplinary analysis and (iv) strengthening technical capacities. **(Conclusion 2 based on Finding 3)**

104.   The project design identified some of the main bottlenecks, including the lack of capacities within the region. Countries were selected on the basis of pertinent criteria and the roles of the different stakeholders in solving the identified problems were assessed. Nevertheless, a more thorough and explicit analysis of the demand side could have been attempted to better understand the rules and incentives that govern the implementation of policy reform and to define the roles of the various actors more clearly. **(Conclusion 3 based on Findings 4 and 5)**

105.   The analysis included credible cause-and-effect relationships that demonstrated the capability of the project to address challenges. Nevertheless, the project design would have benefited from a more thorough description of its logic and explicit verification of the hierarchy and causality of objectives. Building capacity and influencing policy are both complex, non-linear and long-term change processes that cannot be explained by a single factor. **(Conclusion 4 based on Finding 5)**

106.   Although the simplified logical framework was useful at the project proposal stage, it should have been improved to serve as an effective management tool. The relevance of the indicators was limited, and the regular review of the theory of change would have been advisable. **(Conclusion 5 based on Findings 5 and 6)**

4.2 EFFICIENCY

107.   There were some delays at the beginning of the implementation process owing to the challenges of involving several offices. Nevertheless, the organizational arrangement together with the outstanding collaboration with the different counterparts allowed the activities to be implemented as planned and even generated synergies and efficiency gains. The project team was also able to identify instances for technical cooperation and adapt to changes during implementation. **(Conclusion 6 based on Findings 7 and 8)**

108.   The project model was coherent and facilitated the delivery of cost-effective, timely and quality services. As a result, the beneficiaries were very satisfied and the different activities and outputs were of high quality. The general perception was that the project allowed a bidirectional exchange of information and a dialogue between ECLAC and the beneficiaries. The activities were

complementary and reinforced the internal coherence of the project. Nevertheless, a broader dissemination of the activities would have increased participation and probably the benefits of the project. **(Conclusion 7 based on Findings 9 and 10)**

4.3 EFFECTIVENESS

109. The project helped to enhance the knowledge, understanding and capacity of beneficiaries at both the national and the regional level to: (i) develop and effectively use IOTs, (ii) to design and implement trade and industrial strategies and policies, to a certain extent, and (iii) to promote complementarities at the regional or subregional level. Most beneficiaries used the publications, acquired knowledge and increased capacities in their daily work. **(Conclusion 8 based on Findings 11 and 12)**

110. The project helped to enhance governments' capacity to encourage and design more effective policies and to foster complementarities at the regional or sub-regional level. Despite the logical limitations to exerting influence at the policy level, the project helped to lay the issue on the table, and the involvement of ECLAC allowed it to reach and influence higher decision-making instances, to a certain extent. Nevertheless, a larger effort was still needed to specifically target those better placed to incorporate the project into the policy process. **(Conclusion 9 based on Findings 13 and 14)**

111. Although the activities helped to promote a common vision for enhancing policy complementarity within the region, there was broad consensus that a lot remained to be done to use the information fully at the regional level. **(Conclusion 10 based on Finding 15)**

4.4 SUSTAINABILITY

112. The project did not include an explicit exit strategy and some limitations were highlighted in terms of installed capacities because of the heavy reliance on consultants in some countries. Nevertheless, the efforts to promote a common vision in the region and ownership at the national level were an effective strategy to ensure continued efforts in the same vein. A lot of work was also done to disseminate both outputs and results. Although additional efforts are needed, the fact that the objectives are enshrined in the ECLAC mandate ensures the continuity of support. **(Conclusion 11 based on Findings 16 and 17)**

4.5 CROSS-CUTTING ISSUES

113. The analysis underpinning the project overlooked gender-related issues. As a result, the design was not gender responsive. Nevertheless, an effort was made to ensure equal participation. The human rights perspective was not incorporated into the project design, which focused on technical aspects and tools. **(Conclusion 12 based on Findings 18 and 19)**

4.6 CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

114. Although the project did not involve SDG localization (adaptation to the national and sector context), it was directly and indirectly linked to several Goals, for example through the improvement in statistics, dissemination of international practices and systemization of regional information. It was nevertheless too early to assess any contributions (doing so in the future also represents an enormous challenge). **(Conclusion 13 based on Finding 20)**

5. LESSONS LEARNED

> **Working closely with regional integration initiatives or mechanisms is an effective way to promote a common vision that in turn helps to strengthen project results, broaden the dissemination of outputs and enhance sustainability.**

115.   ECLAC is an excellence-driven organization with a strong record and reputation in the region. Its involvement has the potential to bring about significant efficiency gains by stimulating dialogue, facilitating access to cutting-edge knowledge and attracting additional contributions to projects (in-kind or other). In line with its mandate, ECLAC promotes multilateral dialogue, knowledge-sharing and networking at the regional level, and works to promote intra- and interregional cooperation.

116.   The project represents an excellent example of the benefits of working at the national, subregional, regional and even interregional level. In particular, the project activities almost exclusively involved subregional integration mechanisms. In spite of different political sensibilities, the project reflected close collaboration with some of these mechanisms and the successful promotion of a common vision that helped to strengthen results, dissemination and sustainability, which can be replicated easily in other projects or sectors.

> **Development Account support is an effective way to strengthen the role of ECLAC as a game changer, as it allows the implementation of innovative approaches offering distinctive knowledge and skills that are not provided by other partners.**

117.   The role of the Development Account as a vehicle for member countries to tap into the normative and analytical expertise of the United Nations Secretariat was evident throughout the project. By offering distinctive knowledge and skills that are rarely provided by other development partners, ECLAC is well placed to be a game changer in terms of encouraging: (i) the exchange of knowledge and transfer of skills among countries and (ii) inter-institutional dialogue. In this context, ECLAC is regarded as a key actor contributing to a shared (United Nations) vision.

118.   Without the Development Account support and the work guided by ECLAC, the IOTs would not have even been developed in many countries, let alone been the subject of discussions on how to use them to improve policies or on building IOTs for subregions or, for the first time, for Latin America and the Caribbean. The innovative approach would not have been implemented without the project, which has filled a large gap.

6. RECOMMENDATIONS

119.   Based on the findings and conclusions of the evaluation, this section presents five recommendations that are intended to point towards the actions required to address the identified challenges. The recommendations are directed primarily at ECLAC divisions and subregional headquarters, as well as DESA, which are the main beneficiaries of this evaluation. They are intended to be actionable, i.e. specific and practical. However, some may require changes which stretch the current capacity of ECLAC.

Recommendation 1 (based on Conclusions 3, 4, 5 and 13)

> To ECLAC divisions (with the support of the Programme Planning and Evaluation Unit of the Programme Planning and Operations Division): Develop a comprehensive theory of change that explains the causal chain to achieve objectives and results. It should involve different stakeholders, identify intermediate effects and assumptions that are not necessarily under the control of the project and explain country and sector specificities. It may include one expected accomplishment (EA) for each dimension of capacity-building.

120.   Developing and maintaining an evaluative culture in an organization is often seen as key to building more effective results management and evaluation approaches. It is therefore crucial that projects aimed at achieving complex change are underpinned by a robust theory of change, which is essential for demonstrating what has been achieved, facilitating monitoring and sharing information. It offers senior managers the possibility to challenge the logic of a project and the evidence gathered on performance in order to oversee results management and thus ensure that results are realistic, transparent and accountable.

121.   In the future, similar projects should develop a comprehensive theory of change that explains the causal chain to achieve objectives and results. In some cases, it may be appropriate to include one expected accomplishment for each dimension of capacity-building identified by the Development Account (individual, organizational and enabling environment). The theory of change should also identify intermediate effects and assumptions that are not necessarily under the control of the project (sphere of influence). An effort should be made to identify the conditions and stakeholders responsible for the achievement of these effects. This would allow the project to envisage complementary activities or remedial measures and even contributions to the attainment of the SDGs.

122.   The analysis should explain country and sector specificities (e.g. different policy areas), and even develop specific subtheories of change if necessary. A systemic approach during the design process allows the investigation of possible unintended effects (either positive or negative), power relationships and possible conflicts at the boundaries of the system. Different stakeholders should be involved in the identification of the most critical problems (including underlying causes) and credible cause-effect relationships. This process should include identifying the different roles, positions, strengths, weaknesses and influences of the stakeholders. It plays an important role in building stakeholder consensus, identifying the partnerships needed to address problems effectively and assessing the roles that different stakeholders must play to solve problems.

Recommendation 2 (based on Conclusion 5)

> To DESA and ECLAC divisions (with the support of the Programme Planning and Evaluation Unit of the Programme Planning and Operations Division): Develop sets of indicators that comprehensively capture the performance of the project. The aim should be to capture both technical and political changes or processes and input or output processes. Although aggregate or composite indicators are sometimes useful, they should be accompanied by methodological specifications.

123. A solid results-based management (RBM) system takes what is commonly referred to as a life-cycle approach in which results are central to planning, implementation, monitoring and evaluation, reporting and ongoing decision-making. By focusing on results rather than on activities, RBM helps to better articulate the vision and support for expected results and to better monitor progress using indicators, targets and baselines. It is therefore essential to include a robust and comprehensive logical framework matrix in the project proposals that contain specific and clear results, indicators, risks, assumptions and roles of partners. This would enhance both project design and evaluability.

124. It may be impossible to identify indicators in sufficient detail in the project proposal. In this case, the logical framework matrix should be revised during the inception phase and at the start of implementation to develop indicators that comprehensively capture the performance of the project, including processes and effects. An input-process-output-outcome-impact indicator model may be appropriate. It should aim to capture both technical and political changes or processes, but measurement at the output level should not be overlooked as this allows monitoring of the use of resources, implementation of activities linked to those resources and specific outputs deriving from these activities.

125. Although a single indicator may provide valid information, it is normally not enough to capture the achievement of an expected accomplishment. Aggregate or composite indicators may be useful in some cases, but they must be accompanied by methodological specifications. Indicators should comply with numerous criteria to ensure quality (specific, measurable, achievable, realistic, time-limited, relevant, acceptable, credible, robust, clear, economic, adequate, etc.). However, in general, indicators should be: (i) strongly correlated with objectives, (ii) easy to understand and interpret unambiguously, (iii) able to be developed through the collection of data with available resources and (iv) sensitive to changes. Furthermore, targets should be defined as specific, measurable and time-bound effects that contribute directly to the achievement of a goal.

Recommendation 3 (based on Conclusions 7, 9 and 11)

> To ECLAC divisions: Ensure broader dissemination of tools and results. This should include targeting the actors best placed to influence policy processes —particularly those interested in using tools and information at the regional level— and fostering a common vision for enhancing regional complementarities.

126. The beneficiaries were very satisfied and the different activities and outputs were of high quality. Thus, it is important to ensure broader dissemination of tools, results and publications (including to other stakeholders such as service sectors, universities, etc.) New channels and tools could be explored in order to maximize efficiency (e.g. online videos, a manual on the use of IOTs, etc.). The International Trade and Integration Division is currently working in this direction, for example by developing a user-friendly interface for the regional IOT (a package with integrated databases and constructed indicators that is easy for non-experts to use). ECLAC will continue to provide regular assistance to the countries to encourage more analytical work using the IOTs.

127. The momentum created by the project and the influence of ECLAC are a perfect combination to reach and influence higher decision-making instances by specifically targeting those better placed to apply the tools in policy processes. This is also the goal of the current activities of the International Trade and Integration Division, which include linking the IOT of Latin America and the Caribbean with that of the Asia-Pacific region in collaboration with the Asian Development Bank, or with the global IOT developed by the Organization for Economic Cooperation and Development (OECD). All these efforts appear to point in the right direction, towards a common vision and the enhancement of policy complementarity within the region.

128.   ECLAC has a strong record and extensive experience working at the intraregional level. As has been done in this project, interregional work should be considered an effective instrument to achieve the desired objectives in Development Account projects. Nevertheless, it is important to acknowledge and address the challenges of both intraregional work (e.g. several offices involved in implementation) and interregional work.

129.   In particular, it would be advisable to put in place concrete procedures to strengthen collaboration between offices (and other entities of the United Nations Secretariat). In addition to joint design, this should involve a concrete work programme as well as joint monitoring and reporting (e.g. progress and final reports). Implementing partners should also agree on a strategy to maintain communication on a regular basis (e.g. kick-off and monitoring meetings). This would allow them to: (i) envisage joint strategies to use and disseminate regionally generated knowledge, (ii) identify opportunities to maximize the creation of effective and sustainable relationships or enhance regional dialogue and (iii) target the most relevant stakeholders, including civil society.

Recommendation 4 (based on Conclusion 11)

To ECLAC divisions: Implement a sustainability plan (exit strategy) outlining how the project intends to withdraw its resources while ensuring that progress towards the goals continues. The strategy should include targeted activities to link the Development Account project's activities with the regular work of ECLAC and partners' future undertakings. This should be reflected in the final report by including indications on how to further sustain the project's results.

130.   It is crucial to ensure a lasting impact of the results and achievements of this type of project in terms of sustained access to knowledge and enhanced technical capacity of beneficiaries. Funding cycles rarely align with needs, resulting in artificial timelines being imposed on programme phase-out. This could be minimized by implementing a sustainability plan outlining how the project intends to withdraw its resources while ensuring that achievement of the goals is not jeopardized and that progress towards these goals will continue.

Recommendation 5 (based on Conclusion 12)

To DESA and ECLAC: Ensure that gender-related issues are thoroughly mainstreamed by undertaking a comprehensive gender analysis at project outset or at least including a dedicated section in the project document. The design must include positive actions to: (i) ensure equal and active participation of women in the activities, (ii) promote the added value of incorporating gender issues into the beneficiaries' work and (iii) include gender-sensitive indicators and targets. Gender experts or representatives may be invited to the activities to ensure ongoing focus on gender issues.

131.   For future projects, it would be advisable to outline an explicit exit strategy at the outset and further develop it during implementation. The strategy should include specific actions to: (i) promote ownership, (ii) disseminate outputs and results and (iii) ensure that individual capacities are further translated into institutional capacities. It should also define the change from one type of assistance (e.g. Development Account project) to another (e.g. regular work of ECLAC). It is necessary to include targeted activities linking the project's results and the dissemination activities implemented with the future undertakings of ECLAC and partners. The final reports should at least include (reasoned) indications on how to further sustain the project's results.

132.   It is broadly agreed that gender-related issues should be mainstreamed in any development project. It is necessary to highlight target entry points for mainstreaming gender in ECLAC activities through advocacy, project and policy development, implementation, and monitoring and evaluation.

133.   For future projects, it would be advisable to undertake a comprehensive gender analysis at the outset. This could be made compulsory for all Development Account project proposals or at least a specific section on gender could be included in the Project Document template. This would ensure that gender-specific roles and the different levels of impact on men and women are identified.

134.   As a result, the design may include gender-specific measures to: (i) increase effectiveness and impact, (ii) benefit both men and women by increasing gender balance or (iii) leverage the results to serve other development objectives, such as economic development and poverty reduction. It may be decided to include gender-specific activities (e.g. targeting women) or to incorporate a gender dimension into non-targeted actions (e.g. incorporating gender indicators into the analysis). As a minimum, positive actions must be implemented to: (i) ensure equal and active participation of women in the activities, (ii) promote the added value of incorporating gender issues into the beneficiaries' work (e.g. capacity-building, policy advocacy, etc.) and (iii) include gender-sensitive indicators and targets (e.g. sex-disaggregated). An effective way of ensuring an ongoing focus on these issues may be to include gender experts from partner development agencies or representatives from NGOs working for women's empowerment or gender equality in the activities.

ANNEXES

ANNEX 1	TERMS OF REFERENCE
ANNEX 2	LOGICAL FRAMEWORK
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ANNEX 1

TERMS OF REFERENCE

Job Opening number:	19-Economic Commission for Latin America and the Caribbean-125003- Consultant
Job Title:	Assessment of the Development Account Project 1617AA Input-output tables for industrial and trade policies in central and South America
General Expertise:	Management and Analysis
Category:	Evaluation
Department/ Office:	Economic Commission for Latin America and the Caribbean
Organizational Unit:	ECLAC
Duties and Responsibilities	

BACKGROUND

The Economic Comission for Latin America and the Caribbean (ECLAC) Programme Planning and Operations Division (PPOD) is seeking an independent consultant to conduct the assessment of the Development Account project "Input-output tables for industrial and trade policies in central and South America"

The project under evaluation is funded under the Development Account's 10th Tranche. It was implemented by the International Trade and Integration Division, of ECLAC. This assessment is an endof-cycle review of a project aimed at trengthening the capacity of selected countries in Central and South America to design and monitor trade and industrial policies through the construction and use of national, subregional and regional input-output tables.

OBJECTIVES

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

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

GUIDING PRINCIPLES

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

It is expected that ECLAC's guiding principles to the evaluation process are applied. In particular, special consideration will be taken to assess the extent to which ECLAC's activities and outputs respected and promoted human rights. The evaluation will also examine the extent to which gender concerns were incorporated into the project. The evaluation will also include an assessment of the project´s contribution to the achievement of the Sustainable Development Goals (SDGs).

METHODOLOGY

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

(a) Desk review and secondary data collection analysis

(b) Self-administered surveys

(c) Semi-structured interviews and focus groups to validate and triangulate information and findings from the surveys and the document reviews, a limited number of interviews (structured, semi-structured, indepth, key informant, focus group, etc.) may be carried out via tele- or video-conference with project partners to capture the perspectives of managers, beneficiaries, participating ministries, departments and agencies, etc.

Methodological triangulation is an underlying principle of the approach chosen.

Ultimate result of service.

DELIVERABLES

The assessment will include the following outputs:

(a) **Work Plan**. No later than five days after the signature of the contract, the consultant must deliver to PPOD a detailed Work Plan of all the activities to be carried out related to the assessment of project 1617AA, schedule of activities and outputs detailing the methodology to be used, etc.

(b) **Inception Report**. No later than 4 weeks after the signature of the contract, the consultant should deliver the inception report, which should include the background of the project, an analysis of the Project profile and implementation and a full review of all related documentation as well as project implementation reports. Additionally, the inception report should include a detailed evaluation methodology including the description of the types of data collection instruments that will be used and a full analysis of the stakeholders and partners that will be contacted to obtain the evaluation information. First drafts of the instruments to be used for the survey, focus groups and interviews should also be included in this first report.

(c) **Draft final evaluation Report**. No later than 12 weeks after the signature of the contract, the consultant should deliver the preliminary report for revision and comments by the Programme Planning and Operations Division (PPOD) of ECLAC and the Evaluation Reference Group (ERG), which includes representatives of the implementing substantive Division/Office. The draft final evaluation report should include the main draft results and findings, conclusions of the evaluation, lessons learned, and recommendations derived from it, including its sustainability, and potential improvements in project management and coordination of similar DA projects.

(d) **Final Evaluation Report**. No later than 16 weeks after the signature of the contract, the consultant should deliver the final evaluation report which should include the revised version of the preliminary version after making sure all the comments and observations from PPOD and the ERG have been included. Before submitting the final report, the consultant must have received the clearance on this final version from PPOD, assuring the satisfaction of ECLAC with the final evaluation report.

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

PAYMENT SCHEDULE AND CONDITIONS

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

(a) 30% of the total value of the contract will be paid against the satisfactory delivery of the inception report which should be delivered as per the above deadlines.

(b) 30% of the total value of the contract will be paid against the satisfactory delivery of the draft final evaluation report which should be delivered as per the above deadlines.

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

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

Title & ID number of programme/project

Evaluation of the Development Account Project 1617AA Input-output tables for industrial and trade policies in central and South America

Is any other department or office of the Secretariat or any other organization of the United Nations involved in similar work to the best of your knowledge?

No

Travel Details

Applicable

Upon availability of funds, the consultant in charge of the evaluation may visit 1-2 beneficiary countries in the region with a view to gauge the opinion of high-level officials, authorities and other stakeholders with regards to the relevance, effectiveness, efficiency, impact, and sustainability of the interventions of the project.

Outputs/Work Assignment

The assessment will include the following outputs:

(a) **Work Plan.** No later than five days after the signature of the contract, the consultant must deliver to PPOD a detailed Work Plan of all the activities to be carried out related to the assessment of project 1617AA, schedule of activities and outputs detailing the methodology to be used, etc.

(b) **Inception Report.** No later than 4 weeks after the signature of the contract, the consultant should deliver the inception report, which should include the background of the project, an analysis of the Project profile and implementation and a full review of all related documentation as well as project implementation reports. Additionally, the inception report should include a detailed evaluation methodology including the description of the types of data collection instruments that will be used and a full analysis of the stakeholders and partners that will be contacted to obtain the evaluation information. First drafts of the instruments to be used for the survey, focus groups and interviews should also be included in this first report.

(c) **Draft final evaluation Report.** No later than 12 weeks after the signature of the contract, the consultant should deliver the preliminary report for revision and comments by the Programme Planning and Operations Division (PPOD) of ECLAC and the Evaluation Reference Group (ERG), which includes representatives of the implementing substantive Division/Office. The draft final evaluation report should include the main draft results and findings, conclusions of the evaluation, lessons learned, and recommendations derived from it, including its sustainability, and potential improvements in project management and coordination of similar DA projects.

(d) **Final Evaluation Report.** No later than 16 weeks after the signature of the contract, the consultant should deliver the final evaluation report which should include the revised version of the preliminary version after making sure all the comments and observations from PPOD and the ERG have been included. Before submitting the final report, the consultant must have received the clearance on this final version from PPOD, assuring the satisfaction of ECLAC with the final evaluation report.

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

Expected Duration

The duration of the consultancy will be initially for 16 weeks during the months of November 2019-February 2020. The consultant will be reporting to and be managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC. Support to the evaluation activities will be provided by the International Trade and Integration Division of ECLAC in Santiago.

Evaluation Criteria

(a) **Academic Qualifications:** Advanced university degree (Master's degree or equivalent) in economics, engineering, public policy, development studies, business administration, or a related economic science.

(b) **Experience:** At least seven years of progressively responsible relevant experience in programme/project evaluation are required. At least two years of experience in areas related to national accounts and industrial and trade policies, in particular concerning the use of global and regional value chains and input-output tables, is highly desirable. Experience in at least three evaluations with international (development) organizations is required. Experience in Regional Commissions and United Nations projects, especially Development Account projects is highly desirable. Proven competency in quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews are required. Working experience in Latin America and the Caribbean is desirable.

(c) **Language:** Proficiency in English and Spanish is required

ANNEX 2

LOGICAL FRAMEWORK

Objective

To strengthen the capacity of selected countries in Central and South America to design and monitor trade and industrial policies through the construction and use of national, subregional and regional input-output tables.

Intervention logic	Indicators	Means of verification
Expected Accomplishment EA1 Strengthened capacity of national and subregional statistical systems in selected Central and South American countries to enable them to design and build national, subregional and regional input-output tables	**Indicator of Achievement IA 1.1** At least 75% of the participants from beneficiary countries acknowledge an increased capacity to design and build national and regional input-output tables as a result of the project	Surveys to be distributed in workshops and activities of the project
	IA 1.2 Six out of the seven beneficiary countries have a national input-output table or an action plan for this purpose to serve as a statistical basis for analysis	The IOT itself (final or preliminary), or action plan to develop the matrix
	IA 1.3 At least two (out of three) subregional and one regional input-output tables have been successfully compiled from national IOTs	The regional and subregional IOTs include data from national IOTs, the total amounts of the columns and rows in basic prices should be equal (fulfillment of balance rule), and the IOTs are disaggregated into national and foreign links

Main activity A1.1

Prepare training materials with methodologies on how to combine national accounts and other data sources needed to build national and regional input-output tables, as well as methodologies to update input-output tables.

In particular, the documents will focus on how to (i) resolve differences in industrial classifications between the IOTs of participating project countries, and (ii) extrapolate the national IOT with different base years to a single year for the subregional and regional IOTs. These materials will be used in the subsequent training activities for the project countries, i.e. the workshops (A1.2) and capacity building activities (A1.3).

A1.2

Organize three subregional workshops (Andean Community, Central America and Mercosur) to do a gap analysis on the available datasets needed to build national and subregional input-output tables. These workshops will be attended by representatives of central banks, statistical institutes and trade ministries and will help to define priorities with regard to future statistics to be developed.

Each workshop will have 10 local participants and 26 participants from the rest of the countries from each corresponding subregion, including the countries participating in the project. The workshops are designed to discuss available statistics and data gaps especially in project countries and identify future priorities of countries in their respective subregion. The discussion will be based on the materials elaborated in A1.1. The results of the workshops will provide examples for the capacity building activities to be undertaken in the countries (A1.3).

A1.3

Provide technical assistance to national authorities to process information from national accounts and other sources to build national input-output tables, as needed or requested.

Regional consultants will undertake missions to the participating project countries. As a result of this activity, each project country will have either a national IOT or an Action Plan for the elaboration of a national IOT. This activity is central to the use of national IOT in project countries and endows these countries with a strengthened capacity of national statistical systems. Using the newly obtained national IOT improves project countries' ability to monitor and evaluate ongoing industrial and trade policies. The effective use of this instrument will be guaranteed through the training activities to be undertaken in the project countries in the second and third project phase. Countries that already have a national IOT will adapt it to the needs of the subsequent compilation of subregional and regional IOTs.

A1.4

Build three subregional and one regional input-output table on the basis of national input-output tables that take into account trade interrelationships at the industry level.

The ECLAC project team will use the national information gathered in the missions from the previous activity and the workshop recommendations from A1.2 to systematically create three subregional IOTs: one for Central America, the Andean Community and Mercosur. Following the methodology developed in the materials from A1.1, a multi-country Latin American IOT will be assembled on the basis of the national IOT. This activity is central to the obtainment of subregional and regional IOT that are a prerequisite to help national policy makers in the project countries to design national industrial and trade policies and subsequently promote regional value chains in their corresponding regional integration scheme in the following project activities. The analysis and promotion of regional value chains and production networks based on informative subregional and regional IOTs is expected to assist project countries in identifying opportunities for integrative, sustainable industrial development. The effective use of subregional and regional IOTs will be guaranteed through the training activities to be undertaken in the project countries in the second and third project phase.

A1.5

Organize two subregional expert group meetings with specialists to validate the subregional input-output tables built in A1.4. One EGM will be organized in Central America and another one in South America, which will address specific issues and in-depth discussions of each subregion. Alternatively, a joint meeting with two specialized panels for the two subregions will be considered. The final decision will be taken considering venue availability and budget considerations.

The meetings aim to collect comments from experts, to disseminate the obtained subregional IOTs and to revise the methodological approaches used to integrate national IOTs from project countries and account for characteristics of the three subregions. This validation process will help to improve the quality of the subregional IOTs and subsequently result in an improved version of the regional IOT. These improved regional IOT facilitate the formulation and evaluation of trade and industrial policies in the project countries which are central to the following project activities.

Intervention logic	Indicators	Means of verification
EA 2 Improved capacity of national policy makers especially from trade and foreign affairs ministries in the selected Central and South American project countries, that will enable them to design and monitor national trade and industrial policies through the use of national, subregional and regional input-output tables	**IA 2.1** At least 75% of the participants from beneficiary countries acknowledge having increased their capacity in the use of indicators based on input-output tables to design and assess the impact of industrial and trade policies, in line with the post-2015 agenda	Surveys to be distributed in workshops and activities of the project
	IA 2.2 In 5 out of 7 project countries, at least 1 institution, which has participated in the training activities uses new policy-related indicators based on input-output tables generated from the project for the design and monitoring of the industrial and trade policies	Evidence obtained from media, national laws and rules, official websites and/or specific studies at sector level

A 2.1

Prepare training materials on the use of indicators and results based on input-output tables that can help policy making institutions in project countries design and assess the impact of industrial and trade policies, in line with the post-2015 agenda.

In particular, these materials will focus on (i) the construction of a set of indicators to measure the participation of countries in regional value chains and (ii) interpret the results of such indicators. The national, subregional and regional IOTs, as elaborated in activity A1.3 and A1.5, will be exploited to show concrete examples. The final materials will be used in the subsequent workshops held (in A2.2) and in the capacity building assistances (A2.4) to take place in the project countries.

A 2.2

Conduct three sub-regional workshops (Andean Community, Central America and Mercosur) to train policy makers in the use of indicators based on input-output tables that can help them design and assess the impact industrial and trade policies, in line with the post-2015 agenda.

Each workshop will have 10 local participants and 26 regional participants (participants from the rest of the countries from each corresponding subregion, including the countries participating in the project.). The workshops are designed to familiarize the participants with the different indicators elaborated in the materials from A2.1 and their practical application. Given the presence of representatives from multiple countries, country-specific experiences and needs will be discussed. Participants from project countries will benefit from the exchange with non-project countries of the same subregional integration schemes. This training activity is expected to enhance the participants' ability to apply their acquired knowledge in national policy making. Using the indicators based on IOTs to evaluate ongoing and future industrial and trade policies enables national policy makers to identify and subsequently address development opportunities at the sectoral level. This in turn will help the project countries to promote sustainable development and thus assist in pursuing the industry and trade related SDGs. The workshops will further generate examples for capacity building activities to be undertaken in the project countries (A2.4).

A2.3

Elaborate seven country case studies and one synthesis document with an analysis and assessment of indicators that support the design and monitoring of national industrial and trade policies in the project countries. These documents are aimed at the national policy making institutions.

National consultants will apply the indicators designed in activities A2.1 and A2.2 to the information available in the target countries. These project documents will be adapted to the specific interests of policy makers or technical personnel that participated in the workshops held under activity A2.2. Each project country will benefit from its individual case study as a source of information on the use of relevant indicators for national industrial and trade policies and an enhanced knowledge of relevant production linkages. This country-specific information is expected to enhance the national policy makers' capability to pursue sustainable development policies in the project countries. The use of indicators derived from national and subregional IOTs will assist the national policy makers in addressing the evaluation of ongoing and the planning of future industrial and trade policies with a focus on national needs and subregional and regional development opportunities, including sectoral analyses and possible linkages among countries of the subregional integration schemes (Andean Community, Central American Common Market and Mercosur). The documents elaborated under this activity together with the workshops undertaken in activity A2.2 will build the basis for the succeeding technical assistance missions as described in activity A2.4.

A2.4

Technical assistance missions to each of the target countries to assist institutions, which have participated in the training activities, in the implementation of indicators based on input-output tables for the development and monitoring of national industrial and trade policies.

ECLAC staff will undertake missions to each of the seven target countries. The indicators to be implemented in each country will be adapted to the needs of the countries as derived from the workshops (A2.2) and the case studies (A2.3). These technical assistance missions will improve the capacity of national policy makers in the project countries to apply national, subregional and regional IOT to use indicators for the design and evaluation of national industrial and trade policies. Further, for each project country, the visibility of subregional production inter-dependencies will be enhanced and allow for sectoral policy interventions.

A2.5

Creation of a database with indicators for the development and monitoring of national industrial and trade policies based on national, subregional and regional input-output tables. This database will support policy-making institutions in the project countries that participated in the training activities. The documentation of the database will allow these institutions the long-term use of the national IOT. This Information complements activity A2.4, as monitoring these indicators utilizing the database will also enhance project countries ability to monitor and evaluate the development of their national industrial and trade policies.

The indicators identified and implemented in the previous activity (A2.4) will be collected in a publicly available database, which will be maintained and updated by ECLAC.

Intervention logic	Indicators	Means of verification
EA 3 Increased knowledge of national policy makers and their representatives or delegates in regional integration schemes (Central American Common Market, Andean Community and MERCOSUR) to use or interpret the results of national, subregional and regional input-output tables to design policies to promote production complementarities at the subregional level	**IA 3.1** At least 75% of the participants from beneficiary countries acknowledge having increased their capacity to use input-output tables as a tool to formulate policies aimed at fostering potential subregional production networks	Surveys to be distributed in the last meeting of the project, and also in a survey to be designed to capture the final impact of the project
	IA 3.2 In 5 out of 7 project countries, at least 1 institution, which has participated in the training activities, uses policy-related indicators based on input-output tables generated from the project for the design and monitoring of policies aimed at fostering potential subregional production networks	Evidence obtained from media, national laws and rules, official websites and/or specific studies at sector level

A 3.1

Prepare user guides and tutorials to define indicators that support: (i) identification of subregional production networks with the use of input-output tables; and (ii) formulation of policies aimed at fostering potential subregional production networks using these tables.

These materials will be used in the training activities designed to assist project countries which are the subsequent workshops held (in A3.2) and the capacity building assistances (A3.4).

A3.2

Conduct three subregional workshops (Andean Community, Central America and Mercosur) to train national policy makers from trade and foreign affairs ministries and/or their representatives and delegates in the subregional integration scheme their country is part of in the use or interpretation of input-output tables to formulate policies aimed at fostering potential subregional production networks.

Each workshop will have 10 local participants and 26 regional participants (from the project countries and remaining countries from the corresponding subregion). The workshops are designed to discuss the potential of subregional and regional IOT to promote industrial policies directed at strengthen regional value chains. Given the presence of representatives of multiple countries, country-specific experiences related to subregional production networks and needs will be analyzed. Participants from the project countries will benefit from the exchange with participants of non-project countries that are members to the same subregional integration scheme. The discussion will be based on the materials elaborated in A3.1. This training activity is expected to enhance policy makers' ability to apply the information provided by the subregional and regional IOT to the design of integrative and sustainable development policies. An enhanced understanding of the economic landscape in the project countries and the interaction with economic activities at the subregional and regional will facilitate coordination of national industrial and trade policies with long-term development goals in line with the post-15 agenda. Further, the results of the workshops will provide some examples for the capacity building activities to be undertaken in the project countries (A3.4).

A3.3

Elaborate three studies (one per subregion) and one synthesis document with an analysis and assessment of the resulting input-output indicators that will help in the design and monitoring of policies that promote regional production networks. These documents will be aimed at institutions in charge of these policies. Project countries will benefit through improved capacity of policy makers in their corresponding subregional integration schemes to use subregional and regional IOT to eventually foster sustainable development policies.

International consultants will construct various indicators based on the information available from the subregional and regional IOTs database created under activity A2.5. These project documents will be adapted to the specific interests of policy makers or technical personnel from the project countries that participated in the workshops held under activity A3.2.

A3.4

Technical assistance missions to each of the three subregions to assist institutions which have participated in the training activities in A3.2 and are in charge of the implementation of indicators based on input-output tables for the development and monitoring of regional production networks.

ECLAC staff will undertake missions to all target countries. The national policymakers from trade and foreign affairs ministries in the project countries and/or their representatives and delegates in the subregional integration scheme their country is part of will be guided in identifying the relevant indicators and monitor the continuous measurement and updating of the identified indicators. The information and experiences collected during the missions will be used to create the database in the following activity (A3.5).

A3.5

Creation of database with indicators for the development and monitoring of regional production networks based on subregional and regional input-output tables. This database will be made available for use by national institutions from project countries and non-project countries. This database will complement the database established under activity A2.5 and provide project countries with information about indicators to ensure the long-term use of the subregional and regional IOT. Monitoring these indicators utilizing the database will further increase project countries' capacity to evaluate the development of regional production networks. Within the respective subregional integration schemes this will eventually facilitate sustainable economic growth.

The indicators identified in the previous activity (A3.4) will be collected in a public database. The database will be maintained and updated by ECLAC.

ANNEX 3

DOCUMENTS REVIEWED

- Project Document (PRODOC)
- Annual progress reports 2016, 2017 and 2018
- Mission reports Costa Rica, Mexico and Guatemala
- DA-MIP-Doc-001-Manual MIP A-Sur (A1.1)
- DA-MIP-Doc-001-Manual SA IO Table (A1.1)
- DA-MIP-Doc-002-Key Issues LAC IOT 2005-2011 and beyond (A1.1)
- DA-MIP-Doc-003-Integracion Productiva entre Argentina y Brasil (A2.3)
- DA-MIP-Doc-004-Posibles efectos económicos y sociales de la UA Gua-Hon (A2.3)
- DA-MIP-Doc-005-Integracion productiva en Comunidad Andina. CV Col. y el Ecu. (A3.3)
- DA-MIP-Doc-006-Evaluation eco. and social impact of possible TN between Jam. And Cen.Am.(A2.3)
- DA-MIP Doc-007 Evaluacion de impacto posible Acuerdo Ecuador - Japón (A1.2)
- DA-MIP-Doc-008 Pres. CEPAL a Min. Prod., Com. e Inv. Ecuador (A2.3)
- DA-MIP-DOC-009 El potencial dinamizador de las exp. de Centroamerica y la Republica Dominicana (A3.3)
- Manual indicadores MIP 2019 limpio version 30 de mayo (A3.1)
- Draft Programme of Work of the ECLAC System 2014-2015
- Draft Programme of Work of the ECLAC System 2016-2017
- Strategy for mainstreaming gender at ECLAC 2013-2017, October 2013
- Standards for Evaluation in the UN System, UNEG, April 2005
- Norms for Evaluation in the UN System, UNEG, April 2005
- UNEG Ethical Guidelines for Evaluation, UNEG, March 2008
- Agendas for the events, meetings, seminats, workshops, etc.
- DA-MIP-DOC-PPT- Presentacion CAN Agosto 2016 (A1.2)
- Presentacion MIP Andina - Agosto 2018 (A1.4)
- Presentacion MIP MERCOSUR Mayo 2019 (A1.4)
- Presentacion MIP Sudamericana Diciembre 2018 (A1.4)
- Other project presentations
- Lists of participants in the events
- End-of-seminar/workshop surveys and assessments
- Terms of reference for consultants
- Letters from beneficiaries

ANNEX 4

EVALUATION MATRIX

RELEVANCE

The extent to which the project and its activities were suited to the priorities and policies of the region and countries at the time of formulation and to what extent they were linked or related to ECLAC's mandate and programme of work.

(EQ1) How in line were the activities and outputs delivered with the priorities of the targeted countries?

Indicators	Collection Methods	Sources
The capacity development needs (and existing provision) have been defined, especially in the prioritized countries	Document review	PRODOC
	Interviews	Annual Progress Reports
Quality of the problem and objective analysis	Survey	Other reports (mission, meeting, etc.)
Level of alignment of the problem analysis with major problem conditions (including the cause and effect links between the problem conditions)		ECLAC Project Managers
Evidence of alignment of objectives and EAs with the region and countries' needs and priorities		Beneficiaries
Project implementation is adequate to effectively address the three dimensions of CD, i.e. individuals, organizations and enabling environment		
Level of satisfaction of relevant stakeholders with the design and content of the project		
Degree of relevance of the project objectives throughout implementation		
Logic and plausibility of the means-end or cause effect relationship, i.e. the logframe provided rational linkage between inputs, outputs, outcome and objectives		

(EQ2) How aligned was the project with the activities and programme of work of ECLAC, specifically those of the subprogrammes in charge of the implementation of the project?

Indicators	Collection Methods	Sources
Evidence of coherence against main ECLAC mandate and policies	Document review	PRODOC
Contribution and consistency with ECLAC's Programme of Work	Interviews	Annual Progress Reports
Degree of alignment with the overall DA mandate		Other reports (mission, meeting, etc.)
Evidence that the project design took into consideration human rights and gender issues		ECLAC Programmes of Work
		ECLAC Gender Mainstreaming Strategy
Evidence of complementarities and synergies with other initiatives implemented by ECLAC		ECLAC Project Managers
		(ESCAP Project Managers)

EFFICIENCY

Measurement of the outputs (qualitative and quantitative) in relation to the inputs, including complementarity (the extent to which the activities and the outcomes of the project have been able to establish and/or exploit synergies with other actions implemented by ECLAC, other UN bodies or local organizations) and value added (the extent to which the project's activities and outcomes have confirmed the advantages of ECLAC's involvement, specially by promoting human rights and gender equality).

(EQ3) Did the collaboration and coordination mechanisms put in place (within ECLAC and with other cooperating agencies) ensure efficiencies and coherence of response?

Indicators	Collection Methods	Sources
Extent to which the governance and management structures of the project facilitated the implementation	Document review	PRODOC
	Interviews	Annual Progress Reports
Number and type of processes and/or procedures that were enacted to improve the implementation		Other reports (mission, meeting, etc.)
Evidence of clarity in definition of roles and responsibilities with regard to ECLAC's procedures and reporting requirements		ECLAC Project Managers
Extent to which the management of the project was based on results, including the existence of an RBM policy		

(EQ4) Were services and support provided in a timely and reliable manner according to the priorities established in the project document?

Indicators	Collection Methods	Sources
Planned versus actual work plan	Document review	PRODOC
Planned vs. actual allocation of expenses	Interviews	Annual Progress Reports
Implementation delays due to lack of resource allocation timeliness	Survey	Other reports (mission, meeting, etc.)
Responses and actions taken to expedite processes		ECLAC Project Managers
Nature of delays that affected the implementation		Beneficiaries
Degree to which the project beneficiaries feel that project activities were delivered in a timely manner		
Evidence that the project put in place an M&E system that fulfilled both accountability and learning requirements		
Evidence that the log frame was used as an effective management tool		

EFFECTIVENES
The extent to which the project attained its objectives and expected accomplishments.

(EQ5) How effective were the project activities in strengthening capacities?

Indicators	Collection Methods	Sources
Degree of satisfaction of the project's main beneficiaries with the provided services (in at least four LAC countries)	Document review	PRODOC
	Interviews	Annual Progress Reports
Evidence that the participants in workshops and seminars increased their knowledge and understanding to	Survey	Other reports (mission, meeting, etc.)
• design and build national, subregional and regional IOTs		ECLAC Project Managers
• design and monitor national trade and industrial policies through the use of national, subregional and regional IOTs		Beneficiaries

Indicators	Collection Methods	Sources
Evidence that the project made a difference in the beneficiaries' behaviour, attitude, skills or performance • design and build national, subregional and regional IOTs • design and monitor national trade and industrial policies through the use of national, subregional and regional IOTs		
Level of involvement in the activities of interested constituencies outside the national government (business associations, farm and labour organizations, professional societies, etc.)		
Evidence of increased knowledge (national policy makers and delegates in regional integration schemes) to promote production complementarities at the subregional level		

(EQ6) How effective were the project activities in influencing policy making?

Indicators	Collection Methods	Sources
Evidence that information has flowed both ways (ECLAC-policymakers)	Document review	Annual Progress Reports
Evidence that the project contributions have been considered by policy makers (IOTs)	Interviews Survey	Other reports (mission, meeting, etc.)
Evidence of the use of national, subregional and regional IOTs to design and monitor national trade and industrial policies		ECLAC Project Managers Beneficiaries
Evidence of the project contribution to promote production complementarities at the subregional level		
Evidence of the project contribution to policymaking by broadening policy horizons with new questions and new answers (e.g. though policy changes)		
Other effects (results) identified by the beneficiaries		
Evidence of the project contribution to reach a greater complementarity of policy approaches in the region		

SUSTAINABILITY
The extent to which the benefits of the project are likely to continue after funding has been withdrawn, including long-term impact, dissemination and replication.

(EQ7) How was sustainability embedded into the theory of change?

Indicators	Collection Methods	Sources
Evidence of the project's explicit intent to influence policy and its clarity	Document review	PRODOC
Evidence that the knowledge generated was specifically directed to those in the policy process who are best placed to adopt and apply that knowledge	Interviews	Annual Progress Reports
	Survey	Other reports (mission, meeting, etc.)
Evidence of an exit strategy being considered during the design		ECLAC Project Managers
Level of satisfaction of beneficiaries with their involvement during implementation		UN / International Partners
Extent to which project design factored in strengthening local ownership and commitment among key stakeholders		Beneficiaries
Quality of partnerships with new donors or partners to improve after-project financial capacity		
Evidence that the project sought for political support both at global and country level		
Evidence of a scaling or replication plan		
Budget for scaling out to other locations		

(EQ8) To what extent has the project implemented measures to enhance the results sustainability?

Indicators	Collection Methods	Sources
Extent to which the project responded to the policy setting changes	Document review	Annual Progress Reports
Extent to which the project utilized the technical, human and other resources available in the beneficiary countries	Interviews	Other reports (mission, meeting, etc.)
	Survey	ECLAC Project Managers
Evidence of the project's main results and recommendations being used by beneficiary institutions after project end		UN / International Partners
		Beneficiaries

Indicators	Collection Methods	Sources
Evidence that the project has catalyzed or identified opportunities (bottlenecks and weaknesses in fundamental capacities) that if acted on will improve likelihood of impact (increase production complementarities at the subregional level)		
Evidence of multiplier effects generated by the project		
The project has contributed to develop a shared vision within the region		
Mechanisms set up to ensure the follow-up of the networks created by the project		
Perception of an enabling environment to carry on by government officials after the project ends		

CROSS-CUTTING ISSUES

The extent to which and how the project and its activities considered human rights, gender issues and other overarching strategies, including the achievement of the SDGs.

(EQ9) To what extent and how were human rights and gender issues considered in the design and implementation of the project and its activities?

Indicators	Collection Methods	Sources
Evidence of a gender analysis being conducted during the design (or at least a gender sensitive context analysis)	Document review	PRODOC
	Interviews	Annual Progress Reports
Evidence of human rights consideration during the design and implementation	Survey	Other reports (mission, meeting, etc.)
The project design includes gender sensitive objectives or EAs		ECLAC Project Managers
The project design includes gender sensitive indicators, activities or outputs		
Evidence of a project's effort to ensure equal and active participation of women in the activities (intentional)		
Evidence of transformative elements in the project and/or its activities and outputs		
Evidence of the project contribution towards an enabling environment		

(EQ10) To what extent and how has the project contributed towards other overarching strategies including the achievement of the SDGs?

Indicators	Collection Methods	Sources
Evidence of the project's contribution to shaping or enhancing ECLAC's programme of work, priorities and activities	Document review	Annual Progress Reports
	Interviews	Other reports (mission, meeting, etc.)
Work modalities and the type of activities carried out	Survey	
Evidence of ECLAC's use of the findings of the project		ECLAC Project Managers
Evidence of the project's contribution to the achievement of the SDGs		

ANNEX 5

INTERVIEW GUIDELINES

		QUESTIONS
EQ1	1)	In your opinion, are (national, subregional and regional) IOTs essential tools to design and monitor national trade and industrial policies? Would they contribute to promote production complementarities at the subregional level?
	2)	Do LAC governments need to strengthen their capacity to build (national, subregional and regional) IOTs? Are they interested?
	3)	Do you think that the cause-effect relationships identified at project design are logic and plausible?
	4)	Do you think that the project and its activities adequately addressed capacity development at individual, organization and inter-organization level?
EQ2	5)	Do you think that the project has contributed to ECLAC's Programme of Work?
	6)	Are there any synergies and complementarities with other initiatives?
EQ3	7)	Do you think that the governance and management structures of the project facilitated its implementation? Were any specific procedures put in place?
	8)	Were the roles and responsibilities sufficiently clear (e.g. reporting requirements)?
EQ4	9)	Were there any delays during implementation? Do you know the cause of the delay? Were there any actions taken to expedite processes?
	10)	Was the Logical Framework used as a management tool? Was it reviewed when necessary? Were the indicators useful? Was information collected as prescribed?
	11)	Did the project put in place an M&E system that fulfilled both accountability and learning requirements?
	12)	Do you think that the products were available, and the events organized in line with project design? Were they provided in a timely manner?
EQ5	13)	To what extent do you think that your knowledge and understanding to design and build (national, subregional and regional) IOTs has increased after your participation in the events? Has it been useful to improve your work?
	14)	To what extent do you think that your knowledge and understanding to design and monitor trade and industrial policies through the use of (national, subregional and regional) IOTs has increased after your participation in the events? Has it been useful to improve your work?
	15)	To what extent do you think that your knowledge and understanding to promote production complementarities at the subregional level? Has it been useful to improve your work?
	16)	Are you familiar with the project publications? Are they useful to improve your work?
	17)	Do you think that interested constituencies outside the national government were actively involved in the activities (e.g. business community, academia, etc.)?

		Questions
EQ6	18)	Do you think that information has flowed both ways, i.e. from ECLAC towards the countries but also from the countries towards ECLAC?
	19)	Do you think that the project contributed to increase the use of (national, subregional and regional) IOTs to design and monitor national trade and industrial policies?
	20)	Have the project contributions been considered by policy makers? Is there any evidence of the project contribution to promote production complementarities at the subregional level (e.g. though policy changes)?
	21)	Has the project contributed towards a common vision in the region?
EQ7	22)	Do you think that the project has an explicit intent to influence policy? Was it sufficiently clear?
	23)	Was the knowledge generated specifically directed to those in the policy process who are best placed to adopt and apply that knowledge?
	24)	Did the project implement an exit strategy? To what extent did the project factored in strengthening local ownership and commitment among key stakeholders?
	25)	Are you aware of any partnerships to improve after-project financial capacity? Are you aware of any scaling or replication plan? Is there any budget available?
EQ8	26)	Did the project respond to the policy setting changes?
	27)	Do you consider that the project used regionally-generated knowledge (e.g. to identify good practices, to establish indicators, to generate policies, etc.)? And technical, human and other resources available in the beneficiary countries?
	28)	Are you aware of the project's main results and recommendations being used by beneficiary institutions?
	29)	Are you aware of any opportunities (bottlenecks and weaknesses in fundamental capacities) that if acted on will improve the likelihood of impact?
	30)	Do you think that the project has generated multiplier effects? Which ones?
EQ9	31)	Do you think that human rights and gender issues were sufficiently considered during project design? How? If not, what could have been considered?
	32)	Do you think that human rights and gender issues were sufficiently considered during project implementation, including in the activities and products? How? If not, what could have been considered?
EQ10	33)	Has the project contributed to the achievement of the SDGs? How?
	34)	Has ECLAC used the findings of the project?
	35)	Has it contributed to shaping / enhancing ECLAC's programme of work / priorities and activities?
	36)	Has ECLAC implemented measures to continue the same line of work?

ANNEX 6

SURVEY QUESTIONNAIRE

Como parte de su estrategia de mejora continua y con la intención de proveer un mejor servicio a los países de la región, la Comisión Económica para América Latina y el Caribe (CEPAL) realiza evaluaciones periódicas de sus proyectos y programas relativos a sus diferentes áreas de trabajo. En esta ocasión la CEPAL está evaluando el proyecto de Cuentas para el Desarrollo "Input-Output Tables for Industrial and Trade Policies in Central and South America", a fin de medir la relevancia, eficiencia, efectividad y sustentabilidad de las actividades financiadas por este proyecto en beneficio a los diferentes países de América Latina y el Caribe.

En el marco de este proyecto, se han implementado varias actividades incluyendo talleres técnicos, seminarios, asistencias técnicas, publicaciones y estudios. Estas actividades han sido implementadas por la División de Comercio Internacional e Integración, la Sede Subregional de la CEPAL en México y la Oficina de la CEPAL en Buenos Aires.

Nuestros registros muestran que usted participó en algunas de las actividades realizadas, por lo que le solicitamos su colaboración en responder a la encuesta adjunta para conocer sus percepciones sobre dichas actividades y el aporte que las mismas pudieron haber tenido en su área de trabajo.

La encuesta le tomará aproximadamente 7 - 10 minutos de su tiempo y nos ayudará a identificar resultados concretos y áreas donde se puede mejorar la asistencia que se brinda a los países de la región. Mucho agradeceríamos completar los datos y devolver la encuesta antes del 4 de marzo de 2020.

Agradecemos mucho su ayuda y sus respuestas. Sus aportes serán manejados en forma estrictamente confidencial y nos serán de mucha utilidad para establecer los impactos y la efectividad de los servicios prestados por la CEPAL y para mejorarlos en el futuro.

Si tiene alguna pregunta sobre esta encuesta, por favor envíe sus comentarios y sugerencias al siguiente correo: evaluacion@cepal.org.

Sección A: Antecedentes Generales

1. Indique su sexo
- Hombre
- Mujer
- Otro / Prefiero no contestar

2. ¿En qué país trabaja? (elija una opción)

- Argentina
- Bolivia
- Colombia
- El Salvador
- Honduras
- Panamá
- Perú
- Uruguay
- Otro (Por favor especificar)

- Brasil
- Chile
- Costa Rica
- Guatemala
- México
- Paraguay
- República Dominicana

3. ¿Cuál es su cargo actual? (elija una opción)
- Gerente / Director
- Oficial técnico
- Oficial administrativo
- Investigador
- Otro (Por favor especificar)

4. ¿En qué tipo de institución trabaja? (elija una opción)

- Institución gubernamental
- Agencia regional intergubernamental
- Organización de la sociedad civil (ONG, Fundación, etc.)
- Academia
- Otro (por favor especificar)

5. ¿Los objetivos del proyecto responden a las necesidades y prioridades del/de los país/es y la región?
- Sí
- No
- Sin conocimiento suficiente para responder
- Comentarios:

Sección B Eventos:

6. ¿En qué evento(s) organizado(s) por el proyecto ha participado? (elija tantas opciones como sean necesarias)

- Taller divulgación MIP Sudamericana celebrado en Lima (Perú) el julio 2016
- Análisis de Cadenas de Valor a partir las matrices insumo-producto: El caso de Uruguay y el MERCOSUR celebrado en Montevideo (Uruguay) el 23-24 marzo 2017
- Análisis estructural de la configuración productiva de una economía a través de técnicas insumo-producto celebrado en Buenos Aires (Argentina) el 7-11 agosto 2017
- Primera Reunión para la construcción de una matriz regional celebrada en San José (Costa Rica) el 24 noviembre 2017
- Taller Cadenas de Valor Red-IBERO celebrado en San José (Costa Rica) el 21-23 marzo 2018
- Cadenas de Valor e Integración Regional, Seminario Integración celebrado en Lima (Perú) el 15 mayo 2018
- Segunda reunión para la construcción de una matriz regional de insumo-producto celebrada en México (México) el 1 junio 2018
- Seminario MIP Subregional MERCOSUR y MIP de América del Sur celebrado en Asunción (Paraguay) 25 junio 2018
- Taller Indicadores MIP Paraguay y MERCOSUR celebrado en Asunción (Paraguay) el 25-27 junio 2018
- Análisis de Cadenas internacionales de producción a través de técnicas de insumo producto celebrado en Buenos Aires (Argentina) el 3-7 septiembre 2018
- Taller del uso de la MIP subregional y la MIP de América del Sur celebrado en Buenos Aires (Argentina) el 5-9 noviembre 2018
- Tercera reunión para la construcción de una matriz regional celebrada en Guatemala (Guatemala) el 22 noviembre 2018
- Uso da MIP Sub-regional MERCOSUL e a MIP de América do Sul celebrado en Brasilia (Brasil) el 5-7 diciembre 2018
- Integração produtiva na América do Sul - Análises de cadeias de valor: comércio, investimento e infraestrutura celebrado en Brasilia (Brasil) el 6 diciembre 2018
- Análisis de Cadenas de Valor a partir de la Matriz Insumo Producto (MIP) subregional andina y la MIP Sudamericana 2005-2011celbrado La Paz (Bolivia) el 11 diciembre 2018
- Taller Análisis de Indicadoares de Cadenas de Valor a partir de la Matriz Insumo Producto (MIP) subregional andina y la MIP Sudamericana 2005-2011 celebrado en La Paz (Bolivia) el 11-13 diciembre 2018
- Uso de la MIP Subregional Andina y la MIP de América del Sur para el análisis de Cadenas de Valor celebrado en Bogotá (Colombia) el 26-28 marzo 2019
- Avances de la Unión Aduanera del Triángulo Norte: Impacto y beneficios para la región celebrado en San Salvador (El Salvador) el 29 marzo 2019
- Análisis de Cadenas de Valor a partir de la MIP subregional andina: El caso del comercio intrarregional y el de Asia Pacifico celebrado en Bogotá (Colombia) el 26 abril 2019
- Reunión de Presentación MIP México y Centroamérica y Taller de análisis estructural a partir de la MIP Regional Mx-CA celebrado en Ciudad de Guatemala (Guatemala) el 17-19 julio 2019
- Taller de análisis estructural y comercio en valor agregado a partir de la matriz de insumo producto regional centroamericana celebrado en Panamá (Panamá) el 13-14 agosto 2019
- Taller de análisis estructural y comercio en valor agregado a partir de la matriz de insumo producto regional centroamericana celebrado en Tegucigalpa (Honduras) el 4-6 septiembre 2019

- Matrices de Insumo Producto como herramienta de Políticas Comerciales e Industriales en América Latina y el Caribe y su relación con Asia Pacífico celebrado en Santo Domingo (Rep. Dominicana) el 11-13 septiembre 2019
- Taller de análisis estructural y comercio en valor agregado a partir de la matriz de insumo producto regional centroamericana celebrado en San José (Costa Rica) el 25-26 septiembre 2019
- Uso de la Matriz Insumo Producto de América Latina y el Caribe: Aplicaciones para la Alianza del Pacífico celebrado en Santiago (Chile) el 17-18 octubre 2019
- Otro (especifique)

7. ¿Hasta qué punto le parece que el/los evento(s) del proyecto en los que usted participó fue/fueron relevante(s), teniendo en cuenta el contexto de su país?

- Muy relevante(s)
- Relevante(s)
- Algo relevante
- No relevante
- Sin conocimiento suficiente para poder responder

Comentarios:

8. ¿Cuál es su nivel de satisfacción respecto a los temas tratados en el/los evento(s)?

- Muy satisfecho
- Satisfecho
- Algo satisfecho
- No satisfecho
- Sin conocimiento suficiente para poder responder

Comentarios:

9. ¿Cuán eficientes considera que fue/fueron el/los evento(s)?

- Muy eficiente(s)
- Eficiente(s)
- Algo eficiente(s)
- Nada eficiente(s)
- Sin conocimiento suficiente para poder responder

Comentarios:

10. ¿Participaron activamente los distintos grupos interesados de la sociedad civil en el/los evento(s) (asociaciones empresariales, cámaras de comercio, instituciones académicas o de investigación, etc.)?

– Si

– No

– Sin conocimiento suficiente para responder

Comentarios:

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[                                           ]
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11. Indique en qué medida cree que en el futuro se organizarán eventos similares sin el apoyo de la CEPAL

– Seguramente

– Probablemente

– Probablemente no

– Seguramente no

Comentarios:

```
[                                           ]
```

12. ¿Utiliza los conocimientos adquiridos a través de su participación en el/los evento(s) organizado(s) en el marco de este proyecto, en el desarrollo de su trabajo habitual?

– Sí

– No

– Sin conocimiento suficiente para responder

Favor especificar de qué manera ha aplicado los conocimientos adquiridos en el desarrollo de su trabajo habitual:

```
[                                           ]
```

13. ¿En su opinión hubo igualdad en la participación de mujeres y hombres en el/los evento(s)?

– Sí

– No

– Sin conocimiento suficiente para responde

Comentarios:

```
[                                           ]
```

14. Por favor, indique su respuesta

	En profundidad	Parcialmente	Nada	Sin Conocimiento suficiente para responder
¿Considera que en los temas tratados en el/los evento(s) incorporaron un enfoque de derechos humanos?				
¿Considera que en los temas tratados en el/los evento(s) incorporaron un enfoque de igualdad de género?				

Comentarios:

Sección C: Publicaciones

15. ¿Cual(es) de las siguientes publicaciones elaboradas en el marco del proyecto conoce usted? (puede marcar más de una opción)

— La matriz de insumo-producto de América del Sur, principales supuestos y consideraciones metodológicas, June 2016. Available at: https://www.cepal.org/es/publicaciones/40271-la-matriz-insumo-producto-america-sur-principales-supuestos-consideraciones

— The South American input-output table. Key assumptions and methodological considerations, November 2016. Available at: https://repositorio.cepal.org/bitstream/handle/11362/40832/1/S1601188_en.pdf

— Posibles efectos económicos y sociales de la profundización de la Unión Aduanera entre Guatemala y Honduras, June 2017. Available at: https://www.cepal.org/fr/node/43170

— Análisis económicos a partir de matrices de insumo-producto, Definiciones, indicadores y aplicaciones para América Latina, November 2017

— Integración productiva en la Comunidad Andina: Cadenas de valor entre Colombia y el Ecuador, January 2018. Available at: https://repositorio.cepal.org/bitstream/handle/11362/43360/1/S1701270_es.pdf

— Integración productiva entre la Argentina y el Brasil. Un análisis basado en metodologías de insumo-producto interpaís, May 2018. Available at: https://repositorio.cepal.org/bitstream/handle/11362/43623/1/S1800116_es.pdf

— Advances in the Latin American Input-Output Table 2005, 2011 and beyond, June 2018. Available at: https://www.cepal.org/sites/default/files/events/files/advances_in_lac_io_table_-_eclac_paper_7_june.pdf

— Project Documents: Evaluation of the economic and social impact of possible trade negotiations between Jamaica and Central America, Mexico and the countries of the Northern Caribbean, July 2018. Available at: https://repositorio.cepal.org/bitstream/handle/11362/44145/1/S1800755_en.pdf

— Estudios y Perspectivas: El potencial dinamizador de las exportaciones en Centroamérica y la República Dominicana. Evidencia empírica a partir del análisis de matrices insumo-producto, October 2018. Available at: https://www.cepal.org/es/publicaciones/44144-potencialdinamizador-exportaciones-centroamerica-la-republica-dominicana

- La Unión aduanera centroamericana: probables impactos económicos y sociales, Noviembre 2018. Available at: https://www.cepal.org/sites/default/files/events/files/la_union_aduanera_centroamericana_probables_impactos_economicos_y_sociales_1.pdf

- Evaluación de los posibles impactos de un acuerdo comercial entre el Ecuador y Japón, May 2019.

- Ninguna de las anteriores

16. ¿Considera que esta(s) publicación(es) son relevantes y responden a las necesidades y prioridades del/de los país/es y la región?

- Muy relevante(s)
- Relevante(s)
- Algo relevante
- No relevante
- Sin conocimiento suficiente para poder responder

Comentarios:

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```

17. ¿Ha utilizado esta(s) publicación(es) en el desarrollo de su trabajo habitual?
- Mucho
- Bastante
- Poco
- Nada
- Sin conocimiento suficiente para poder responder

Favor brindarnos ejemplos de cómo las ha utilizado:

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18. ¿Considera que esta(s) publicación(es) es/son de buena calidad?

- Sí
- No
- Sin conocimiento suficiente para responder

Comentarios:

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19. Por favor, indique su respuesta

	Sí, aborda el tema adecuadamente (en profundidad)	Probablemente sí, pero aborda el tema parcialmente	No se trató adecuadamente	No, pero este tema no era relevante	Sin conocimiento suficiente para responder
¿Considera que esta(s) publicación(es) tiene(n) un enfoque de derechos humanos?					
¿Considera que esta(s) publicación(es) tiene(n) un enfoque de igualdad de género?					

Comentarios:

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20. ¿Considera que esta(s) publicación(es) incorporan suficientemente el punto de vista de la sociedad civil (asociaciones empresariales, organizaciones agrícolas y laborales, sociedades profesionales, etc.)?

- Sí
- No
- No, pero no era necesario/relevante
- Sin conocimiento suficiente para responder

Comentarios:

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Sección D: Asistencia Técnica

21. ¿Ha participado de alguna forma en la asistencia técnica brindada por el proyecto?
- Sí
- No

22. ¿Cuál es su nivel de satisfacción con la calidad de la asistencia?
- Muy satisfecho
- Satisfecho
- Algo satisfecho
- No satisfecho
- Sin conocimiento suficiente para poder responder

Comentarios:

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23. ¿Considera que la asistencia se brindó de forma eficiente?

– Sí
– No
– Sin conocimiento suficiente para poder responder

¿Por qué?

24. Por favor, indique en qué medida cree que en el futuro se organizarán acciones similares sin el apoyo de la CEPAL

– Seguramente
– Probablemente
– Probablemente no
– Seguramente no

Comentarios:

25. ¿Considera que la asistencia técnica benefició igualmente a hombres y mujeres?

– Sí
– No
– Sin conocimiento suficiente para responder

Comentarios:

Sección E: Todas las actividades

26. ¿En qué medida ha/han contribuido el/los evento(s), las publicaciones y/o la asistencia técnica a aumentar su…?

	Mucho	Bastante	Poco	Nada	Sin Conocimiento suficiente para responder
Conocimiento y capacidad para elaborar y usar eficazmente matrices de insumoproducto					
Conocimiento y capacidad para diseñar e implementar estrategias y políticas comerciales o industriales					
Conocimiento y capacidad para promover complementariedades a nivel regional o subregiona					

27. Por favor indique su grado de acuerdo o desacuerdo con las siguientes afirmaciones:

	Mucho	Bastante	Poco	Nada	Sin conocimiento suficiente para responder
Las matrices de insumoproducto juegan o pueden jugar un papel primordial en la elaboración de estrategias y políticas comerciales o industriales que permitan promover complementariedades a nivel regional o subregiona					
Los responsables políticos de la región están interesados en elaborar matrices de insumo-producto (a nivel nacional, subregional y regional)					
La falta de capacidades y/o de información en la región es la principal limitación para la elaboración de matrices de insumo-producto (a nivel nacional, subregional y regional)					

28. ¿Ha contribuido el proyecto a un intercambio bidireccional de información entre la CEPAL y los países?

— Sí, en las dos direcciones
— No, la información solo ha sido transmitida desde la CEPAL a los países
— No, la información no ha fluido en ninguna dirección
— Sin conocimiento suficiente para responder

Comentarios:

29. ¿En qué medida cree que han contribuido las actividades del proyecto a mejorar las capacidades de los gobiernos de la región para diseñar políticas eficaces y promover complementariedades comerciales y/o industriales a nivel regional o subregional?

— Mucho
— Bastante
— Poco
— Nada
— Sin conocimiento suficiente para responder

Comentarios:

30. Por favor, indique su respuesta

	Sí	No	Sin conocimiento suficiente para poder responder
¿Sabe si existen nuevas iniciativas políticas o programas que hayan resultado de la implementación o contado con insumos de este proyecto?			
¿Existe apoyo político y/o un ambiente favorable para continuar con acciones similares a las implementadas por este proyecto?			
¿Considera que existen instrumentos más adecuados (eficaces, relevantes…) que las matrices insumoproducto para promover complementariedades en las políticas comerciales e industriales de la región?			

Comentarios:

31. Por favor indique su grado de acuerdo o desacuerdo con las siguientes afirmaciones

	Mucho	Bastante	Poco	Nada	Sin conocimiento suficiente para responder
El proyecto tiene la intención explícita de influir las políticas en la región					
La influencia política perseguida por el proyecto estaba suficientemente clara					
El conocimiento generado se ha dirigido específicamente a aquellos responsables del proceso político que están en mejor disposición para adoptar y aplicar ese conocimiento					
El proyecto ha respondido a los cambios políticos que se han producido durante su implementación					
Existe apropiación del proyecto por parte de los beneficiarios					
Existe apoyo político para continuar con acciones similares					
Se han establecido alianzas que aseguran la sostenibilidad de los resultados					
El proyecto o alguna de sus actividades tienen potencial para ser replicados					
El proyecto ha contribuido a una visión común en la región					
El proyecto ha contribuido a una mayor complementariedad en las políticas de la región					
El proyecto o alguna de sus actividades han tenido o tendrán un efecto multiplicador					
Su institución (y / o país) ha puesto en marcha mecanismos o iniciativas para seguir avanzando en las áreas trabajadas por el proyecto					
La CEPAL ha puesto en marcha mecanismos adecuados para asegurar la sostenibilidad del proyecto					

32. ¿El proyecto ha contribuido de alguna forma a los ODS?
−   Sí
−   No
−   Sin conocimiento suficiente para responder
−
Comentarios (p.ej. cual fue la contribución, como podría haber contribuido en mayor medida, alineamiento con UNDAF Action Plans o UN Common Country Assessments, etc.):

33. ¿Cuáles considera que fueron los principales resultados del proyecto?

34. ¿Tiene algún otro comentario o recomendación para futuras actividades?

ANNEX 7

LIST OF INTERVIEWEES

NAME	COUNTRY	ORGANIZATION	FUNCTION
(Mr) Pedro Luis Elosegui	Argentina	Banco Central	Gerente Principal de Investigaciones Económicas
(Ms) Anahi Amar	Argentina	CEPAL	Técnico
(Ms) Patricia Iannuzzi	Argentina	Ministerio de Producción /Subsecretaría de Comercio Internacional	Asesora Económica
(Ms) Viviana Araneda Urbina	Chile	Subsecretaría de Relaciones Económicas Internacionales	Jefe / División CGV
(Mr) José E. Durán Lima	Chile	CEPAL	Economic Affairs Officer / Chief / Regional Integration Unit / International Trade and Integration Division
(Ms) Arlina Gomez	Costa Rica	Ministerio de Comercio Exterior	Negociador Comercial
(Mr) Diego Agüero Morera	Costa Rica	Banco Central	Analista Económico
(Mr) Luis Aquino	El Salvador	BCR	Asesor Económico
(Mr) Carlos Figueroa	Guatemala	Banco Central	Economista
(Mr) Roberto Carlos Orozco Morales	Mexico	CEPAL	Funcionario
(Mr) Rodolfo Ostolaza	Mexico	OCDE	Economista
(Mr) Ramon Padilla Perez	Mexico	CEPAL	Funcionario
(Ms) Mariella Kazuko Amemiya Siu	Peru	MINCETUR	Delegada AP
(Ms) Elina Gabriela Rosario Rodríguez	Dominican Rep.	Banco Central	Directora / Departamento de Cuentas Nacionales y Estadísticas Económicas
(Mr) Diogenes Corporan	Dominican Rep.	Banco Central	Consultor Tecnico
(Mr) Josue de Jesus	Dominican Rep.	Banco Central	Consultor Economico
(Mr) Pablo Riera	Uruguay	Secretaría del MERCOSUR	Técnico

ANNEX 8

EVALUATOR'S REVISION MATRIX

Evaluation of the DA Project 1617 AA
"Input-Output Tables for Industrial and Trade Policies in Central and South America

Evaluation Report Feedback Form: Evaluation Reference Group

1. DCII

GENERAL COMMENTS		
REPORT SECTION (if applicable)	**COMMENT**	**EVALUATOR'S RESPONSE**
	El informe es muy acucioso y detallado por lo que agradecemos al consultor el esfuerzo desplegado en la evaluación. Van comentarios con mayor detalle más abajo.	
	De forma general, al dar cuenta de los resultados de las encuestas, se sugiere agregar los resultados obtenidos en función de los indicadores. Por ejemplo si el indicador es ¨aumento la capacidad de ,… , el primer resultado ha de indicar que el 95% de los participantes indico que hubo un aumento de ,…. Luego se puede detallar los matices (aumentó mucho, 50%, aumento poco. 45%, nada 3%, o indica no tener elementos para contestar, 2%). Esto hace más fácil la lectura. Es una minucia, pero el informe se lee mejor.	El evaluador considera que el informe presenta esta información de manera objetiva y completa. Presentarla de forma agregada como sugiere el comentario podría reforzar el bias positivo mencionado en las limitaciones.
SPECIFIC COMMENTS		
PARAGRAPH NUMBER	**COMMENT**	**EVALUATOR'S RESPONSE**
ES5	Usualmente los mecanismos de implementación de políticas son muy cambiantes, por lo que tener claridad de los cuellos de botella es vital para de allí en más influir de la mejor manera en los actores políticos y en sus incentivos.	Totalmente de acuerdo. No contradice lo expresado en el informe.
ES6	La sección de análisis del problema y la de árbol del problema muestra de manera concreta la complejidad del diseño de políticas sin la información adecuada o insuficiente.	Totalmente de acuerdo. No contradice lo expresado en el informe que, sin embargo, sugiere que podría hacerse de forma más participativa.
ES7	Los indicadores propuestos como respuestas de los beneficiarios respecto a la utilidad de las herramientas difundidas por le trabajo; el número de países que efectivamente logren alcanzar matrices en el proyecto, así como el logro del objetivo, esto es la MIP regional, así como las MIP subregionales dan cuenta de la efectividad de los resultados del proyecto son de medición específica y concreta.	Totalmente de acuerdo con la idea de "tomar distancia". De hecho, esta idea aparece en el informe. Sin embargo, el evaluador considera que las matrices en sí mismas no dejan de ser productos (o herramientas) y no resultados a medio o largo plazo.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	**COMMENT**	**EVALUATOR'S RESPONSE**
	En cuanto a la aplicación por parte de instituciones nacionales y regionales de la metodología tenemos evidencia de su uso de manera concreta. Obviamente si tomamos distancia se podrá medir más su efecto. A nuestro juicio no hay irrelevancia en los indicadores. Más bien es deseable tomar distancia para captar el proceso de maduración del proceso y por ende es de esperar que las instituciones nacionales y regionales vayan utilizando los resultados del proyecto para sus trabajos y diseño de políticas de manera paulatina. Algunos ya lo hacen, pero aun necesitamos que esto sea explicito (en un pedido, o un estudio puntual, ..etc.=	
ES9	Estamos muy de acuerdo en que la difusión es vital. Es uno de los aprendizajes del proyecto. Sin embargo, confiamos en que es un proceso que está siendo promovido paulatinamente por los propios beneficiarios. Desde fines de 2019 hemos recibido solicitudes de apoyo para el uso de las metodologías por parte de los gobiernos de Ecuador, Argentina, Chile, la Alianza del Pacífico, la Comunidad Andina y el MERCOSUR.	Totalmente de acuerdo. Está en línea con lo expresado en el informe.
ES11	Totalmente de acuerdo. Desde la Unidad de Integración seguimos realizando esfuerzos para promover la "gestión de política por datos", esto es la toma de decisiones informadas y coherentes sobre la base de diagnósticos y conocimiento del contexto estructural particular en cada país y/o subregión. Es parte de nuestro trabajo permanente.	En línea con lo expresado en el informe.
ES12	Habría que agregar este punto como muy positivo en el sentido de que los trabajos desarrollados van en la correcta dirección. A juicio de los stakeholders que participaron en la evaluación. Sugiero agregar algo así como que se considere este punto para posteriores decisiones de proyectos y/o apoyos a los equipos de trabajo que desarrollaron el proyecto.	Es en efecto un punto positivo. Sin embargo, no está clara la sugerencia. De la forma que está formulada, sería una recomendación que en parte está ya recogida en el informe (Recommendation to ECLAC's divisions: To implement a sustainability plan (exit strategy) outlining how the project intends to withdraw its resources while ensuring that progress towards the goals continue. The strategy should include targeted activities to link the DA project's activities with ECLAC regular work and the partners' future undertakings. This should be reflected in the final report by including indications on how to further sustain the project's results).

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	**COMMENT**	**EVALUATOR'S RESPONSE**
ES13	Esta conclusión revela claramente un tema más interno que tiene que ver con las decisiones administrativas del equipo directivo. No obstante, el hecho de que haya preocupación por la sustentabilidad manifestada por los entrevistados-encuestados, favorece la sustentabilidad a futuro como se puede apreciar en el informe final del proyecto.	Totalmente de acuerdo. Esta en línea con lo expresado en el informe.
ES15	Hay tres elementos muy decidores de los aportes al mejor entendimiento del desarrollo sostenible en el proyecto. El primero los esfuerzos para obtener participación de mujeres entre los técnicos que participaron en el proyecto. El segundo la inclusión de los componentes empleo exportador y emisiones de huella de carbono. Ambos tópicos muy vinculados a la agenda 2030.	No estoy seguro de entender bien el comentario y de estar totalmente de acuerdo. Sin embargo, no parece contradecir nada de lo expresado en el informe.
ES21	Hacer un estudio acabado de las fortalezas de los stakeholders en teoría suena una maravilla. Más, en la práctica siempre será un desafío resolver el principal cuello de botella que es la movilidad acelerada de los recursos humanos en el nivel político. Como el técnico es "un poco más permanente" el enfoque del trabajo desplegado, pensamos ha ser el fortalecer justamente las capacidades de las personas que asesoran e inciden técnicamente en la toma de decisiones. En algunos casos, muchos de ellos pasarán a un nivel más alto en la toma de decisiones pasando al nivel político. Entonces se verán más frutos. Tenemos casos interesantes en Ministerios de Comercio y esquemas de integración.	Totalmente de acuerdo. Esta en línea con lo expresado en el informe.
ES26	El equipo del Proyecto sigue desarrollando un enfoque de diseminar los resultados y metodología surgidas del proyecto con el fin de fortalecer la asistencia técnica a los países y esquemas de integración.	Totalmente de acuerdo. Esta en línea con lo expresado en el informe.
ES28	Este punto, el del trabajo interregional es un punto importante que un poco queda limitado por las rigideces de las normas de los proyectos de la cuenta del desarrollo. Sólo se permiten usos de fondos para este propósito si están previamente asignados y declarados. Caso contrario es imposible su uso. Los esfuerzos para hacer sinergias han venido más del equipo y de otros proyectos que sí permitan tal compatibilidad.	Totalmente de acuerdo. Esta en línea con lo expresado en el informe.
E29	Dadas las restricciones presupuestarias, la inclusión de otras comisiones regionales no fue considerada. Estamos de acuerdo que hay mucho conocimiento a ser adquirido de la experiencia de países de otras regiones. No obstante, para ello eran necesarios fondos adicionales.	Esta idea está en línea con lo expresado en el informe. El punto más discutible es si hacían falta fondos adicionales o los fondos existentes se podrían haber utilizado de otra forma. La evaluación reconoce en varios puntos la limitación de recursos y rigideces de la cuenta del desarrollo.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	**COMMENT**	**EVALUATOR'S RESPONSE**
ES32	Las encuestas diseñadas para recopilar información para el proyecto tienen muy bien identificada la dimensión de género. Más allá que los indicadores de resultados indicados no se diseñaron con el propósito de evaluar el componente de género. Hombres y mujeres están perfectamente identificados por país, institución, y nivel de calificación.	No es suficiente contar el número de mujeres que atienden los eventos para asegurar que un proyecto tiene un enfoque de género.
ES34	Como parte del proceso interno de transversalización de género, el equipo del proyecto ha promovido especialmente la participación de las mujeres, así como la inclusión del tópico en los análisis particulares.	La evaluación no ha encontrado evidencia de cuales han sido las medidas específicas para promover la participación de las mujeres.
I.2.9	No se identificaron indicadores de largo plazo porque el principal objetivo del proyecto es el de resolver un problema recurrente, cual es la falta de evidencia empírica al momento de tomar decisiones de política. El centro del proyecto se focalizó en conseguir ese cambio en el proceso de toma de decisiones, sobre todo en aquellos países con más debilidades.	No contradice lo expresado en el informe. El evaluador considera que son necesarios indicadores para medir los efectos a corto, medio y largo plazo.
47	Favor cambiar Uruguay por Paraguay	Hecho
54	De manera directa, el proyecto si se benefició de la experiencia de técnicos de instituciones regionales que indicaban la falta de estímulos internos para valorar su trabajo en la recopilación y adecuación de las estadísticas básicas. Claramente tal problemática no se incluyó en el PRODOC, pero en la UIR éramos conscientes de esa falencia y del importante rol que tendrían los técnicos de los países en el impulso del proyecto, aún por sobre los "jerarcas" o "funcionarios del nivel político". En la práctica ese conocimiento ha sido el que permitió que finalmente los resultados superaran nuestras propias expectativas.	El comentario está en general en línea con lo expresado en el informe. Sin embargo, la evaluación también recoge el hecho de que muchos entrevistados expresaron que les hubiese gustado participar de forma más activa y directa en el diseño del proyecto.
56	La descripción es correcta. No obstante, hay que aclarar que el diseño fue intencional en el sentido de que los medios mediatos para alcanzar una política o un cambio de actitud, que en este caso es hacia mejorar las políticas no pueden conseguir asertivamente sin mediar una buena fuente de "información adecuada" que responda a la magnitud del problema. Vale decir, es imposible hacer política en el vacío. Y el diseño de la estrategia siguió dicha lógica.	Totalmente de acuerdo. En buena medida, el evaluador reconoce que esto es consecuencia de la limitación de recursos y rigideces de la cuenta del desarrollo.
57	Es correcto, no se describió con detalle. Más, los principales medios fueron: a) llenar el vació de información; ii) proveer asistencia técnica; y iii) diseminar el uso de una nueva herramienta adecuada al diseño de la política.	Totalmente de acuerdo. En buena medida, el evaluador reconoce que esto es consecuencia de la limitación de recursos y rigideces de la cuenta del desarrollo.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	**COMMENT**	**EVALUATOR'S RESPONSE**
58	Es correcta la descripción. Conocíamos de todos esos problemas, aunque no los describimos. Por ello los principales esfuerzos del proyecto se focalizaron en empoderar a los técnicos en la metodología y ruta crítica para resolver sus debilidades técnicas.	Totalmente de acuerdo. En buena medida, el evaluador reconoce que esto es consecuencia de la limitación de recursos y rigideces de la cuenta del desarrollo.
62	Quizá sería buen agregar que muchas reuniones de coordinación se realizaron utilizando la tecnología disponible. Skype, teléfono y Webex. Además del correo electrónico y el intercambio de información vía Googledrive y la herramienta One Drive que posee Naciones Unidas. Todo esto, además de aprovechar las reuniones sustantivas entre Santiago, Buenos Aires y México.	Hecho
64	Agregar la Alianza del Pacífico	Hecho
73	No creemos que haya necesidad de fortalecer la confiabilidad de las asistencias técnicas de la CEPAL, sino más bien, garantizar los medios adecuados para que estas se realicen con los recursos regulares, priorizando los extrapresupuestarios para actividades de mayor impacto. Hasta donde tenemos conocimiento, los trabajos de la CEPAL gozan de mucha confianza. Proyectos como este son vehículos adecuados para mantener esta ventaja comparativa.	En el mismo texto (entre paréntesis) se aclara precisamente que la confiabilidad se refiere a la regularidad (que obviamente se puede conseguir con recursos regulares) y en ningún caso a la calidad/confianza.
80	Esta dimensión regional cabe encontrarla en los funcionarios vinculados a los esquemas de integración, Ministerios de Relaciones Exteriores, además de responsables de la Cooperación.	Totalmente de acuerdo. En general está en línea con lo expresado en el informe, aunque no es evidente como se alcanzaría esta dimensión regional.
81	Destacar que 80% reconoció un aumento en su capacidad de diseño e implementación, (59% significativamente, y 21% un poco menos). De igual forma 90% declaró aumentar su capacidad para promover complementariedad (56% significativamente, y 24% un poco menos=.	El evaluador considera que el informe presenta esta información de manera objetiva y completa. Presentarla de forma agregada como sugiere el comentario podría reforzar el bias positivo mencionado en las limitaciones.
82	Destacar que 71% de quienes respondieron la encuesta respondieron que el proyecto contribuyo a mejorar la capacidad del gobierno para promover y diseñar políticas de promoción de complementariedades a nivel regional y subregional (59% significativamente, y 12% un poco menos=	El evaluador considera que el informe presenta esta información de manera objetiva y completa. Presentarla de forma agregada como sugiere el comentario podría reforzar el bias positivo mencionado en las limitaciones.
91	Indicar que 75% de los entrevistados declararon que existen esfuerzos nacionales para avanzar en los resultados del proyecto (51% grandes esfuerzos, y 24% esfuerzos todavía limitados=	El evaluador considera que el informe presenta esta información de manera objetiva y completa. Presentarla de forma agregada como sugiere el comentario podría reforzar el bias positivo mencionado en las limitaciones.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	**COMMENT**	**EVALUATOR'S RESPONSE**
99 a 101	La dimensión desarrollo sostenible en la práctica está bien cubierta con la inclusión de la dimensión de empleo y huella de carbono como medidas adicionales a las MIP. Adicionalmente a los esfuerzos por incluir análisis complementarios sobre crecimiento económico y participación de las PYMEs en el comercio exterior.	La evaluación no ha podido establecer vínculos directos ni encontrar evidencias concretas.
114	Favor incluir en lo posible los puntos descritos en comentario 99 a 101	La evaluación no ha podido establecer vínculos directos ni encontrar evidencias concretas.

2. ECLAC Mexico

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	**COMMENT**	**EVALUATOR'S RESPONSE**
ES2 Page 4	The evaluation does not recognize that more countries participated in the project and this was both a challenge and a significant achievement. ECLAC's reputation was a key asset to integrate more countries into the initiative. Six Central American countries, Mexico and the Dominican Republic participated in the project.	Sentence added
Introduction (8) page 12	Dominican Republic and Mexico (in addition to Central and South America)	Sentence added
Stakeholder Analysis (45) Page 21	ECLAC Mexico implemented the regional component quite independently, in collaboration and coordination with ECLAC Santiago and ECLAC Buenos Aires.	Although the comment is unclear, it does not seem to contradict the report
Stakeholder Analysis (47) Page 22	I disagree. Mexico, Costa Rica and Honduras were not indirect beneficiaries. They were benefitted directly by strengthening knowledge and capabilities to conduct regional analysis, building regional networks, and having access to a unique tool (the first ever regional input-output matrix).	Agreed. Sentence added.
Sustainability Page 35	The impact of the project goes beyond the timeframe of the project. Our partners are demanding continuous technical assistance. Today we delivered an online course to 12 public officers from the Ministry of Economy (El Salvador). Costa Rica is requesting technical assistance to identify COVID-19 exit strategies, using the matrix. This should be taken into account when evaluating sustainability and exit strategy.	The comment does not contradict the report.

Evaluation of the DA Project 1617AA

"Input-Output Tables for Industrial and Trade Policies in Central and South America"

Evaluation Report Feedback Form: PPOD

GENERAL COMMENTS		
REPORT SECTION (if applicable)	**COMMENT**	**EVALUATOR'S RESPONSE**
	Thank you for the very comprehensive high quality report.	
	We suggest running a spell check throughout the report to eliminate typos	**Done**
	In several case, the acronyms OIT is used instead of IOT (see paragraph 33, 46, 47, etc.). Please review report for consistency	**Done**

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	**COMMENT**	**EVALUATOR'S RESPONSE**
9	Regarding the lack of long term indicators, please note that the type and scope of indicator is defined by the Development account templates, and it is therefore not within the control of ECLAC to add longer term indicators	**Remark added in the text**
F10, 69	F10: Nevertheless, a broader dissemination of the activities would have increased participation and probably the benefits of the project. Is the idea that more people should have been made aware of the project's events/invited to them? If so, it would be useful to clarify what audience was left out of the project, and how they could have been included, to better support the finding.	**Text modified to clarify the idea: to announce them more broadly and with sufficient time in order to increase participation or rather to ensure the participation of the right people (e.g. users of the information, decisionmakers, etc.)**
73	"ECLAC's regular funds are very limited". We suggest rewording to "ECLAC's regular budget funds are limited"	**Done**
94	We suggest using the phrase "end of project" rather than "termination of contract"	**Done**
94	Please clarify the following sentence: "It was also mentioned that the project was an excellent entry point for ECLAC that in many countries did not exist before (at least at this level)." What did not exist before?	**Text modified: "It was also mentioned that the project was an excellent entry point for ECLAC to many institutions and policies. The dialogue with, for example, the Central Banks in many countries was definitely strengthened by the project."**
F20/99	With regard to localizing the SDGs, it usually refers to adapting the SDGs to a local/subnational context. Please clarify what is meant in this case.	**Sentence added. It refers to adapting them to national and sector context.**

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	**COMMENT**	**EVALUATOR'S RESPONSE**
101	The last sentence seems to make a strong statement with little connection to the rest of the section. Please clarify if the enormous challenge to measure the contribution of the project to the SDG is always the case, or specific to that project, and why	**Text modified: "…measuring the indirect contribution of the project to the SDGs represents a challenge that requires specific evaluation methodologies and tools."**
114	See remark above on localizing the SDGs.	**Sentence added. It refers to adapting them to national and sector context.**