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ALLIANCE FOR ETRADE DEVELOPMENT

MAPPING DONOR-SUPPORTED ECOMMERCE DEVELOPMENT PROJECTS AROUND THE WORLD

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MAPPING ECOMMERCE DEVELOPMENT PROJECTS AROUND THE WORLD

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I. INTRODUCTION

In recent years, governments, development agencies, and companies around the world have turned to promising SMEs' ecommerce adoption. These efforts accelerated in 2020 during Covid-19 to enable companies to service their home-bound customers online. Much remains to be learned about the approaches that are in place to promote MSMEs' use of ecommerce and what actually works to enable MSMEs to grow through ecommerce and online platforms.

The purpose of this report is to start bridging this knowledge gap, by offering a mapping out MSME ecommerce development projects around the world and analyzing the various approaches and beneficiaries, such as women and rural enterprises. Specifically, this report:

- Takes stock of ecommerce projects around the world in the past decade, the beneficiary segments and countries, funders, and implementors;
- Assesses the various models, such as straightforward capacity-building to more complex approaches to enable MSMEs onboard marketplaces or leverage last-mile delivery services;
- Provides case studies on different projects, including those of the Alliance for eTrade Development; and
- Discusses the advantages and disadvantages of the various models to MSME development, including as technologies MSMEs can use change and competition online intensifies.

The next section discusses data on ecommerce development models. Section three concludes with insights on sustainability of projects.

II. DATA ON A DECADE OF ECOMMERCE DEVELOPMENT

There is a growing number of ecommerce development interventions around the world. In a mapping of Development Assistance Committee (DAC) database for SME projects in 2013-21 and our subsequent manual mapping of projects in 2022-23 identified 92 projects related to ecommerce development, and 42 projects related MSME ecommerce development. The total funding for the 92 projects was \$34 million, or about \$372,000 per project. The number of MSME ecommerce projects soared during Covid-19 from 6 in 2019 to 17 in 2020 and 49 in 2021 when the available official data ends (figure 1). Some 49 percent of ecommerce projects were MSME-related, but still only 3 percent of all MSME projects were ecommerce-related (figure 2). The data likely underestimate ecommerce projects as there are, for example, many trade-related projects that may as one component cover ecommerce, but are not necessarily tagged as such. or include in the description the word “ecommerce”.

Figure 1: Ecommerce development and MSME ecommerce development projects as share of all ODA projects

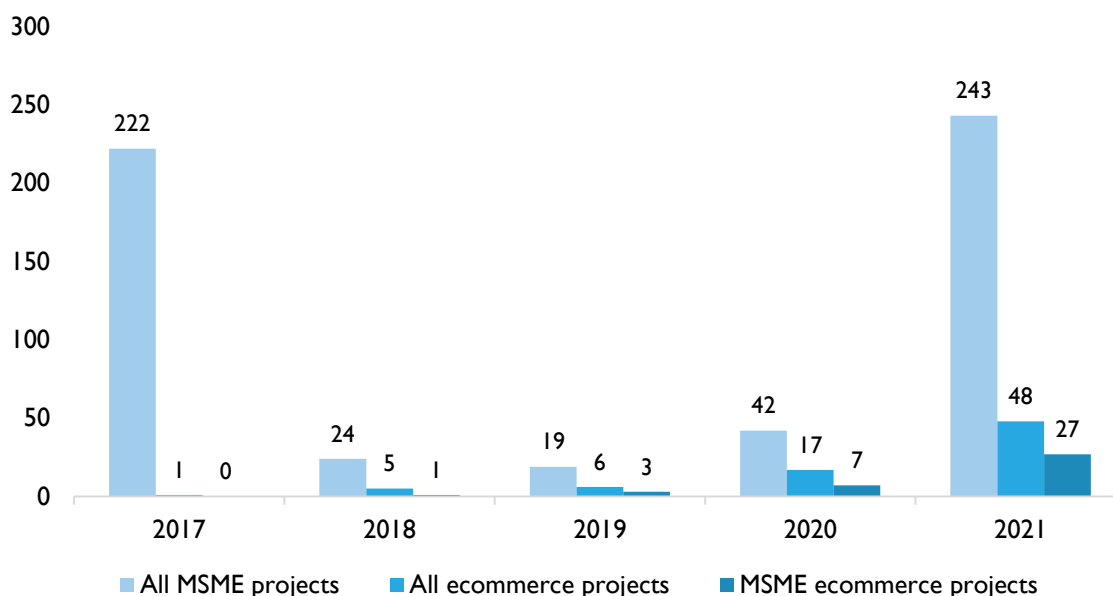
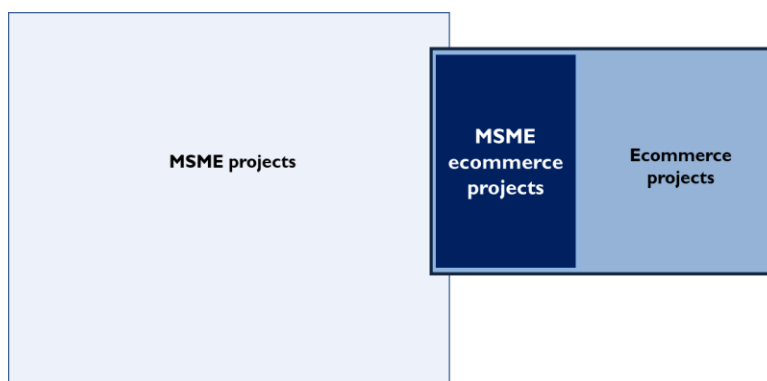


Figure 2: Overlap of MSME and ecommerce development projects in 2015-23



A. PROJECTS BY REGION, COUNTRY AND DONORS

Of the various regions, South and Central Asia and Asia-Pacific have had the largest number of ecommerce development projects; also regional or global projects such as guidebooks and research have been prominent (figure 3). Uzbekistan, Cambodia, Morocco, and Vietnam were important bilateral recipients (figure 4). The majority of projects were small, less than \$300,000.

Figure 3: Number of ecommerce development projects in 2018-2023, by year and region

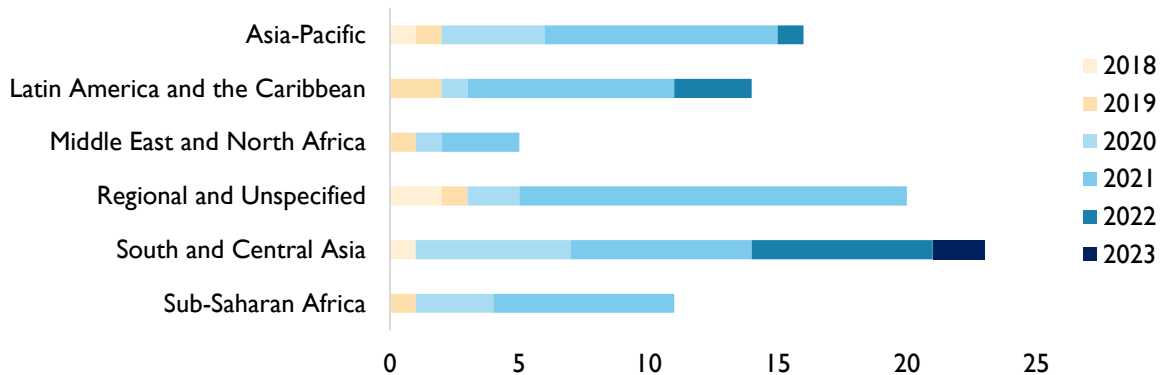
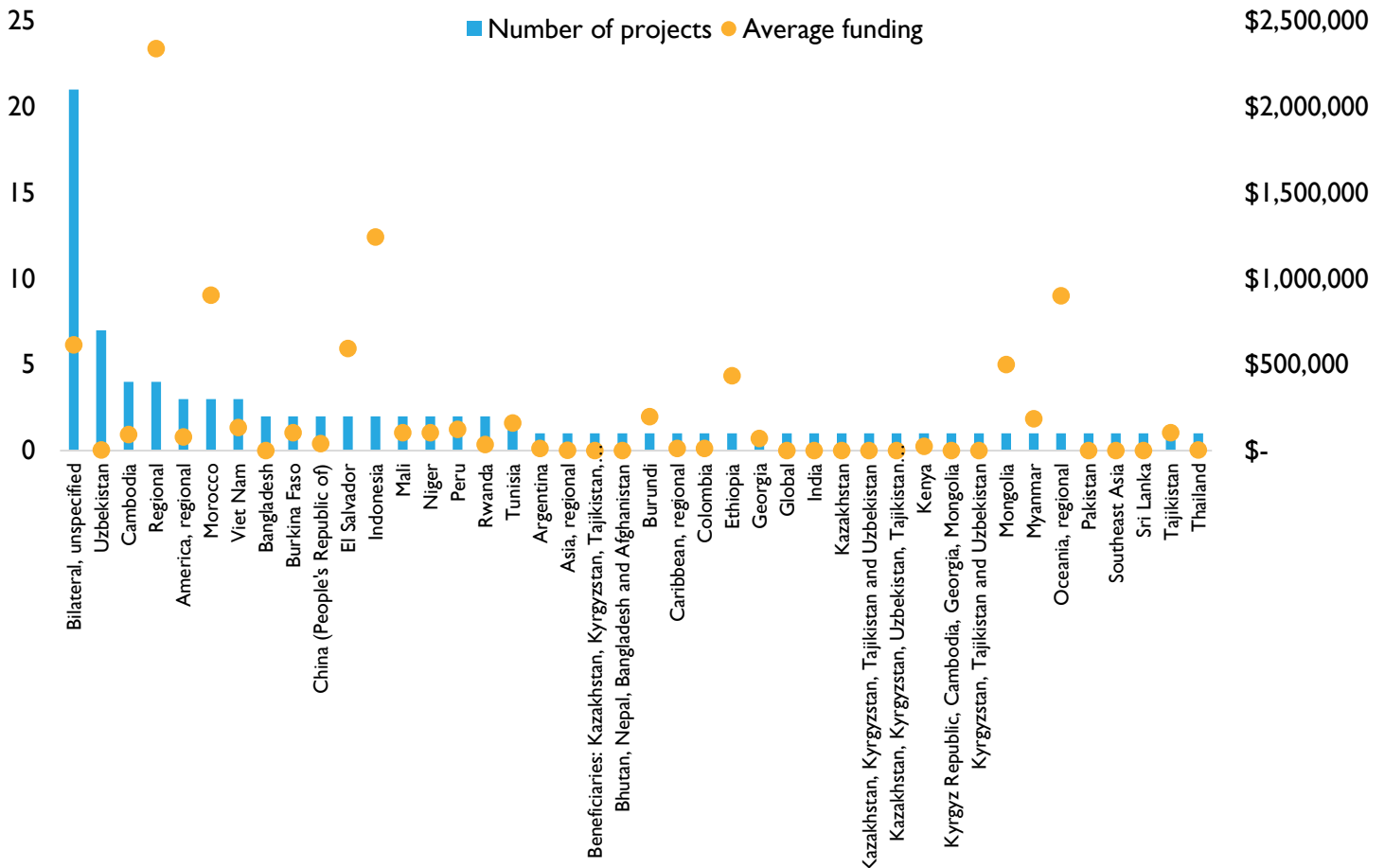
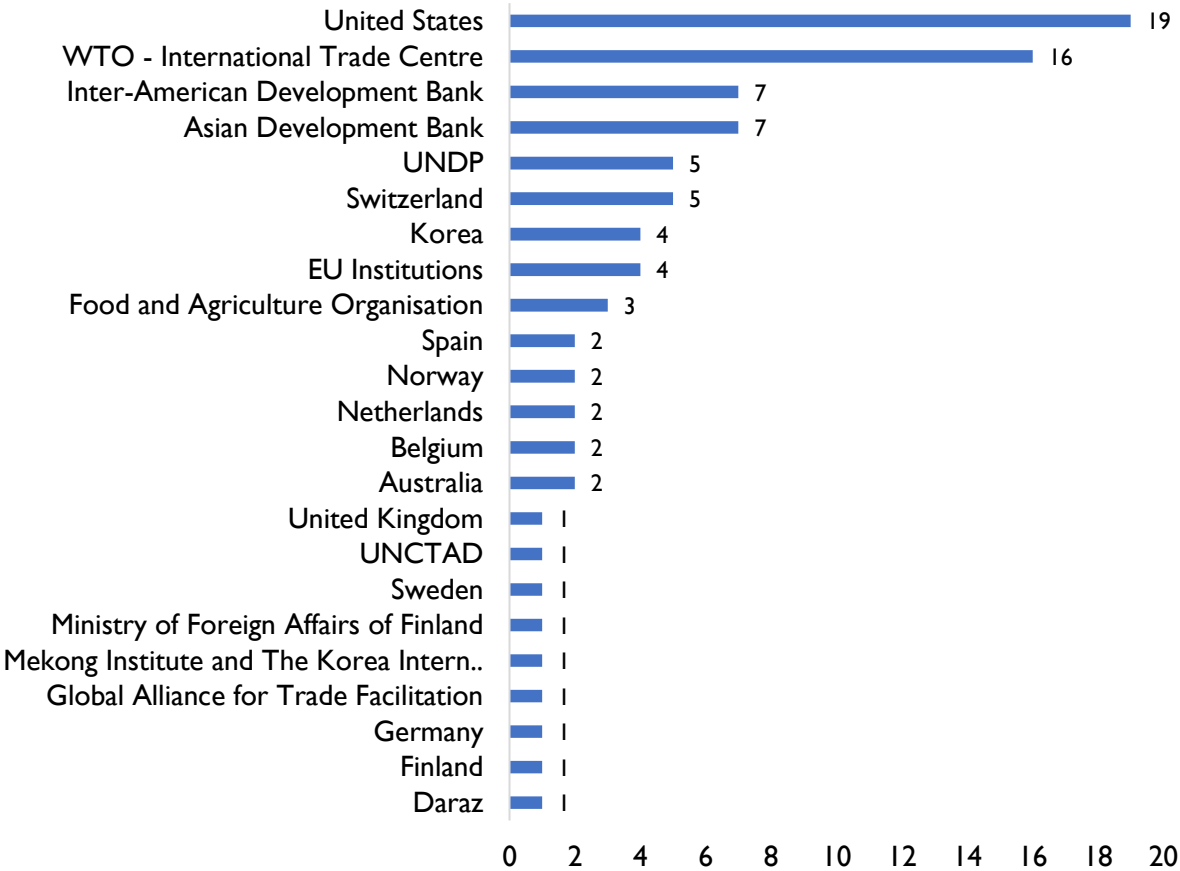


Figure 4: Number and average funding of ecommerce development projects in 2015-23, by beneficiary country and region



The main sponsors of these projects include the United States, the World Trade Organization, the Inter-American Development Bank, and Asian Development Bank (figure 5). United National Development Program (UNDP), Switzerland, Korea, and various EU Institutions have also sponsored ecommerce projects.

Figure 5: Number of ecommerce development projects in 2018-2023, by donor



B. PROJECTS BY FOCUS AREAS AND FUNDING

The mapped ecommerce development projects vary considerably in their focus, ambition and scope. About 40% are related to crossborder trade and export capacity, a prominent share of projects in Asia-Paciifc and regionally (figures 6-7). A third are promoting digitization, and about a quarter focus on capacity-building, typically MSMEs. However, in terms of funding, the largest projects of more than \$1 million promote entrepreneurship standards development, and digitization (figure 8).

Figure 6: % of Ecommerce projects in 2018-23, by focus issue

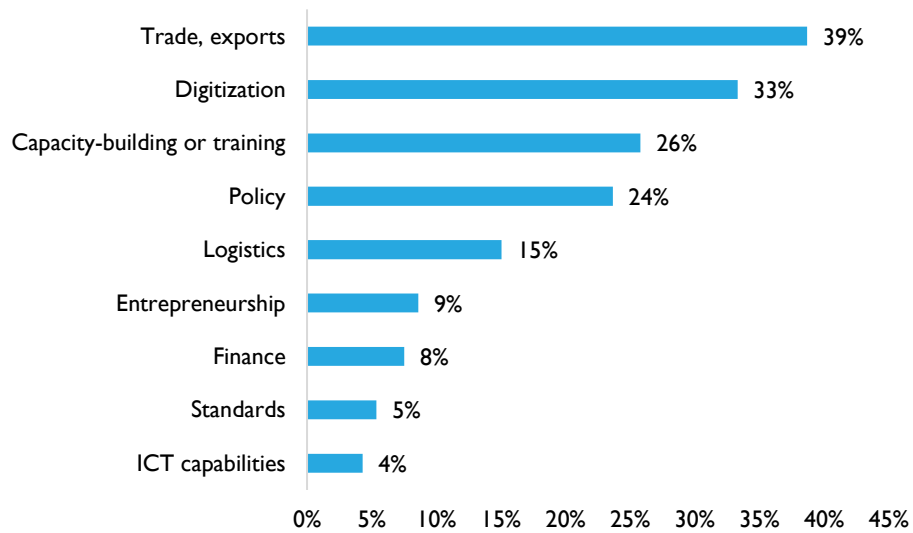


Figure 7: Ecommerce projects in 2015-23, by focus issue and region

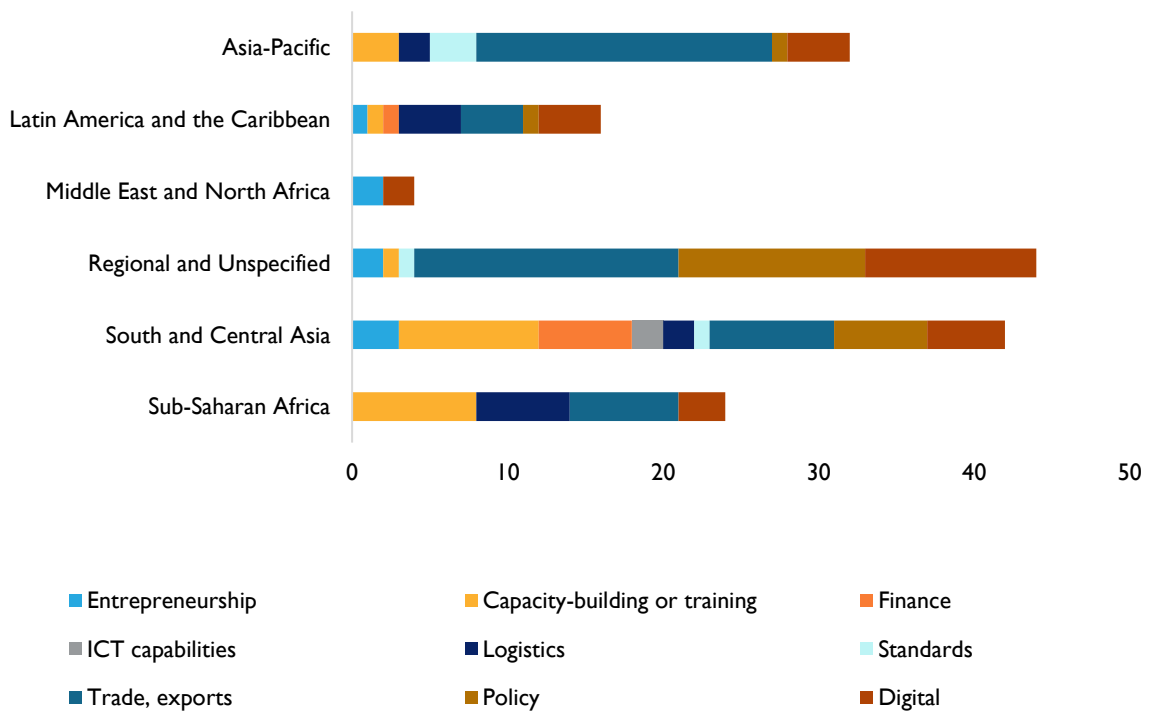


Figure 8: % of Ecommerce projects in 2018-23, by average funding

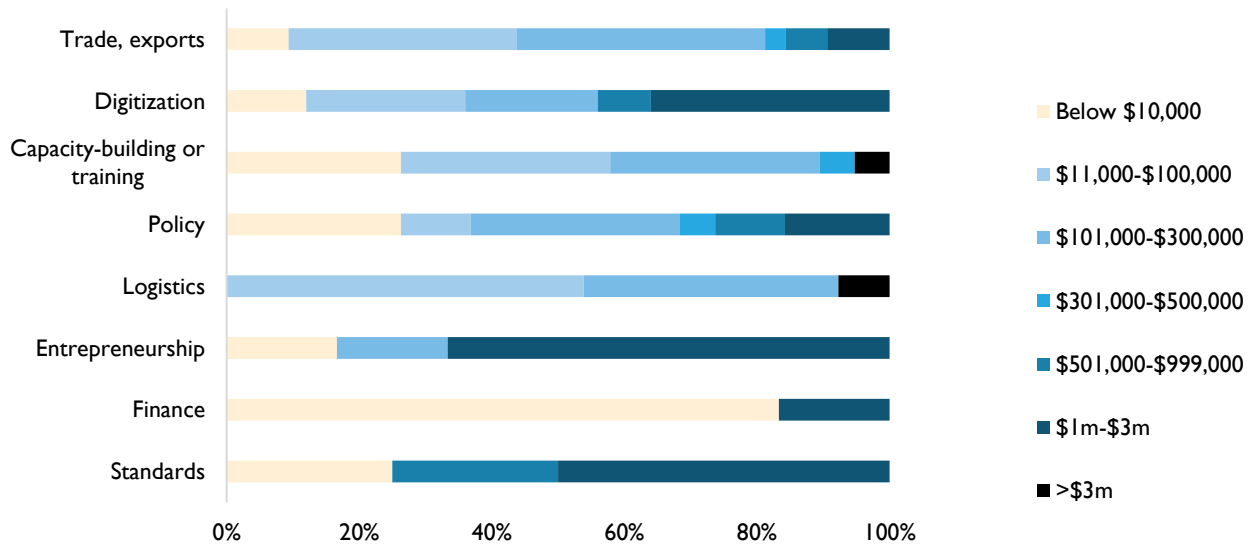


Table I lists examples of these various types of projects. There are also implementation challenges that have delivered lessons-learned (cases 1 and 2).

Table 1: Selected donor-supported ecommerce development projects, by focus area

Area supported	Donor Projects
Digital skills development	<ul style="list-style-type: none"> • Korea’s program to enhance ecommerce opportunities for MSMEs in the Asia-Pacific Islands region • Global Alliance for Trade Facilitation projects Develop a ‘one-stop shop’ for MSMEs looking to engage in trade through the enhanced arrangements between Cambodia Post and Customs.
Marketplace onboarding	<ul style="list-style-type: none"> • USAID Future Growth Initiative running through 2025 enables Central Asian MSMEs to use eBay to sell online to EU and U.S. markets.
Financing	<ul style="list-style-type: none"> • Sweden’s 2020 guarantee program for MSMEs in Georgia in a broad array of sectors, including the creative industry, light manufacturing, tourism, ICT, ecommerce, agriculture, and logistics, with a focus on underserved borrower groups, including women and people outside of the major urban centers. • Asian Development Bank project of 2020 to enhance SME access to finance including for flourishing ecommerce sector by supporting the government’s vision to create a sustainable mechanism for credit guarantee operations.
Logistics	<ul style="list-style-type: none"> • Inter-American Development Bank project to invest in technology-enabled ventures that solve major regional problems; strategic verticals include Smart Cities (in the areas like logistics and ecommerce) and development of products and services that allow achieving greater competitiveness for MSMEs.
Training and capacity-building	<ul style="list-style-type: none"> • Global Alliance for Trade Facilitation projects Develop a ‘one-stop shop’ for MSMEs looking to engage in trade through the enhanced arrangements between Cambodia Post and Customs. • ESCAP-Enhanced Integrated Framework (EIF) ecommerce capacity-building project for South Asian women entrepreneurs.
E-Export promotion	<ul style="list-style-type: none"> • Asian Development Bank to develop border ports and free zones through integrated planning and enhancing capacity of MSMEs to trade including cross-border e commerce. • World Trade Organization - International Trade Centre project of 2021 to provide information on trade practices relating to exporting and producing coffee and associated products; covers new trends in the coffee trade such as ecommerce.
Trade facilitation	<ul style="list-style-type: none"> • WTO – ITC project of 2021 to help developing countries implement trade facilitation reforms through support to downstream services to develop synergies with complementary areas such as logistics, ecommerce, regional integration.
Standards	<ul style="list-style-type: none"> • ASEAN Inclusive Growth in ASEAN through Innovation, Trade and ecommerce (IGNITE) to enhance the enabling environment for affordable, and secure digitally-enabled services that reflect international standards and practices and facilitate MSME ecommerce.
Ecosystem development	<ul style="list-style-type: none"> • Germany’s 2021 support to Ecommerce and the Digital Economy (EDCE) for Development initiative to promote cooperation and exchange on good practices among policy makers and other stakeholders at the national, subregional, regional and international levels in the area of ecommerce and the digital economy for development.
Policy	<ul style="list-style-type: none"> • Germany’s 2021 support to Ecommerce and the Digital Economy (EDCE) for Development initiative to promote cooperation and exchange on good practices among policy makers and other stakeholders at the national, subregional, regional and international levels in the area of ecommerce and the digital economy for development. • “Enable a Conducive Environment for the Digital Economy”, the Asian Development Bank is enhancing the legal and regulatory framework for ecommerce by fostering regional collaboration and integration in Central and Southeast Asia.
Strategy	<ul style="list-style-type: none"> • The Pacific Digital Economy Project (PDEP) aims to develop inclusive digital economies throughout the Pacific, increasing accessibility and market participation for rural communities, women, and MSMEs (case 1).

Case I: Promoting ecommerce ecosystem and strategies in the Pacific Islands

The Pacific Digital Economy Project (PDEP) aims to develop inclusive digital economies throughout the Pacific, increasing accessibility and market participation for rural communities, women, and micro-, small-, and medium-sized enterprises (MSMEs). Its development goal is to increase economic growth through improved livelihoods and poverty reduction. PDEP is funded by AusAID and the European Union (EU) and jointly implemented by several United Nations entities (the United Nations Conference on Trade and Development, UNCTAD), the United Nations Development Program (UNDP), and the United Nations Capital Development Fund (UNCDF) for the period 2021-25.¹

Project activities entail research, capacity building, and national-level technical assistance in 10 Pacific Island countries in the areas of ecommerce, digital finance, and digital innovation. PDEP also supports implementation of the regional ecommerce strategy developed by the Pacific Island Forum Secretariat (PIFS) and its member countries.

PDEP's two-year inception phase concluded in December 2022. Key achievements of the program include the development of the National Ecommerce Strategy for Solomon Islands and Fiji's National Financial Inclusion Strategy; publication of the first Pacific Digital Economy Report; support for MSMEs in four countries to digitize operations and join ecommerce platforms; publications on the entrepreneurial ecosystem in the Pacific and the viability of digital finance; and baseline surveys in seven countries on digital and financial literacy.

An independent mid-term review was carried out at the end of 2022 to distill key lessons learned and inform full program implementation for 2023-25 in the following areas:

- **Joint working groups to coordinate government agencies.** PDEP found that national regulators required handholding support to reach project milestones, and that within each country, the capacity of each agency varied. Successfully bridging these gaps to accelerate progress required the formation of joint working groups with focal points from each agency. These coordinating bodies played an important role in bringing stakeholders together toward a common vision, ensuring that the project stayed on track, and that milestones were met.
- **Gaps in data for evidence-based policymaking.** PDEP discovered that specific expertise on ecommerce, digital trade, and the digital economy is extremely limited in the Pacific context, even in research universities. This hinders national and regional capacity to collect relevant statistics and highlights the need for training and technical assistance. PDEP and similar projects should identify anchor partners to strengthen this capacity in academia and the research community, including National Statistics Offices in the region.
- **Caution with setting performance targets for partners.** During the implementation phase, PDEP found that the process for collecting client data from digital payments and ecommerce platforms took approximately 21 months, which affected the reporting on anticipated results and impact. The development of grants agreements took an average of four months from partner selection to contracting. To overcome these obstacles, the mid-term evaluation recommended that PDEP implement more efficient contracting practices to fast-track grants and consider using other financial instruments, such as credit and loan guarantees.
- **Streamlining project management.** The mid-term review recommended that PDEP develop country-specific strategies that identify how to overcome systematic constraints and emphasize sustainability. Individual activities should focus on inclusive digital finance and payment solutions targeting retail merchants, agricultural value chains, remittances, and ecommerce platforms. The review also

found that PDEP could benefit from strengthening its approach to learning and knowledge management, an important consideration in scaling up a regional program and maximizing impact across a range of diverse geographies.

Case 2: Promoting Guatemalan MSME digital transactions

The Support for Ecommerce Development in Guatemala project was originally approved by the Inter-American Development Bank (IADB) in 2004; but it encountered several delays and was eventually implemented from December 2009 through June 2012. Its primary objective was to increase the use of ecommerce and information and communication technologies (ICT) by SMEs to improve their productivity and market penetration.²

The Guatemalan Chamber of Commerce (CCG) served as implementor of the program and dedicated itself to the commercialization and approval of the issuance of electronic signatures as a way for central and municipal government agencies to provide services to SMEs. In 2012, CCG became the only internationally-compliant provider of e-certification services in the country and the first in Central America.

By the end of the project, 47 companies had acquired digital certifications. A total of 256 companies had developed ICT incorporation plans, with 197 of these outside the capital – far exceeding the target of 50. More than just a tally of companies making online transactions, this positioned Guatemalan SMEs for longer-term success in the digital marketplace. In addition, the project demonstrated the market potential for e-signatures through various strategic alliances, including with the Municipality of Guatemala to issue electronic signatures for the authorization of construction licenses and through similar arrangements with the Supreme Court of Justice, the Ministry of Finance, and other public sector partners.

The project encountered various obstacles, including challenges with the institutional capacity and political commitment of the CCG, delays in legislative approval by the government, and inadequate performance of the service providers building the electronic signature system. These required CCG to shift its implementation strategy to adapt to the reality on-the-ground.

- **Technology itself is not a panacea.** Social and behavior change management is needed to overcome barriers to adoption of new technologies that replace paper-based administrative processes. Accordingly, the project trained and sensitized nearly 3,100 public and private sector officials on regulatory issues, ICTs, and ecommerce.
- **Plan for sustainability.** While CCG had adequate human resources for the development and early implementation phases, they were not able to maintain the same level of quality standards in the expansion phase and offer sufficient customer service through the rollout of the platform. This was seen as a significant risk during project implementation, but by the end of the project IADB concluded that sustainability was “very likely” – with the necessary legal, technological, processes, and physical infrastructure already in place at CCG coupled with the demonstrated value of electronic signatures in the marketplace.
- **Engage the right suppliers.** ICT contractor Certicámara greatly supported the CCG in the design and implementation of the systems and training of its personnel and was key to the success of the project. This was not the initial selection; CCG had to change suppliers and cancel the existing contract after performance became an issue. The project team emphasized the importance of choosing contractors with potential for knowledge transfer and understanding of the national legal/regulatory framework.

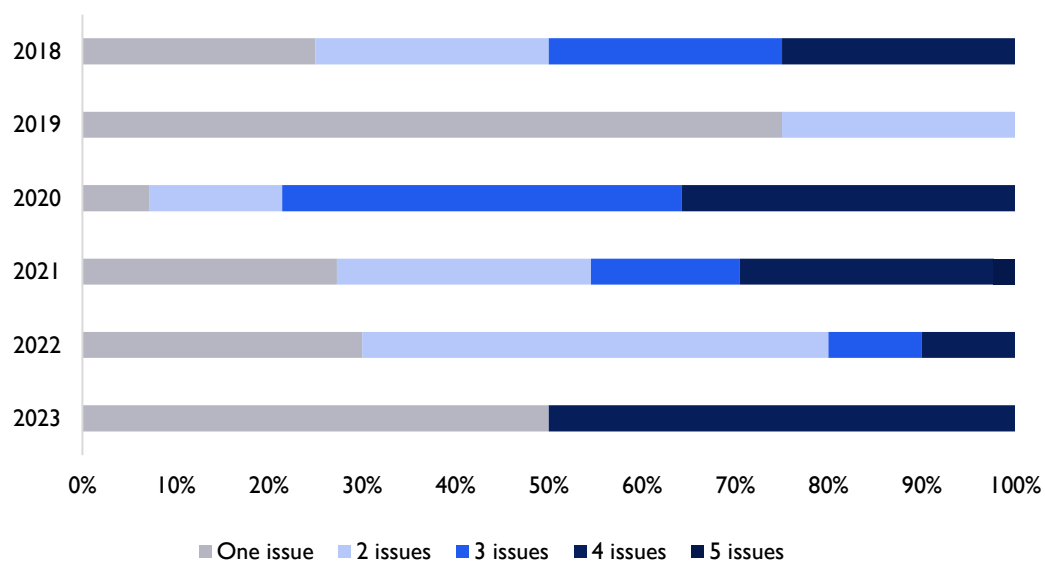
- **Ensure political will.** CCG leadership changes every two years. This presents a risk because ongoing project commitments may be considered a lower priority by incoming directors and therefore receive less support than required. In response, the IADB sought to institutionalize its long-term relationship with CCG across a variety of points of contact to elevate the project’s importance and ensure continuing support.
- **Maintain flexibility for unforeseen circumstances.** When CCG finally received approval from the government to provide certification services, the government assessed a tariff. This was not envisioned in the design of the legal regulation and was made public only when CCG was in the final phase of fulfilling its requirements for the Registry of Certification Services Providers. The IADB was able to shift financial resources within the contract to cover this unanticipated fee on behalf of CCG.

Ecommerce projects have become more comprehensive over time, covering many areas such as capacity-building and ecosystem development (figure 9). One example is the World Trade Organization-International Trade Center (ITC) Trade Facilitation Program promotes synergies between services in areas like logistics, regional integration, border processes, and MSME crossborder ecommerce.

Some other projects have a narrower focus, such as enable women-led firms to use ecommerce. One example is AFRIKAPU, which identifies and connects with artisan entrepreneurs in Africa to help them build their businesses and sell handicrafts across borders. Other targeted initiatives include Switzerland’s 2021 project to help policy makers of developing countries, in particular least developing countries (LDCs), to identify pain points to ecommerce and remove them.

The eTrade Alliance’s projects have blended these models, with targeted interventions that collectively amount to a comprehensive focus. For example, in Kenya, the Alliance has worked with various stakeholders to foster further growth in Kenya’s ecommerce ecosystem. Through a project with Google’s Hustle Academy, SME businesses were able to receive digital skills training on ecommerce to increase sales and further grow their businesses. Through BrighterMonday Kenya, youth and female entrepreneurs received digital skills training for more job opportunities.

Figure 9: Ecommerce projects in 2015-23, by number of issues per project and year



The eTrade Alliance has also worked sequentially in a given market. For example, the Alliance has started work in many countries by first doing research and data analytics on the state of ecommerce, and then hosting an ecommerce policy dialogue with local policy and business leaders to discuss findings and ideas for solutions. This has enabled the Alliance to learn about the country's ecommerce challenges and ecosystems. The Alliance has then built on its diagnostics and dialogues with projects that initially focused on building MSME capacities for ecommerce, and subsequently promoting MSMEs' use of marketplaces and local platforms to enable MSMEs to create their online stores and make their first online sales – this model is used for example in Ecuador, Bolivia, Kenya, and Central America. The Alliance is also today promoting ecommerce ecosystems through industry events and partnerships with associations in such countries as Mexico and Kenya (case 3).

The Alliance has built a comprehensive portfolio of approaches in Kenya, from policy analytics to ecosystem activities to MSM capacity-building (table 2). eTrade Alliance's projects launched in Kenya have had a comprehensive approach toward furthering the development of Kenya's ecommerce ecosystem. Each project promotes seven key areas: a policy and enabling environment, MSME skills development for ecommerce, logistics and last-mile delivery, access to finance, inclusive trade, MSMEs' digital transformation, or new constituencies in ecommerce development. Through these key areas, as well as collaboration with public and private sector partners, Kenya's ecommerce ecosystem can continue to flourish.

Case 3: Promoting Kenya's ecommerce ecosystem through the eCommerce Day Africa

The eCommerce Institute is a non-profit organization operating within various Latin American countries and serves as an association of Latin America ecommerce associations. Its mission is to foster the ecommerce ecosystem in the region by endorsing projects that strengthen and advance online business activities. In 2008, the eCommerce Institute launched the eCommerce Day Tour. The tour covers 16 countries and is 1-2 days of meetings, panels, and networking among a country's ecommerce ecosystem. It brings together thousands of people in large markets like Brazil and Argentina, and hundreds in the smaller economies in Central America. Each eCommerce Day Tour event has different initiatives that develop specific actions linked to the digital ecosystem of each country, among them:

- **Business Case Capsule:** Presentation of success stories at the regional level, with an analytical and precise view, with real figures, concrete strategies, and specific results.
- **eCommerce IT Camp:** Talks and conferences on ecommerce exclusively for system professionals and technical profiles.
- **Meet & Greet:** An exclusive meeting with the main leaders of the industry.
- **I to I Site Clinic Experience:** An exclusive opportunity offered by important marketplaces and brands in the industry within the framework of the eCommerce Day Tour 2023 to personalize, deepen, and expand the digital retail ecosystem.
- **eCommerce Awards:** To distinguish companies and ventures for their work in the digital commerce sector and online businesses, recognizing the best of online businesses at a regional level.
- **eCommerce Startup Competition:** With the goal of promoting digital entrepreneurship and providing support to Latin American projects with greater development potential in the ecosystem of Electronic Commerce and Internet Business.
- **eGlobal Selling Competition:** initiative that promotes the growth of cross-border electronic commerce and provides support to companies and organizations with the greatest development potential in the international ecosystem of Electronic Commerce and Internet Business.
- **Retail Digital Commerce Acceleration Cluster Program:** Its objective is to create a favorable environment for a group of retailers and brands from different countries and industries, collaboratively, to "accelerate" in the challenge of achieving sustainable double-digit profitability.

- **eCommerce Day Omncommerce Experience:** Technical visits to leading companies to learn about the “end to end” operation of an ecommerce and interact with the teams that carry out the areas of Marketing, Commercial, Operations, SAC and Logistics.

The largest retailers and brands from each country in the region have joined this initiative, along with international leaders in ecommerce.

In September 2023, the eCommerce Institute, in partnership with the American Chamber of Commerce of Kenya and the USAID-backed eTrade Alliance, brought the eCommerce Day Tour to Africa. The 3-day event in Nairobi, Kenya featured virtual and in-person activities designed to promote ecommerce within Africa among industry professionals, government officials, and entrepreneurs. During the event, attendees were able to listen in on discussions about digital and cross-border trade, the main trends seen in Kenya’s ecommerce ecosystem, and a focus on digital pillars that went into deeper detail about topics such as platforms, operations and logistics, payment methods and fraud prevention, digital marketing, and tips to attract customers and improve the overall customer experience. There were special activities for this event like SME’s E-Journey with the Small Business Administration where panelists from development agencies and SMEs shared their experiences with cross-border training, showcasing the importance of partnership and collaboration. There were over 700 virtual and in-person attendees at the event and 56 speakers shared their valuable insights with the audience. According to a survey administered during the event, more than 90 percent found that their knowledge about how to do ecommerce had significantly improved as a result of attending.

eCommerce Day Africa 2023 experienced a large number of networking opportunities and access to resources. Attendees learned from local and international companies, which had a great impact in terms of learning. The startup competition and eCommerce Awards at the end of the event were great initiatives that inspired and showed the best practices of a successful ecommerce company. There were also many women leaders that participated as speakers, which is the type of inclusion that the eCommerce Institute and the eTrade Alliance would like to continue to see. While eCommerce Day Africa 2023 was a success, it did not come without any challenges. As it was the first time to hold such an event in Kenya and outside Latin America, it was difficult to build local awareness and support from key local players and experts to make it successful. Another challenge was managing such a diverse team from different cultures remotely. There was not a local or regional team actively working in Kenya to provide guidance on what is appropriate for the Kenyan market. Moving forward when trying to implement future eCommerce Day events across Africa, it would be beneficial to work with a local team of professionals that can give a more specialized view of each market to make the event as successful as possible.

Table 2: Examples of eTrade Alliance approaches in Kenya

Group supported	Examples
MSME digital skills	<ul style="list-style-type: none"> • Google partnered with UpSkill Digital to train and certify up to 1,000 MSMEs in Kenya through a 5-day bootcamp program across a 12-month period. They developed and launched an ecommerce module to drive adoption among small businesses in Kenya. Throughout the program, participants were able to understand the importance of ecommerce and set up their own ecommerce website or store and incorporate digital payments into their existing websites.
MSME ecommerce use	<ul style="list-style-type: none"> • Through the eBiz Kwa Vijana project with BrighterMonday Kenya, youth entrepreneurs have the opportunity to learn digital and entrepreneurial skills that can improve their economic and business outcomes within the ecommerce industry. 1,000 Kenyan youths are trained to leverage digital platforms in expanding market opportunities for their businesses or initiatives and at least 600 Kenyan youths are onboarded on ecommerce platforms that will enable them to leverage ecommerce to support their businesses and improve their economic outcomes.
Marketplace development	<ul style="list-style-type: none"> • The Kasha Platform Activity aims to improve its digital retail platform to create opportunities for underserved segments (rural and female entrepreneurs) in Kenya to participate in a digital marketplace, expand their consumer base, and improve their revenues. Through the digital marketplace, those with chronic conditions can have a digital solution and overall increased access to support long-care, treatment, and adherence for sustained health and wellness.
Ecommerce ecosystems	<ul style="list-style-type: none"> • eCommerce Day Africa 2023 convened major stakeholders in across Africa’s ecommerce industry and entrepreneurs to promote the growth of the digital economy with a special focus on engaging Kenyan and African MSMEs on using ecommerce to grow their business and engage in cross-border digital trade. • Hello Tractor’s project aims to expand its community-based booking networks across Kenya and Nigeria, allowing smaller farmers to receive affordable access to mechanization without needing to finance their own farming equipment.
eCommerce Policy	<ul style="list-style-type: none"> • There are proposed digital policy dialogues with AmCham Kenya Digital Economy Committee with the Government of Kenya about AfCFTA Digital Protocol and the implementation of digital policy issues.
Data and analytics	<ul style="list-style-type: none"> • In a report conducted by the Alliance, survey data found that there are five main archetypes of African MSME online sellers and those online sellers and buyers are more likely to engage in trade and outperform offline and social sellers. MSMEs online sellers receive more gains from ecommerce. • Kenya enacted the Data Protection Act in 2019 that outline main data protection principles that organizations must follow when processing and transferring personal data, such as lawful and transparent processing, purpose limitation, data minimization, accuracy, and more.

C. PROJECTS BY BENEFICIARY GROUP AND SECTOR

The various projects typically also had a beneficiary group – mostly MSMEs, services sectors, and/or women, across various regions (figures 10-12, table 3). Some projects has also focused explicitly on micro enterprises; on example is Finland’s 2015 project to promote digital skills of Zambian women micro entrepreneurs to use ICT and make jewelry that can be sold using ecommerce. Examples of services-related projects include both support for services trade and support for MSMEs in goods to access services to enable them to sell online and export. And example of the former is WTO and ITC’s project launched in 2021 to enhance knowledge and skills for policymakers, business support organizations, and developing country MSMEs to better leverage increasing opportunities in global services trade an export high value-added services. An example of the latter is Switzerland’s 2021 program to provide innovative digital services to connect smallholder farmers to input suppliers and consumers around the world.

Table 3: Examples of ecommerce development projects by type of beneficiary group

Group supported	Examples
Women-led MSMEs	<ul style="list-style-type: none"> Supported by USAID, DHL Express Malaysia launched its “Go Global with DHL” modules to drive further women participation and growth in ecommerce so participants can engage in cross-border trade and expand into international markets. Between August and November 2022, the program trained 1,149 participants virtually. Around 117 participants were trained in-person through training sessions in 2023 (case 4). These training modules covered topics like ecommerce strategy, digital presence assessment, B2B ecommerce, packing and packaging, customs procedures, and an introduction to hazardous goods.
Artisan women	<ul style="list-style-type: none"> SouqFann platform supported by OXFAM and the European Union and partners such as UNICEF, the Ministry of Tourism, the King Hussein Foundation and several embassies and organizations enables solo female entrepreneurs engaged in crafts to sell online and earn revenue. Since the women can be overwhelmed by the demands of running an online store and orchestrating their digital marketing, logistics, and payments amid creating their crafts, SouqFann handles all aspects of running an ecommerce business, enabling the artisans to specialize in their area of strength.
Youth	<ul style="list-style-type: none"> The e-Biz Kwa Vijana project was created by BrighterMonday Kenya for youth entrepreneurs to utilize digital and entrepreneurial skills that can improve their economic and business outcomes within the ecommerce industry (case 5). Specifically, this project trains 1,000 youths to leverage digital platforms in expanding market opportunities for their businesses and onboards at least 600 youths on ecommerce platforms, as well as engages key stakeholders across the industry with practical knowledge that facilitate collaboration and increased innovation leading to SMEs sustainability.
Rural MSMEs	<ul style="list-style-type: none"> United Nations Development Program (UNDP), with support from the Australian Government, supports Cambodian rural MSMEs and small household farmers in their transition to digital platforms and online selling, with the objective of mitigating the impacts of COVID-19 on their business operations (case 6).
MSMEs in tourism	<ul style="list-style-type: none"> WTO-ITC project of 2021 to enhance the knowledge and skills for policymakers, Business Support Organizations, and MSMEs in developing countries to better leverage increasing opportunities in global services trade, including in tourism.

Figure 10: % of ecommerce projects in 2015-23, by beneficiary type and sector

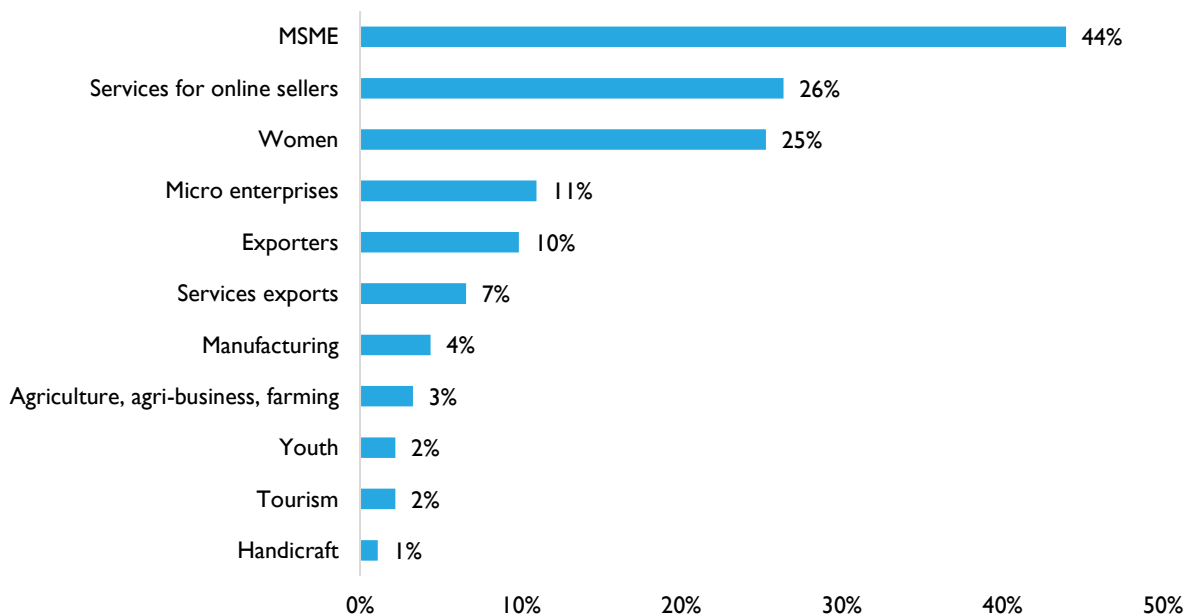


Figure 11: Share of ecommerce development projects by beneficiary type and region

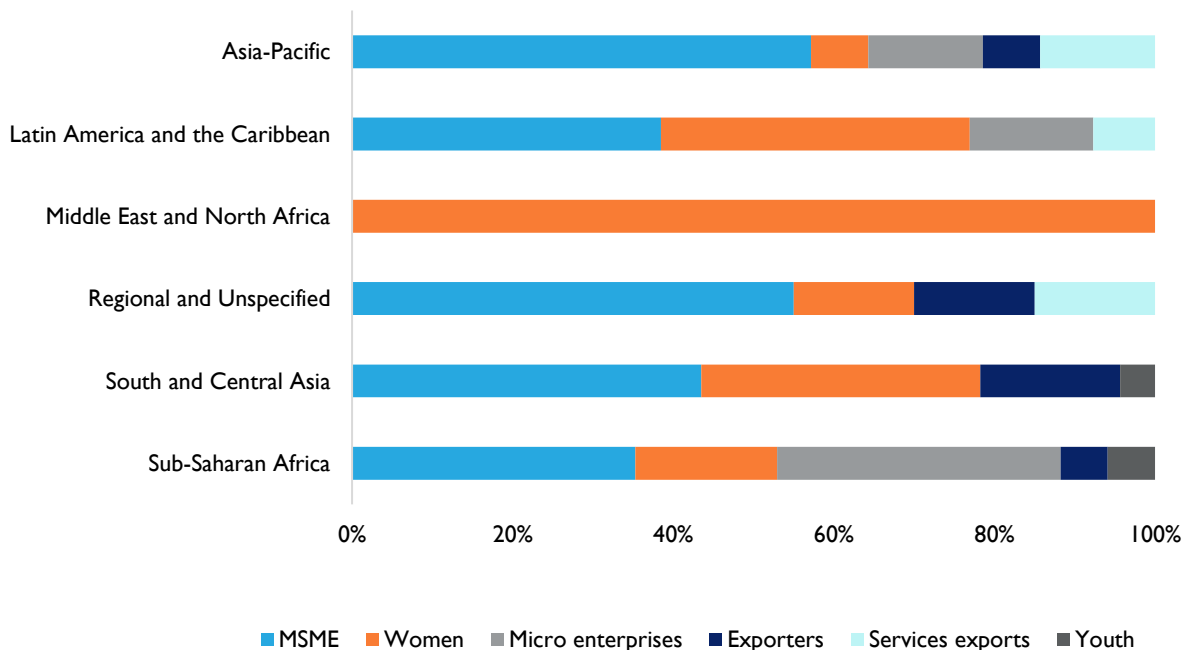
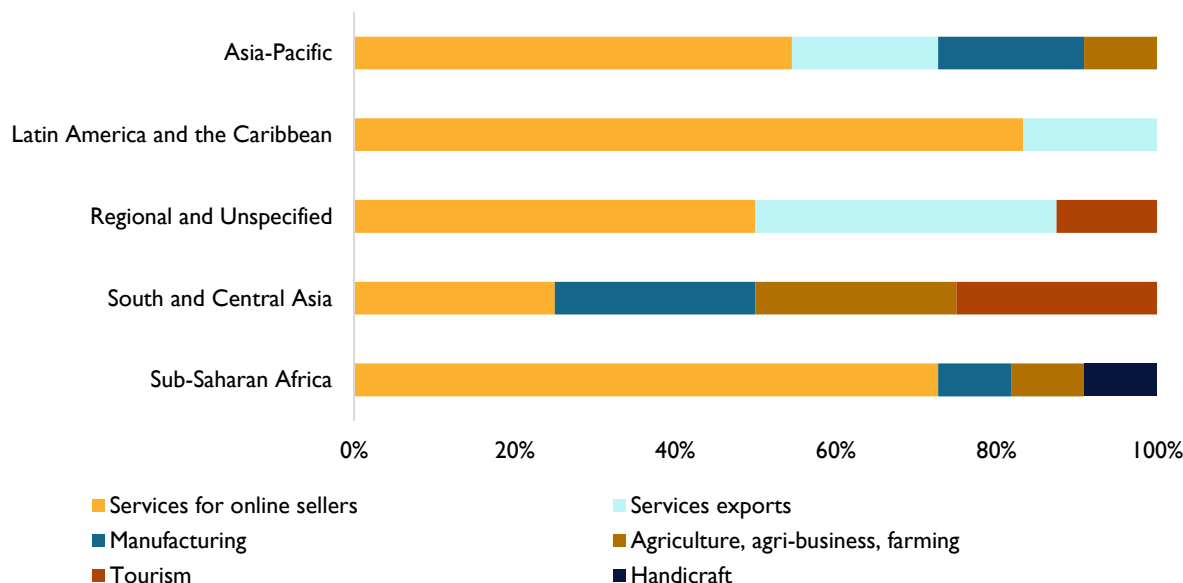


Figure 12: Share of ecommerce development projects by beneficiary sector and region



Case 4: Promoting women-led firms in crossborder ecommerce in Indonesia and Malaysia

DHL has maintained a significant presence in Malaysia, offering logistical and shipping solutions to small and medium-sized enterprises (MSMEs). As a valued partner of the eTrade Alliance, DHL has played an active role in leveraging its knowledge and training to foster increased ecommerce and trade in emerging economies.

In partnership with the Asia Foundation and the eTrade Alliance, DHL Express Malaysia launched its “Go Global with DHL” modules to drive further women participation and growth in ecommerce so participants can engage in cross-border trade and expand into international markets. This is part of the greater Accelerate My Business program initiative. This project focused on digital upskilling and capacity building of women-led MSMEs partnering with private sector companies. Program activities included curriculum tailored to the Malaysian market, facilitating a DHL guest speaker series, training sessions, on-site mentoring, press releases, and the monitoring and evaluation of the impact of this program. Much of the success of this program was boosted through media coverage from local news outlets in Malaysia, further promoting the program’s visibility and generating additional support.

Between August and November 2022, the program successfully trained 1,149 participants virtually. Around 117 participants were trained in-person through training sessions in 2023. These training modules covered topics like ecommerce strategy, digital presence assessment, B2B ecommerce, packing and packaging, customs procedures, and an introduction to hazardous goods. Modules were made accessible through the Accelerate My Business portal where participants can access the material remotely. Participants noted an increase in confidence and knowledge in their ecommerce strategy, knowledge of logistics standards for international trade and in expanding their business to different markets.

The program also included an Ecommerce: Ready-Set-Go mentoring component that allowed 91 participants to receive personalized guidance from DHL mentors, allowing them to further develop their ecommerce strategies. The participants received one-on-one support from DHL mentors, which aimed to improve

readiness and increase access to resources to achieve international expansion. These mentoring sessions covered topics such as realizing ecommerce potential, managing customer relationships, and documentation and customs procedures.

Survey results of this component indicated that the Ecommerce: Ready-Set-Go program positively influenced participants' confidence and preparedness for expansion into more export markets. In addition, the Go Global with DHL program included the #JadiGlobal Speaker Series that included two sessions led by DHL experts and partners. This series focused on achieving customer satisfaction in ecommerce businesses and strategies for expanding businesses beyond the Malaysian market.

Throughout the program, 1,147 women were trained virtually. In the hybrid session, selected community partners were invited to develop one-day training sessions for participants. A total of 117 participants attended the in-person sessions, of which 91 successfully completed the e-Commerce: Ready-Set-Go mentoring component. There were increased levels of confidence in business strategy, knowledge of packaging and logistics standards, and expanding business internationally. Participants also experienced an improvement in their knowledge across several ecommerce topic areas such as: digital marketing, pricing, trade compliance, after-sale service, and more.

There were a few challenges and lessons learned from the launch of this program.

- Participants showed a strong preference for joining training that were conducted by trainers that they were already familiar with. Greater participant engagement was created when participants were paired with trainers they trusted.
- Participants seemed to be more motivated when they were offered new opportunities to further develop their ecommerce skills. Providing comprehensive program information about these new opportunities would garner interest and generate excitement to encourage participation.
- There was limited availability and interest among participants who undergone training under the Accelerate My Business program. They found that many of the trainings under the Go Global program were irrelevant to their specific business needs. Moving forward, participants would need to be sourced from programs that don't already exist to prevent duplication of information.

Case 5: Supporting Cambodian rural MSMEs to overcome Covid-19 through ecommerce

The COVID-19 pandemic caused a substantial economic shock in Cambodia, primarily impacting industries such as garment production, tourism, and construction. These disruptions have also had significant repercussions on the supply and demand of basic needs. Local markets, which rely heavily on face-to-face transactions, are especially impacted due to necessary social distancing precautions. For numerous MSMEs in Cambodia, as well as small household farmers, these challenges represent a critical danger to their existence and the uninterrupted operation of their businesses. However, there is still strong domestic consumer demand for essential everyday goods. As a result, a considerable upsurge has been observed in the use of online platforms in Cambodia, with people turning to online shopping and restricting their physical mobility to curb the virus's transmission.³

In order to provide additional assistance to Cambodian MSMEs and small farming households, ensuring their ability to have access and engage in the digital economy, the United Nations Development Program (UNDP), with support from the Australian Government, has launched the "Ecommerce Acceleration Program". This

program aims to support MSMEs and small household farmers in their transition to digital platforms and online selling, with the objective of mitigating the impacts of COVID-19 on their business operations.

Moreover, in collaboration with the Ministry of Commerce and the Enhanced Integrated Framework (EIF), the UNDP has formed a partnership to foster the growth of Cambodia's ecommerce ecosystem under the project named "Go4eCAM". This initiative's objective is to establish the essential foundations for MSMEs to adopt digital practices, securing essential funding for embracing ecommerce, and facilitate the process of business formalization, all of which contribute to enhancing their readiness for export activities.

There are four outputs the UNDP hopes to achieve through this project. First, the acceleration of digital transformation and adoption of ecommerce by MSMEs as well as small household farmers are promoted to ensure business continuity and foster sustainable economic growth both during and after the pandemic. Second, MSMEs receive capacity building and financial assistance, particularly directed towards women entrepreneurs and provincial businesses. This aid aims to facilitate the adoption of ecommerce, enabling them to broaden their business prospects across local, regional, and global markets, thereby contributing to a more comprehensive and robust economic growth that is both inclusive and resilient. Third, the encouragement of employment opportunities is emphasized in sectors and regions heavily impacted by the COVID-19 pandemic. This focus is particularly directed towards youth, individuals in the informal workforce, those facing job displacement, and women employed within the logistics and hospitality industries. Lastly, an enabling environment for ecommerce development is created among stakeholders through ecommerce awareness campaigns and policy dialogues between the public and private sector.

There have been a few achievements from this project to date – the projects has in particular determined that there are additional capacity-building needs for MSMEs to use ecommerce marketplaces. Four key interventions were created in response:

- Onboarding program was launched to support 1,000 MSMEs to join existing e-marketplace platforms.
- Ecommerce training workshops were developed for 1,000 MSMEs to build their capacity to transition online.
- Online series called "Digital Business Talk" has been broadcasted in partnership with Cambodia Broadcasting Services to increase public understanding of ecommerce.⁴
- 1,200 small household farmers have been onboarded to an agri-tech platform that provides easy access to agricultural supplies, technical information, and trade credit support.

This project is ongoing until June 2024 and has a number of upcoming initiatives as well to support the growth of the ecommerce network in Cambodia. Lessons learned are still being analyzed.

Bringing the data together, MSME ecommerce projects are heavily focused on promoting MSME trade and export capacities, policy logistics, as well as financing and digitization (table 4). Meanwhile, projects targeting women and youth stress digital capabilities and capacity-building. Projects targeting farmers and rural regions stress logistics and capacity-building. These interventions and others have delivered useful lessons-learned from various programs on delivery of learning content, for example for women (case 6),

Table 4: Number of ecommerce development projects by focus and type of beneficiary group

	Trade, exports	Digitization	Capacity-building	Policy	Logistics	Entrepreneurship	Finance	Standards
MSME	24	6	0	15	11	1	6	3
Women	5	11	2	2	4	7	0	0
Youth	0	6	2	2	2	2	0	0
Exporters	5	1	0	1	1	1	0	0
Manufacturers	2	0	0	0	1	0	0	0
Agriculture	0	2	2	0	3	0	0	0
Tourism	1	1	0	1	1	0	1	0
Handicraft	0	0	1	0	0	0	0	0

Case 6: Delivering raining to women-led firms in ecommerce: lessons from six major programs

Developing country women-led firms, just like men-led firms, are still in the early stages of their digital development, typically using social media platforms, messaging apps like WhatsApp, and mobile payments to market their goods and services and interact and transact with customers. However, women-led firms are also eager to gain new digital capabilities and invest in their ecommerce development. Various surveys also suggest that women-led firms that use ecommerce outperform comparable men-led firms in exports and firms growth – supporting women-led firms’ formalization and acquisition of technologies appears to yield high returns on investment,

How then to best accelerate women-led firms’ digital journeys, improve their access to and use of digital technologies and ecommerce, and translate this use into sales, growth, and jobs? In a 2021 Alliance report, we interviewed the managers of six programs targeting women-led firms: the ITC’s She Trades, eCommerce Institute’s eWomen Program, TFO Canada’s Women in Trade for Inclusive and Sustainable Growth, UPS’s Women Exporter program, the World Bank’s Women Entrepreneurs Finance Initiative (We-Fi), and UNCTAD’s eTrade for Women.

These programs represent a wide range of approaches in what they set out to accomplish, what they deliver and how, and how they measure progress (Annex table I-1). Some programs train firms to establish an online sales channel or onboard an online marketplace over several weeks. A handful of programs or entities take the opposite approach, helping women-led firms outsource all key digital functions such as online marketing, fulfillment, and data analytics, enabling firms to specialize in what they do best, typically designing and making products and services.

These programs have various delivery methods, such as regular online courses to cohorts of companies (for example, eCommerce Institute, TFO Canada), group and one-on-one online and in-person training (ITC), train-the-trainer approaches and face-to-face training of small cohorts of SMEs (We-Fi), and group discussions and expert meetings (eTrade for Women). Interviews revealed that regardless of training delivery models, there are four typical challenges in program delivery:

- **Limited time for “binge learning.”** In surveys to gauge their satisfaction with programs, participants most often cite lack of time as the main impediment: after all, they are busy executives with full-time jobs and full lives. Today, capacity-building is typically compartmentalized and organized around “binge learning,” that is, formats that require a person to sit down at their computer for an hour or two at a given time and take in information in one big bite during that period. This model is rather rigid—resulting in abandonment, especially during Covid, as women faced growing online business opportunities while also having to respond to burgeoning family obligations.
- **Limited retention.** Human’s retention of information is dismally low. The famous curve of forgetting shows that about 50 percent of information received is lost in one hour, 66 percent in 24 hours, and 75 percent in a week.⁵ Unless the information is repeated multiple times or is readily applicable to the firm, it tends to be quickly forgotten.
- **Excessively long learning-to-applying cycles.** Even when information is retained, there are frictions in applying it. One friction is limited time: day-to-day work and tasks get in the way, and if the information does not immediately translate into revenue, it may never be applied. Another typical friction is knowledge about the potential applications and technologies for operationalizing learning in a particular firm and the perception that ecommerce and technologies are expensive to use.
- **Levels of ex ante knowledge and learning paces vary widely.** Every firm and participant is different and arrives with different levels of knowledge, information, and problems to solve. However, each also already knows a great deal and can access information from multiple sources. Capacity-building programs are still rather “one-size-fits-all”— and need to better allow participants to build and customize their program or learn at their own pace.

There are also some gender-specific issues to consider. Peer learning and interaction are especially important for women, who are often outnumbered in the business world by men. Raising the profile of successful women digital entrepreneurs also helps inspire the next generation of women and men, increase women’s credibility in the industry, and amplify their voice in policymaking processes. There is also a growing awareness about the importance of programs to sensitize recruitment and course materials to women, attract traditionally excluded groups to participate, and put an end to persistent gender biases.

Interviews, surveys, and reviews of leading-edge work in corporate development suggest there are certain best practices when delivering content for women-led firms:

- Put participants at the center: participants learning and applying their new knowledge is key to achieving the desired results, not the delivery of knowledge by an instructor.
- Enable participants to customize their curriculum and access just-in-time, just-for-me, and highly applied content in small microlearning modules. Participants are busy executives who are pressed

for time and often have a strong knowledge base. Learning needs to center not on the volume of information that is absorbed but rather on the capabilities that are created and harnessed.

- Facilitate peer learning and mastermind groups to share information, solve problems, and build business synergies. Participants learn most from each other, and women are especially empowered by seeing other women in similar settings.
- Deliver where the participant is and make delivery device-agnostic—users can learn on their PCs in the office, tablets at home, or on smartphones on the fly.
- Provide constant feedback through pulse surveys, engagement platforms, and haptics.
- Sensitize recruitment and training materials and instructors to gender and reinforce the vision of women as leaders.
- Prioritize women's access to and the ability to test resources and solutions (such as for digital marketing, payments, etc.) for carrying out an ecommerce sales cycle.
- Select trainers with strong technical knowledge about ecommerce and operating experience in ecommerce—and make them into empowered, active learners and thought leaders who spread knowledge of ecommerce development.
- Provide dashboards to users so they can see how far they have come and how close they are to completing a course and receiving their next certification

III. CONCLUSIONS

This report has sought to map MSME ecommerce development projects around the world especially in 2018-23, and analyze the various approaches and beneficiaries, such as women and rural enterprises.

This report has found that:

- There are many useful approaches, such as improving the policy environment for ecommerce, providing firms with financing for digital transformation, reskilling firms' employees, and facilitating trade.
- Most projects are quite short in duration, focusing on some dozens of hundreds of firms or specific trade-related training.
- Projects are small, typically totaling less than \$300,000. This means that projects need to find a business model that is sustainable, such as enabling entrepreneurs to start selling online and thus enable them to become self-sustaining.
- Monitoring and evaluation are limited. Project implementors do gather metrics on outputs such as number of firms trained, but there is much less reporting on the value of transactions generated or magnitude MSME growth propelled.
- The scale in terms of MSMEs reached is still limited across projects. Projects that have reached more than 1,000 MSMEs in turn tend to be rather limited in scope, often focused on delivering scalable trainings with limited duration.

Going forward, some of these gaps could be bridged through:

- Public-private partnerships that enable donors to scale their reach, amplify their capabilities, and develop inherently market-driven solutions.
- Leveraging technology and AI in particular to “mass-customize” MSME capacity-building – ensure that training and capacity-building is customized to each MSMEs and scalable to hundreds of thousands of firms.
- Instilling capabilities to promote MSME ecommerce in the ecommerce ecosystem, for example through building key associations' capacities for ecommerce-related capacity-buildings.
- Technology integrations that promote MSMEs access to new opportunities, such as promoting partnerships among marketplaces with similar customers in distinct markets, enabling MSMEs to use tools such as digital IDs that can enable them to access digital services, and continuing to promote trade facilitation reforms to ease of doing crossborder business.
- Ensuring projects address the enabling environment and digital policy landscapes, in light of MSMEs concerns about emerging data privacy and transfer, consumer protection, online liability taxation of digital sales, and other policies that shape their prospects in ecommerce at home and abroad.

Table I-I – List of projects covered in the study

Year	Region	Recipient	Donor	Implementor	Long description
2023	South and Central Asia	Kazakhstan	Global Alliance for Trade Facilitation	Kazakhstan government	Support women's economic empowerment through centers in major cities in the country that provide access to information, financing and professional networks, tools and knowledge to digitize their businesses and establish them on e-commerce platforms.
2023	South and Central Asia	Uzbekistan	Inter-American Development Bank	UNDP	<p>More than 400 (of which 300 men and more than 100 women) representatives of regional Khokimiyats associated with exports and exporting entrepreneurs in 12 regions of the Republic of Uzbekistan, in the city of Tashkent and the Republic of Karakalpakstan took part in the trainings.</p> <p>During the trainings, the participants were explained the main advantages of e-commerce, the main types of modern electronic marketplaces, how to use them in export activities, the use of modern methods of market analysis based on the "www.trademap.org" platform, as well as the use of appropriate logistics tools in export activities. Moreover, analytics of the export of Uzbek products through marketplaces were demonstrated, including sectoral divisions and actual examples of companies.</p>

2022	APAC	Mongolia	Inter-American Development Bank		To diversify Mongolia's economy and expand trade by (i) promoting strategic development of border ports and free zones through integrated planning, (ii) enhancing capacity of SMEs to trade including cross-border e-commerce, and (iii) strengthening trade institutions and policy coordination among Mongolian agencies and their counterparts in the PRC through cooperation mechanisms and capacity-building.
2022	LAC	Regional	UNCTAD		To help incumbent financial intermediaries (such as banks, microfinance institutions, cooperatives) as well as non-conventional ones (i.e. E-commerce, gig-economy companies, etc.) to deliver improved digital financial services to their clients
2022	LAC	Regional	Inter-American Development Bank		To empower millions of entrepreneurial low-income women across Latin America to build their own online stores through the e-commerce platform Elenas
2022	LAC	Regional	Asian Development Bank		To invest in technology-enabled ventures that solve major regional problems, that seek to grow in Latin America and connect with the world. Although the fund is multisectoral, strategic verticals have been defined, aligned to segments where the greatest gaps are identified and in which the Salkantay team has greater experience and capacity to generate value and impact; These are: the development of Smart Cities (ie: logistics, E-commerce), the creation and promotion of access to better products and services (ie: fintech, edtech, healthtech) and the development of platforms, products and services that allow achieving greater competitiveness for micro, small and medium-sized companies (SME)

2022	South and Central Asia	Sri Lanka	United States	Sri Lanka government?	Enhance SME access to finance including for flourishing e-commerce sector by supporting the government's vision to create a sustainable mechanism for credit guarantee operations.
2022	South and Central Asia	Kazakhstan, Kyrgyzstan, Uzbekistan, Tajikistan and Turkmenistan	WTO - International Trade Centre	USAID's Future Growth Initiative, Kazakhstan's Ministry of Trade and Integration, and the ITC	Training and tailored one-on-one support for SMEs to create seller accounts on eBay through the Central Asia eBay hub, with a focus on selling internationally. E-commerce
2022	South and Central Asia	Uzbekistan	United States	Ministry of Investment and Foreign Trade of the Republic of Uzbekistan in cooperation with the Ministry of Trade, Industry and Energy of the Republic of Korea (MTIE) and the Korea Institute of Technology Development (KIAT)	The first national e-commerce platform in Central Asia, which aims to enable SME exporters to easily find trusted and successful foreign partners online to organize the export of their products, and lead to the expansion of the geography of deliveries, the growth of exports and the development of the country's economy as a whole.

2022	South and Central Asia	India	United States	Department for Promotion of Industry and Internal Trade (DPIIT) and a Section 8 Company has been incorporated with participation from around 18 banks and financial institutions both from the private and public sectors.	Dramatically increase e-commerce penetration in the country by enabling population-scale inclusion of all types and sizes of sellers through an inclusive large-scale e-commerce system that enables the display of products and services from all participating e-commerce platforms in search results across all apps on the network.
2022	South and Central Asia	Pakistan	WTO - International Trade Centre	Ministry of Commerce	Formulation of evidence-based economic policies for private sector development and export promotion, capacity building for economic modeling, and support for the knowledge hub to accelerate sustainable economic reforms, including through analytical studies and briefs focusing on innovative technology like e-commerce.
2022	South and Central Asia	Bhutan, Nepal, Bangladesh and Afghanistan	Korea	UNESCAP-EIF	Enhance the knowledge and capacity of women entrepreneurs in e-commerce and provide e-commerce platform for women to sell products on, called Wesellonline.
2022	South and Central Asia	Bangladesh	Korea	Daraz	Bangladesh's leading e-commerce platform Daraz implemented a skill development training to engage 50 differently-abled women in the e-commerce platform from the 17 districts across seven divisions in Bangladesh for the training event in two three-day long batches.

2021	APAC	Cambodia	Korea	Swisscontact	Develop a new online portal as a 'one-stop shop' for SMEs looking to understand and engage in international trade through the enhanced arrangements between Cambodia Post and Customs.
2021	LAC	America, regional	UNDP	Inter-American Development Bank, Inter-American Investment Corporation and Multilateral Investment Fund	Analyze bottlenecks to last mile logistics for products sold through e-commerce platforms to improve the competitiveness of SMEs and promote improvements in the quality of transport and logistics services in the region.
2021	LAC	America, regional	United States	Inter-American Development Bank, Inter-American Investment Corporation and Multilateral Investment Fund	Improve the capabilities of customs risk management systems through Artificial Intelligence and Blockchain to increase security of logistics services and unlock the potential of e-commerce in the LAC region.
2021	APAC	Asia, regional	UNDP	Recipient Government	To promote digital transformation by helping in the harmonization or standardization of policies and practices relating to global standards proposed by the United Nations, with a focus on strengthening the legal and regulatory framework for e-commerce.
2021	LAC	El Salvador	WTO - International Trade Centre	Private sector in recipient country	Build the capacities of MSMEs and support their use of e-commerce platforms to increase sales and reach new markets.
2021	LAC	Caribbean, regional	United Kingdom	World Trade Organization - International Trade Centre	Increase the potential of 1,000 women-led businesses from Argentina, Chile, Colombia and Uruguay to sell online. Equip trade-related partner institutions in the four countries with tools and methodologies to guide beneficiary companies in their e-commerce journeys.

2021	APAC	Indonesia	Food and Agriculture Organization	Private sector in provider country	<p>To achieve the following objectives: Objective 1: Harmonized, transparent, internationally-accepted standards, rules, and procedures known to facilitate the cross-border movement of goods and services expanded while reducing non-tariff barriers to trade. Objective 2: Improved environment for increasing the availability within and among ASEAN Member States of relevant, affordable, and secure digitally-enabled services that reflect international standards and practices and facilitate e-commerce, especially for Small and Medium Enterprises (SMEs). Objective 3: Enabling environment strengthened that provides incentives for using science, technology, and innovation to drive open and inclusive economic growth.</p>
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2021	APAC	Viet Nam	Spain	World Trade Organization - International Trade Centre	To leverage the knowledge and expertise gained in the implementation of the WTO Trade Facilitation Agreement (TFA) in recent years and assist its target beneficiary countries and regions to implement trade facilitation reforms after factoring in the perspective of the business community. The project will continue to develop new downstream services to develop synergies with complementary areas such as logistics, e-commerce, and regional integration. The project is closely aligned with ITC Trade Facilitation Program, which seeks to strengthen the competitiveness of micro, small and medium-sized enterprises (MSMEs) by reducing the time and cost of international trade, enhancing the transparency and efficiency of cross-border procedures, facilitating the inclusion of private sector in the design and implementation of trade facilitation reforms and building the capacity of MSMEs to improve compliance with trade procedures.
2021	APAC	Thailand	United States	Other public entities in donor country	To share Korea's trade, economic development policies, and seeking cooperation in the fields of manufacturing and e-commerce
2021	APAC	Cambodia	Belgium	Other public entities in donor country	To Korea's trade, economic development policies, and seeking cooperation in the fields of manufacturing and e-commerce

2021	APAC	Viet Nam	United States	Other public entities in donor country	To accelerate sustainable socio-economic growth and development of partner countries through sharing Korea's development experiences. by recommending the most appropriate strategy which emphasizes the partner country's strengths and opportunities. This project will advise on the enactment of the Vietnam e-commerce law and revision of existing laws; analyze Vietnam e-commerce status, related laws, related regulatory environment; and suggest on draft of digital Economy Law, and provide direction on e-commerce revision
2021	APAC	Cambodia	Belgium	United Nations Development Program	To respond to Covid19 and Building Back Better by accelerating deployment of e-commerce solutions in Cambodia
2021	MENA	Morocco	Korea	Donor country-based NGO	Support training and development of new marketing tools (including social networks and onboarding for e-commerce) for Moroccan women.
2021	MENA	Tunisia	EU Institutions	Central Government	IAA w/ US Dept. of Commerce (CLDP) - FY15 Tunisia - Franchising e-commerce and Procurement. IAA Number - SNEAAC14Y0010
2021	MENA	Morocco	WTO - International Trade Centre	Donor country-based NGO	Support the development of fair, equitable and inclusive employment and entrepreneurship for women through digital media (including social media and e-commerce) and strengthen digitalization of the eight partner institutions.
2021	APAC	Oceania, regional	WTO - International Trade Centre	APAC Islands Forum Secretariat	Enhance e-commerce opportunities for MSMEs in the APAC Islands region

2021	Regional and Unspecified	Bilateral, unspecified	WTO - International Trade Centre	Other multilateral institutions	To strengthen regional economic integration among the CEFTA Parties by enabling the smooth implementation of CEFTA 2006, and the CRM; more specifically, improved quality infrastructure systems in selected sectors and regional cooperation on cross-border e-commerce.
2021	Regional and Unspecified	Bilateral, unspecified	United States	World Trade Organization - International Trade Centre	To provide information on trade practices relating to exporting and producing coffee and associated products. It covers technical matters such as trade financing, and related management issues, covers coffee quality with special emphasis on quality control aspects and outlines new trends in the coffee trade such as e-commerce, niche markets, organic certification, fair trade labelling, and other sustainability schemes, highlights climate change and environmental issues relevant to the coffee industry.
2021	Regional and Unspecified	Bilateral, unspecified	Switzerland	World Trade Organization - International Trade Centre	To provide information on trade practices relating to exporting and producing coffee and associated products. It covers technical matters such as trade financing, and related management issues, covers coffee quality with special emphasis on quality control aspects and outlines new trends in the coffee trade such as e-commerce, niche markets, organic certification, fair trade labelling, and other sustainability schemes, highlights climate change and environmental issues relevant to the coffee industry.

2021	Regional and Unspecified	Bilateral, unspecified	Switzerland	World Trade Organization - International Trade Centre	<p>To emphasize the digitalization of trade - and the fundamental importance to entrepreneurs and MSMEs of having access to affordable and useful digital connectivity. This project - and the program of work it represents - is ITC's commitment to a raised level of ambition in ensuring that digital connectivity is accessible and utilized by small enterprises in developing and least developed countries and that the benefits flow to otherwise excluded populations.</p>
2021	Regional and Unspecified	Bilateral, unspecified	Australia	Private sector in provider country	<p>To achieve the following objectives: Objective 1: Harmonized, transparent, internationally-accepted standards, rules, and procedures known to facilitate the cross-border movement of goods and services expanded while reducing non-tariff barriers to trade. Objective 2: Improved environment for increasing the availability within and among ASEAN Member States of relevant, affordable, and secure digitally-enabled services that reflect international standards and practices and facilitate e-commerce, especially for Small and Medium Enterprises (SMEs). Objective 3: Enabling environment strengthened that provides incentives for using science, technology, and innovation to drive open and inclusive economic growth.</p>

2021	Regional and Unspecified	Bilateral, unspecified	WTO - International Trade Centre	Other non-financial corporations	To support government capacities in trade policy making in developing and least developed countries, supporting and engaging in inclusive and sustainable trade, thereby contributing to economic growth and greater resilience. Policy-makers in developing countries often lack the expertise to adequately defend their interests in these fora and translate the results of the negotiations into their national policies. This applies for recent trade policy issues, for example related to e-commerce, environment, MSMEs, gender, sustainability.
2021	Regional and Unspecified	Bilateral, unspecified	Germany	United Nations Conference on Trade and Development	To help policy makers of developing countries, in particular LDCs, create favorable framework conditions for e-commerce by supporting them in identifying and removing obstacles to its development. The rapid development of the digital economy can create opportunities for developing countries and be a powerful driver of economic growth, including trade and job creation.
2021	Regional and Unspecified	Bilateral, unspecified	WTO - International Trade Centre	Other	To build the e-commerce capacity of developing countries, and help tackle the barriers to this, to ensure they maximize the benefits of digital trade.

2021	Regional and Unspecified	Bilateral, unspecified	United States	World Trade Organization - International Trade Centre	To enhance knowledge and skills for policymakers, Business Support Organizations (BSOs) and SMEs in developing countries to better leverage increasing opportunities in global services trade, which will contribute to the increased SME competitiveness in exporting high value-added services. The project focuses on the dynamic sectors in services trade including e-commerce and digital trade, creative industries, tourism and IT/BPO export.
2021	Regional and Unspecified	Bilateral, unspecified	United States	United Nations Conference on Trade and Development	To achieve Improved cooperation, exchange of good practices and consensus building among policy makers, as well as research institutions, academic centers, private and public entities at the national, subregional, regional and international levels in the area of e-commerce and the digital economy for development
2021	Regional and Unspecified	Bilateral, unspecified	Netherlands	World Trade Organization - International Trade Centre	To support SMEs, with local institutions and partners, to successfully develop online business by identifying gaps and potential solutions to better support SMEs. The 2019 E-Solutions project will focus on: Understanding the e-commerce ecosystem in Africa and beyond.

2021	Regional and Unspecified	Bilateral, unspecified	Switzerland	Private sector in recipient country	To provide policymakers, academics, businesses and non-governmental organizations access to trade data and training in trade data analysis. To assist policymakers, trade support institutions and small and medium-sized enterprises for better-informed decisions related to international business, E-solutions to support enabling environment work in e-commerce, Value Added to Trade to develop methodologies and conduct pilots to increase competitiveness of selected value chains by providing holistic support to SMEs, networks of producers, and public and private stakeholders.
2021	Regional and Unspecified	Bilateral, unspecified	United States	Private sector in recipient country	To provide policymakers, academics, businesses and non-governmental organizations access to trade data and training in trade data analysis. To assist policymakers, trade support institutions and small and medium-sized enterprises for better-informed decisions related to international business, E-solutions to support enabling environment work in e-commerce, Value Added to Trade to develop methodologies and conduct pilots to increase competitiveness of selected value chains by providing holistic support to SMEs, networks of producers, and public and private stakeholders.

2021	Regional and Unspecified	Bilateral, unspecified	United States	United Nations Conference on Trade and Development	To accelerate sustainable and inclusive economic growth so as to foster the creation of employment, especially for youth and women, increase productivity, strengthen skills, disseminate technology, and enhance domestic infrastructure. Focus on three policy themes: 1) investment for sustainable development, 2) e-commerce and digital economy, 3) good governance for private sector development.
2021	Regional and Unspecified	Bilateral, unspecified	United States	Donor country-based NGO	To support government capacities in trade policy making in developing and least developed countries, supporting and engaging in inclusive and sustainable trade, thereby contributing to economic growth and greater resilience. Policy-makers in developing countries often lack the expertise to adequately defend their interests in these fora and translate the results of the negotiations into their national policies. This applies for recent trade policy issues, for example related to e-commerce, environment, MSMEs, gender, sustainability.
2021	South and Central Asia	Tajikistan	Netherlands	Donor country-based NGO	Support students, especially young women and youth with disabilities, in the development of coding skills and entrepreneurial knowledge in e-commerce and the digital economy.

2021	South and Central Asia	Uzbekistan	EU Institutions	Central Government	<p>In June 2019, the Revenue Team participated in a larger OTA assessment of ongoing reforms to the public finance, banking, and tax sectors at the request of the Ministry of Finance (MoF) The October 2019 assessment focused on current capacities within the MoF and the State Tax Committee (STC) and requests to build capacity in tax policy, e-commerce, human resources, audit, and other areas. In late January 2020, OTA-Revenue met with the US Embassy, MoF, and STC to develop a 2020 project work plan. OTA-Revenue and the STC anticipate that intermittent advisors will begin delivering remote assistance in mid-2021, dependent on resumption of international travel and the outlook for coronavirus.</p>
2021	South and Central Asia	Uzbekistan	United States	Central Government	<p>In June 2019, the Revenue Team participated in a larger OTA assessment of ongoing reforms to the public finance, banking, and tax sectors at the request of the Ministry of Finance (MoF) The October 2019 assessment focused on current capacities within the MoF and the State Tax Committee (STC) and requests to build capacity in tax policy, e-commerce, human resources, audit, and other areas. In late January 2020, OTA-Revenue met with the US Embassy, MoF, and STC to develop a 2020 project work plan. OTA-Revenue and the STC anticipate that intermittent advisors will begin delivering remote assistance in mid-2021, dependent on resumption of international travel and the outlook for coronavirus.</p>

2021	South and Central Asia	Uzbekistan	United States	Private sector in provider country	In June 2019, the Revenue Team participated in a larger OTA assessment of ongoing reforms to the public finance, banking, and tax sectors at the request of the Ministry of Finance (MoF) The October 2019 assessment focused on current capacities within the MoF and the State Tax Committee (STC) and requests to build capacity in tax policy, e-commerce, human resources, audit, and other areas. In late January 2020, OTA-Revenue met with the US Embassy, MoF, and STC to develop a 2020 project work plan. OTA-Revenue and the STC anticipate that intermittent advisors will begin delivering remote assistance in mid-2021, dependent on resumption of international travel and the outlook for coronavirus.
2021	South and Central Asia	Uzbekistan	United States	Private sector in provider country	In June 2019, the Revenue Team participated in a larger OTA assessment of ongoing reforms to the public finance, banking, and tax sectors at the request of the Ministry of Finance (MoF) The October 2019 assessment focused on current capacities within the MoF and the State Tax Committee (STC) and requests to build capacity in tax policy, e-commerce, human resources, audit, and other areas. In late January 2020, OTA-Revenue met with the US Embassy, MoF, and STC to develop a 2020 project work plan. OTA-Revenue and the STC anticipate that intermittent advisors will begin delivering remote assistance in mid-2021, dependent on resumption of international travel and the outlook for coronavirus.

2021	South and Central Asia	Uzbekistan	United States	Private sector in provider country	<p>In June 2019, the Revenue Team participated in a larger OTA assessment of ongoing reforms to the public finance, banking, and tax sectors at the request of the Ministry of Finance (MoF) The October 2019 assessment focused on current capacities within the MoF and the State Tax Committee (STC) and requests to build capacity in tax policy, e-commerce, human resources, audit, and other areas. In late January 2020, OTA-Revenue met with the US Embassy, MoF, and STC to develop a 2020 project work plan. OTA-Revenue and the STC anticipate that intermittent advisors will begin delivering remote assistance in mid-2021, dependent on resumption of international travel and the outlook for coronavirus.</p>
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2021	LAC	Colombia	United States	World Trade Organization - International Trade Centre	<p>SheTrades Latin America is a pilot initiative of ITC's SheTrades Global and ecomConnect program running from June 2021 to June 2023 with the objective of increasing the digitalization of Latin American women-led-businesses from Argentina, Chile, Colombia and Uruguay to sell online. ITC will work with trade-related partner institutions in the four countries by equipping them with tools and methodologies in Spanish to guide and assess a total of 1,000 beneficiary companies in their e-commerce journey on the virtual learning platform developed by the project.</p>
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2021	LAC	Peru	Sweden	Donor country-based NGO	<p>The program will support government capacities in trade policy making in developing and least developed countries. Through this support, beneficiary countries will be better placed to provide favorable framework conditions to engage in inclusive and sustainable trade, thereby contributing to economic growth and greater resilience.</p> <p>Trade policies are central to fostering economic development, ensure trade resilience in times of crisis and foster recovery. While multilateral negotiations at the WTO have slowed down, other trade negotiations fora have emerged at bilateral and regional levels that still offer untapped opportunities for developing countries. However, policy-makers in developing countries often lack the expertise to adequately defend their interests in these fora and translate the results of the negotiations into their national policies. This applies for recent trade policy issues, for example related to e-commerce, environment, MSMEs, gender, sustainability.</p>
2021	LAC	Argentina	Australia	World Trade Organization - International Trade Centre	<p>SheTrades Latin America is a pilot initiative of ITC's SheTrades Global and ecomConnect program running from June 2021 to June 2023 with the objective of increasing the digitalisation of Latin American women-led-businesses from Argentina, Chile, Colombia and Uruguay to sell online. ITC will work with trade-related partner institutions in the four countries by equipping them with tools and methodologies in Spanish to guide and assess a total of 1,000 beneficiary companies in their e-commerce journey on the virtual learning platform developed by the project.</p>

2021	Sub-Saharan Africa	Kenya	WTO - International Trade Centre	Donor country-based NGO	AFRIKAPU will introduce an e-commerce and marketing platform that offers small women-owned businesses market linkages to global markets and other opportunities on the digital platform and capacity building to the women in handicraft industry.
2021	Sub-Saharan Africa	Ethiopia	Switzerland	Private sector in provider country	The project will train 12,000 producers in Ethiopia and organize them into some 1,200 producer groups and by that aims to double their income. This will also be supported by improved access to markets via the development of an e-commerce platform and improved access to financial services through the establishment of a financial institution aimed at unemployed women and youth in the geographic focus areas.
2021	Sub-Saharan Africa	Burkina Faso	WTO - International Trade Centre	World Trade Organization - International Trade Centre	The project will continue to develop new downstream services to develop synergies with complementary areas such as logistics, e-commerce, and regional integration. The project is closely aligned with ITC Trade Facilitation Program, which seeks to strengthen the competitiveness of micro, small and medium-sized enterprises (MSMEs) by reducing the time and cost of international trade, enhancing the transparency and efficiency of cross-border procedures, facilitating the inclusion of private sector in the design and implementation of trade facilitation reforms and building the capacity of MSMEs to improve compliance with trade procedures.

2021	Sub-Saharan Africa	Mali	United States	World Trade Organization - International Trade Centre	The project will continue to develop new downstream services to develop synergies with complementary areas such as logistics, e-commerce, and regional integration. The project is closely aligned with ITC Trade Facilitation Program, which seeks to strengthen the competitiveness of micro, small and medium-sized enterprises (MSMEs) by reducing the time and cost of international trade, enhancing the transparency and efficiency of cross-border procedures, facilitating the inclusion of private sector in the design and implementation of trade facilitation reforms and building the capacity of MSMEs to improve compliance with trade procedures.
2021	Sub-Saharan Africa	Niger	Norway	World Trade Organization - International Trade Centre	The project will continue to develop new downstream services to develop synergies with complementary areas such as logistics, e-commerce, and regional integration. The project is closely aligned with ITC Trade Facilitation Program, which seeks to strengthen the competitiveness of micro, small and medium-sized enterprises (MSMEs) by reducing the time and cost of international trade, enhancing the transparency and efficiency of cross-border procedures, facilitating the inclusion of private sector in the design and implementation of trade facilitation reforms and building the capacity of MSMEs to improve compliance with trade procedures.
2021	Sub-Saharan Africa	Rwanda	WTO - International Trade Centre	Food and Agricultural Organization	Support Local suppliers capacity development and promotion of e-commerce for agricultural value chains in Rwanda

2021	Regional and Unspecified	Bilateral, unspecified	WTO - International Trade Centre	Other non-financial corporations	To provide innovative digital solutions to connect smallholder farmers to input suppliers and consumers. Smallholders get access to information, financing, local and international markets via mobile phone technology. In this public private development partnership, Swiss support serves to expand Bloom's services to smallholder farmers in low-income countries in which the risks of entry for private sector companies are generally too high, including countries in Africa. e-commerce
2021	Regional and Unspecified	Bilateral, unspecified	WTO - International Trade Centre	International Telecommunications Union	To use digital tools and to access digital services, targeting young men and women wishing to enhance their basic and intermediate digital skills as well as young entrepreneurs in need of digital and other skills to develop their businesses and become competitive in the emerging digital economy. A critical outcome is that at least 30 % of all people trained by a DTC must be female. This was designed to address the growing gender digital divide and to increase women's participation in the digital economy. e-commerce
2021	LAC	Peru	Food and Agriculture Organization	Donor country-based NGO	Provide computer equipment and training to 10 artisan workshops in the Amazon region to promote new digital technologies and enable online sales, including links to e-commerce platforms, particularly for women.
2021	Sub-Saharan Africa	Burundi	WTO - International Trade Centre	United Nations Development Program	The aim of the project is to promote the use of digital solutions to improve access to services in local communities, develop value chains and improve access to markets and financial inclusion.

2020	LAC	El Salvador	WTO - International Trade Centre	Private sector in recipient country	Build the capacities of MSMEs and support their use of e-commerce platforms to increase sales and reach new markets.
2020	APAC	Indonesia	WTO - International Trade Centre	Private sector in provider country	To achieve the following objectives: Objective 1: Harmonized, transparent, internationally-accepted standards, rules, and procedures known to facilitate the cross-border movement of goods and services expanded while reducing non-tariff barriers to trade. Objective 2: Improved environment for increasing the availability within and among ASEAN Member States of relevant, affordable, and secure digitally-enabled services that reflect international standards and practices and facilitate e-commerce, especially for Small and Medium Enterprises (SMEs). Objective 3: Enabling environment strengthened that provides incentives for using science, technology, and innovation to drive open and inclusive economic growth.
2020	APAC	Cambodia	Food and Agriculture Organization	United Nations Development Program	To respond to Covid19 and Building Back Better by accelerating deployment of e-commerce solutions in Cambodia

2020	APAC	Viet Nam	Switzerland	World Trade Organization - International Trade Centre	To leverage the knowledge and expertise gained in the implementation of the WTO Trade Facilitation Agreement (TFA) in recent years and assist its target beneficiary countries and regions to implement trade facilitation reforms after factoring in the perspective of the business community. The project will continue to develop new downstream services to develop synergies with complementary areas such as logistics, e-commerce, and regional integration. The project is closely aligned with ITC Trade Facilitation Program, which seeks to strengthen the competitiveness of micro, small and medium-sized enterprises (MSMEs) by reducing the time and cost of international trade, enhancing the transparency and efficiency of cross-border procedures, facilitating the inclusion of private sector in the design and implementation of trade facilitation reforms and building the capacity of MSMEs to improve compliance with trade procedures.
2020	MENA	Tunisia	Norway	Central Government	IAA w/ US Dept. of Commerce (CLDP) - FY15 Tunisia - Franchising e-commerce and Procurement Interagency Agreement Number - SNEAACI4Y0010

2020	Regional and Unspecified	Bilateral, unspecified	Spain	United Nations Conference on Trade and Development	To provide policymakers, academics, businesses and non-governmental organizations access to trade data and training in trade data analysis. To assist policymakers, trade support institutions and small and medium-sized enterprises for better-informed decisions related to international business, E-solutions to support enabling environment work in e-commerce, Value Added to Trade to develop methodologies and conduct pilots to increase competitiveness of selected value chains by providing holistic support to SMEs, networks of producers, and public and private stakeholders.
2020	Regional and Unspecified	Bilateral, unspecified	UNDP	United Nations Conference on Trade and Development	To provide policymakers, academics, businesses and non-governmental organizations access to trade data and training in trade data analysis. To assist policymakers, trade support institutions and small and medium-sized enterprises for better-informed decisions related to international business, E-solutions to support enabling environment work in e-commerce, Value Added to Trade to develop methodologies and conduct pilots to increase competitiveness of selected value chains by providing holistic support to SMEs, networks of producers, and public and private stakeholders.
2020	South and Central Asia	Georgia	Asian Development Bank	Micro-Finance Institutions (deposit and non-deposit)	Loan portfolios guarantee program for MSME's in Georgia in a broad array of sectors, including the creative industry, light manufacturing, tourism, ICT, e-commerce, agriculture, and logistics, with a focus on underserved borrower groups, including women, start-ups and those outside of the major urban centers.

2020	South and Central Asia	Myanmar	Inter-American Development Bank	Other	Build e-commerce capacity of developing countries and help tackle the barriers to digital trade.
2020	Sub-Saharan Africa	Burkina Faso	Inter-American Development Bank	World Trade Organization - International Trade Centre	The project will continue to develop new downstream services to develop synergies with complementary areas such as logistics, e-commerce, and regional integration. The project is closely aligned with ITC Trade Facilitation Program, which seeks to strengthen the competitiveness of micro, small and medium-sized enterprises (MSMEs) by reducing the time and cost of international trade, enhancing the transparency and efficiency of cross-border procedures, facilitating the inclusion of private sector in the design and implementation of trade facilitation reforms and building the capacity of MSMEs to improve compliance with trade procedures.
2020	Sub-Saharan Africa	Mali	Inter-American Development Bank	World Trade Organization - International Trade Centre	The project will continue to develop new downstream services to develop synergies with complementary areas such as logistics, e-commerce, and regional integration. The project is closely aligned with ITC Trade Facilitation Program, which seeks to strengthen the competitiveness of micro, small and medium-sized enterprises (MSMEs) by reducing the time and cost of international trade, enhancing the transparency and efficiency of cross-border procedures, facilitating the inclusion of private sector in the design and implementation of trade facilitation reforms and building the capacity of MSMEs to improve compliance with trade procedures.

2020	Sub-Saharan Africa	Niger	Mekong Institute and The Korea International Cooperation Agency	World Trade Organization - International Trade Centre	The project will continue to develop new downstream services to develop synergies with complementary areas such as logistics, e-commerce, and regional integration. The project is closely aligned with ITC Trade Facilitation Program, which seeks to strengthen the competitiveness of micro, small and medium-sized enterprises (MSMEs) by reducing the time and cost of international trade, enhancing the transparency and efficiency of cross-border procedures, facilitating the inclusion of private sector in the design and implementation of trade facilitation reforms and building the capacity of MSMEs to improve compliance with trade procedures.
2020	APAC	Southeast Asia	Inter-American Development Bank		The three-year project aims to increase women's income and employment opportunities through the development and expansion of export products from Mekong countries to the Republic of Korea. The project's objects are: Enhance the quality, quantity, and relevance of trade promotion organizations' business development services Strengthen capacities of women-led SMEs in identifying and integrating their products into the global market through e-commerce platforms
2020	South and Central Asia	Beneficiaries: Kazakhstan, Kyrgyzstan, Tajikistan, Turkmenistan, Uzbekistan	EU	International Trade Centre (ITC) in close collaboration with national partners	4-year project to support development of regional and international trade in Central Asia, by enhancing the transparency of cross-border requirements, removing regulatory and procedural barriers, strengthening business capability to comply with trade formalities and standards, and improving cross-border e-commerce.

2020	South and Central Asia	Kyrgyz Republic, Cambodia, Georgia, Mongolia	Founded with the financial and technical support of international organizations, from 2023 the WEDCs initiative will continue to grow under full government funding of USD 2 million secured by the Ministry of National Economy of the Republic of Kazakhstan.	ADB?	Deepen knowledge and enhance national and regional expertise on legal and regulatory framework for e-commerce to provide capacity building to private sector and government officials, and to promote policy dialogue to enable the expansion of the digital economy
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2020	South and Central Asia	Kazakhstan, Kyrgyzstan, Tajikistan and Uzbekistan	Asian Development Bank	Kazakhstan, Uzbekistan, Tajikistan, Kyrgyzstan and Latvia: The Association of Electronic Commerce of Uzbekistan, the Association for the Development of Business Logistics (Uzbekistan), the Academy of Export and Logistics (Uzbekistan), the Association of Electronic Commerce of Kyrgyzstan, the National Association of Small and Medium Enterprises Tajikistan and the Latvian Stevedoring Association	Part of Central Asia Invest Program, D-TEX seeks to create a digital platform and digitize textile supply chains in Central Asia in order to strengthen and enhance the potential of Business Intermediary Organization's (BIOs), strengthen and expand capacities of MSMEs, members of BIOs, and job seekers. e-commerce
2020	South and Central Asia	Bangladesh	Asian Development Bank	UNDP	Contribute to the improvement of implementation and enforcement of policies supportive to women's economic empowerment, to enhance women's participation in local economic development activities; and to support women-led enterprises unlock and access larger volume of domestic capital to expand their economic spaces, including in e-commerce.

2019	Regional and Unspecified	Global	EU (EU Central Asia Invest ?)	UNCTAD	Enhance inclusive and sustainable development gains from e-commerce and the digital economy in developing countries, particularly Least Developed Countries.
2019	LAC	America, regional	USAID	Other	Improve the capabilities of customs risk management systems through Artificial Intelligence and Blockchain to increase security of logistics services and unlock the potential of e-commerce in the LAC region.
2019	APAC	China (People's Republic of)	Ministry of Foreign Affairs of Finland	Recipient Government	To introduce a new agri-business model that integrates e-commerce and contract farming, linking more closely the impoverished smallholder farmers, local agri-enterprises, public extension services, and consumers.
2019	MENA	Morocco	Government?	Donor country-based NGO	Support the development of fair, equitable and inclusive employment and entrepreneurship for women through digital media (including social media and e-commerce) and strengthen digitalization of the eight partner institutions.
2019	Sub-Saharan Africa	Rwanda	Government?	Recipient Government	To support the Rwanda Development Board (RDB) in the implementation of the Smart Rwanda Master Plan, which underpins the current transformation agenda through accelerating delivery and embrace e-commerce as part of wider strategy to digitalize the Economy
2019	LAC	Regional	Asian Development Bank		To support e-commerce and the security of the logistic chains through the use of new technologies. The specific objective is to improve the capabilities of customs risk management systems through Artificial Intelligence and Blockchain to unlock the potential of e-commerce in the LAC region.

2018	APAC	China (People's Republic of)	UNDP	Public Sector Institutions	To promote more effective IP protection and law enforcement by Chinese government and private-sector entities by influencing e-commerce law, address counterfeit supply chains, and establish industry platforms to support China's development in these areas. An enhanced IP system will help create a more inclusive, sustainable and productive economy and improve the business environment for international business, including for British companies.
2018	Regional and Unspecified	Bilateral, unspecified		United Nations Conference on Trade and Development	To provide policymakers, academics, businesses and non-governmental organizations access to trade data and training in trade data analysis. To assist policymakers, trade support institutions and small and medium-sized enterprises for better-informed decisions related to international business, E-solutions to support enabling environment work in e-commerce, Value Added to Trade to develop methodologies and conduct pilots to increase competitiveness of selected value chains by providing holistic support to SMEs, networks of producers, and public and private stakeholders.
2018	Regional and Unspecified	Bilateral, unspecified	Daraz	United Nations Conference on Trade and Development	To accelerate sustainable and inclusive economic growth so as to foster the creation of employment, especially for youth and women, increase productivity, strengthen skills, disseminate technology, and enhance domestic infrastructure. Focus on three policy themes: 1) investment for sustainable development, 2) e-commerce and digital economy, 3) good governance for private sector development.

2018	South and Central Asia	Kyrgyzstan, Tajikistan and Uzbekistan	UNDP	UNDP	Provide support for 'forward-looking' productive and export capacities of the private sector with focus on higher-added value 'niche' products and job creation, promoting green value chains, with a cross-cutting emphasis on women's empowerment, partnerships, and innovation, and including some projects and events on e-commerce.
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Table I-2: Selected approaches to promoting women-led firms in ecommerce

Features	SheTrades	UPS Women Exporters Program	UNCTAD eTrade for Women	eCommerce Institute eWomen	World Bank We-Fi	TFO Canada Women in Trade for Inclusive and Sustainable Growth	Souq Fann	Amazon Saheli India
Description	Aims to create an ecosystem of integrated solutions that empower women economically through greater integration in trade and investment; acts on 7 pillars, and offers a digital one-stop-shop through the SheTrades online platform as a UN public good for learning, networking, and buying and selling on the go.	Seeks to increase participants' understanding of trade and exporting, as well as their knowledge of key logistics concepts for exporting.	Aims to contribute to inclusive and sustainable economic growth by empowering women from developing and transition economies in the digital economy through regional masterclasses with networking, community-building, and policy dialogue.	Promotes female talent and leadership in the ecommerce industry through training and mentorship, as well as networking events.	Supports women entrepreneurs by scaling up access to financial products and services, building capacity, expanding networks, offering mentors, and providing opportunities to link with domestic and global markets, with an emphasis on ecommerce enablement.	Builds the capacity of Trade Support Institutions in Africa, Latin America, Caribbean, Asia, and the Middle East to engage more women in leadership positions and as clients and improve the ability of women-led exporters to understand and meet the demand of Canadian and other global markets.	Provides talented artisans from the MENA region with access to international markets via an easy-to-use online platform that helps share their stories, sell their products regionally and globally, and supports warehousing, shipping, payments, and sales reporting.	Enables Indian women to become successful sellers on Amazon by offering personalized training, account management support, product photo and listing support, and increased visibility on the Saheli storefront.
Geography	Global	Global	Global	Latin America	Global	Latin America, Sub-Saharan Africa, Asia and Middle East	MENA	India

Features	SheTrades	UPS Women Exporters Program	UNCTAD eTrade for Women	eCommerce Institute eWomen	World Bank We-Fi	TFO Canada Women in Trade for Inclusive and Sustainable Growth	Souq Fann	Amazon Saheli India
Eligibility for business	Based on ISO definition. ⁶ Women-led business that is at least 25 % owned by one or more women; whose management and control lie with one or more women; which has at least one third of the board of directors comprised of women, where a board exists; where a woman is a signatory of the business's legal documents and financial accounts; and which is operated independently from businesses that are neither led nor owned by women.	Women entrepreneurs who sell nonperishable goods that can be exported.	Women entrepreneurs with established digital maturity and leadership.	Women entrepreneurs in Latin America, from beginning to advanced levels.	MSMEs with a marketable product.	SMEs in sectors like fresh fruits/vegetables, processed food, artisan products, services; a majority of SME exporters should be women-led under this program.	Artisans in the MENA region, can be men or women, but mostly women are on the site.	Indian women entrepreneurs already selling on Amazon, affiliated with partners, or part of NGO/ government supporting women's empowerment.

Program structure	SheTrades	UPS Women Exporters Program	UNCTAD eTrade for Women	eCommerce Institute eWomen	World Bank We-Fi	TFO Canada Women in Trade for Inclusive and Sustainable Growth	Souq Fann	Amazon Saheli India
1. Setting a goal	Connecting three million women to markets by 2021	Grow the number of women-led firms engaged in trade and their earnings	Enable women digital entrepreneurs to grow as leaders and help shape gender-oriented policy	Promote female leadership and opportunities in the ecommerce industry	Improve market access for women-led SMEs through ecommerce	Build capacity for women exporters to Canadian and foreign markets	Provide the opportunity for local artisans in MENA to sell products online easily	Support women-led SMEs to sell and flourish on Amazon
2. Targeting firms	Women entrepreneurs in developing and least developed economies, willing to grow their businesses and connect to markets.	Women entrepreneurs who sell nonperishable goods and want to export	Mature digital entrepreneurs who want to grow their business, network, contribute to policy making and impact local ecosystems	MSMEs with an established business, viable products or services, and market demand	Trainers with ecommerce/coaching background; MSMEs with a marketable product	Sectors with high female employment potential, low environmental impact	Local artisans in the MENA region	Must already: sell on Amazon, be affiliated with partners, or government program/NGO supporting women
3. Recruiting firms	Partnerships with governments, private sector, business support organizations, and financial institutions	Through partnerships, i.e., ITC's SheTrades, World Bank's We-Fi, USAID eTrade Alliance	Target potential participants on social media as well as through partner network / recommendations	Interview firms to assess their digital maturity level and knowledge of ecommerce	Through business associations, social media, livestreaming informational sessions	Through local partner institutions	Inbound on website; information sessions	
4. Selecting firms	Women entrepreneurs in developing and least developed countries; can also register on the online platform	Firms that want to export nonperishable goods, have potential as e-exporters	Digital businesses with a woman in the founding team.	Motivated firms who want to learn; all levels of digital maturity accepted	Trainers pass application surveys and interviews; firms are committed and have a marketable product	Sectors like fresh fruits/vegetables, processed food, artisan products, services; women-led firms, in all the regions under the program	Application review that includes seller's story and product sampling	Formal company/proprietorship, bank account access

Step	SheTrades	UPS Women Exporters Program	UNCTAD eTrade for Women	eCommerce Institute eWomen	World Bank We-Fi	TFO Canada Women in Trade for Inclusive and Sustainable Growth	Souq Fann	Amazon Saheli India
5. Designing content	Offer women a platform to advance their desired skills, in their own time, and grow their business via more than 200 online resources (e-learning courses and webinars, form basics on how to build a business plan, to marketing, logistics and exporting strategies	Cross-border logistics, ecommerce strategy, warehousing, freight forwarding, etc. – partners can choose topics of keenest interest	Masterclass offer business skills sessions, discuss policy environment, and offer access to role models and networking	Ecommerce and management skills, events with business leaders, access to coaching, community	Marketplace onboarding, pricing, and shipping strategies, marketing tools	Improve technical and marketing skills, participate in ecommerce and trade shows	Offers sales platform, help with shipping, warehousing, sales reporting, payments, global market access	Onboarding, product photography and listing support, marketing support
6. Delivery methods	Capacity-building on-site and online. coaching, one-on-one assistance; trade fairs, B2B meetings, procurement opportunities and match-making with financiers and investors	Series of webinars by UPS experts; recorded for future downloading	3-day masterclasses; membership in a networking community (free of charge), Ad-hoc learning events and selected networking opportunities	Webinars, guest speakers, case studies, coaching	Half-day courses over 2 weeks; ongoing WhatsApp group for teachers/trainers	Virtual workshops, modules, webinars	Via SouqFann's online platform	Online/offline training programs, assigned account manager, networking events

Step	SheTrades	UPS Women Exporters Program	UNCTAD eTrade for Women	eCommerce Institute eWomen	World Bank We-Fi	TFO Canada Women in Trade for Inclusive and Sustainable Growth	Souq Fann	Amazon Saheli India
7. Measuring firms' learning	Can track learning progress through the app; For in-country interventions, post-training surveys are deployed to assess uptake and impact on businesses. The initiative also employs mixed methodologies to capture the impact on job creation and poverty reduction.	Surveys post training; for clients, growth of shipments	Feedback survey to assess the relevance of support provided	Post-training survey to assess if skills are implemented, and effects on business	Post-training survey to evaluate increases in knowledge	Post-training cases and surveys	Number of artisans onboarded; sales made	have potential as e-exporters
8. Measuring program's impact	Number of women connected to market; number of businesses strengthening their business practices and operations.	Metrics on sales, exports and other business KPIs post-training	Number of women entrepreneurs impacted by the initiative; feedback from participants	Number of firms/women trained, tools implemented, firms with own online/marketplace stores	Number of advisers and firms trained; increase in firms' revenue and export markets	Business impacts through customized surveys	Number of artisans onboarded; sales made	Success stories highlight programs' impact, sales on Amazon



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² <https://www.iadb.org/en/project/GU-MI002> ((Various project documents)

³ <https://www.undp.org/cambodia/projects/e-commerce-acceleration-and-formalization-msmes>

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⁵ “Curve of Forgetting,” Campus Wellness, University of Waterloo, accessed March 2021,
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⁶ See International Organization for Standardization, “IWA 34:2021 (en) Women's entrepreneurship — Key definitions and general criteria,” <https://www.iso.org/obp/ui/#iso:std:iso:iwa:34:ed-1:vl:en>