

Independent Terminal Evaluation

SWITCH-Med demonstration and networking components

UNIDO project ID: 130163



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

Independent Evaluation Division

Office of Evaluation and Internal Oversight

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Table of Contents

- Table of Contents iii
- List of Tables iii
- Acknowledgement.....iv
- Acronyms and Abbreviations.....v
- Glossary of evaluation-related terms vii
- Executive summary.....viii

- I. Evaluation objective, methodology and process and limitations 1
 - A. Evaluation objective..... 1
 - B. Methodology and process..... 1
 - C. Limitations 5
- II. The Mediterranean region context and Project background 5
 - A. The Mediterranean region context 5
 - B. The project background information..... 6
- III. Project assessment 9
 - A. Project Design 9
 - B. Implementation performance 12
 - C. Cross-cutting performance criteria 44
 - D. Performance of partners 47
 - E. Overall assessment 48
- IV. Overall rating table 48
- V. Conclusions, Recommendations and Lessons learned..... 49
 - A. Conclusions..... 49
 - B. Recommendations 51
 - C. Lessons learned 52

- Annex 1: Reconstructed Theory of change..... 54
- Annex 2: Evaluation matrix 55
- Annex 3: Lists of stakeholders interviewed 60
- Annex 4: List of documents reviewed 89
- Annex 5: Survey’s responses and analysis 101
- Annex 6: Terms of reference 105

List of Tables

- Table 1: Level of achievement of project’s outputs 15
- Table 2: Level of achievement of the overall objective and outcomes 24
- Table 3: Project’s expenditures 36
- Table 4: Women’s participation in GE related activities 45
- Table 5: Features of the M&E plan 46

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Acronyms and Abbreviations

Abbreviation	Meaning
B2B	Business to Business
BOD	Biological Oxygen Demand
CEDARE	Center for Environment and Development for the Arab Region and Europe
CITET	Centre International des Technologies de l'Environnement de Tunisie
CNTPP	Centre National des Technologies Plus Propres (Algeria)
CSOs	Civil Society Organizations
EBRD	European Bank for Reconstruction and Development
EC	European Commission
ED	Economic Division
ENCPC	Egyptian National Cleaner Production Center
EPAP	Egyptian Pollution Abatement Programme
EU	European Union
GEs	Green Entrepreneurs
GIZ	Deutsche Gesellschaft fuer Internationale Zusammenarbeit GmbH (GIZ)
HQs	Headquarters
LCA	Life Cycle Assessment
MAP	Mediterranean Action Plan
MED	Mediterranean
MENA	Middle East and North Africa
MFCA	Material Flow Cost Accounting
Moe	Ministry of Environment
MoT	Ministry of Investment and International Cooperation (MIIC)
MoPMAR	Ministry of Investment and International Cooperation (MIIC)
M&E	Monitoring and Evaluation
NAPs	National Action Plans
NF	Networking Facility
NFP	National Focal Point
NGO	Non-Governmental Organization
NSWMP	National Solid Waste Management Programme (NSWMP)
OECD-DAC	Organization for Economic Co-operation & Development/ Development Assistance Committee
OSCE	Organization for Security and Cooperation in Europe
OVI	Objectively Verifiable Indicators

Abbreviation	Meaning
PEF	Product Environmental Footprint
PM	Project Management
POPs	Persistent Organic Pollutants
RAC	Regional Activity Center
RECP	Resource Efficient Cleaner production
RSS	Royal Scientific Society
RTOC	Reconstructed Theory of Change
SCP	Sustainable Consumption and Production
SDGs	Sustainable Development Goals
SDS	Sustainable Development Strategy
SMEs	Small and Medium sizes Enterprises
TE	Terminal Evaluation
TEST	Transfer of Environmentally Sound Technology
ToRs	Terms of Reference
UfM	Union for the Mediterranean
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organization

Glossary of evaluation-related terms

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be assessed.
Effect	Intended or unintended change directly or indirectly due to an intervention.
Effectiveness	The extent to which the development intervention's objectives were achieved or are expected to be achieved.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
Impact	Positive & negative, intended & non-intended, directly & indirectly, long term effects that represent fundamental durable change in the condition of institutions, people & their environment brought about by the Project.
Indicator	Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention.
Intermediate States	The transitional conditions between the Project's outcomes & impacts which must be achieved in order to deliver the intended impacts.
Lessons learned	Generalizations based on evaluation experiences that abstract from the specific circumstances to broader situations.
Logframe (logical framework approach)	Management tool drawing on results-based management principles used to facilitate the planning, implementation and evaluation of an intervention. It involves identifying strategic elements (activities, outputs, outcomes, impacts) and their causal relationships, indicators, and assumptions that may affect project success or failure.
Outcomes	The likely or achieved short- to medium-term behavioral or systemic effects to which the Project contributes, which help to achieve its impacts.
Outputs	The products, capital goods, and services that an intervention must deliver to achieve its outcomes.
Relevance	The extent to which an intervention's objectives are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed.
Target groups	Specific entities for whose benefit an intervention is undertaken.

Executive summary

Evaluation objective and methodology

The purpose of this terminal evaluation was to assess to what extent the Demonstration and Networking components of the SWITCH-Med project referred to hereafter as "the project" has achieved, or is likely to achieve, its overall objective to facilitate the shift toward Sustainable Consumption and Production (SCP) in the Southern Mediterranean Region.

It had also the objective of proposing a series of recommendations that might help improve the design and the implementation of future similar projects and/or be taken into account for the second phase which has been approved during the last year of implementation of the project.

The scope of the terminal evaluation has included the whole duration of the project, from February 2014 to December 2018, the eight beneficiary countries which were Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia and the two components of the project, namely, the Demonstration and the Networking Facility components.

The Demonstration component is divided into three sub-components:

- The Sustainable production - MED TEST II of sustainable production services to industry, executed by UNIDO, aimed at increasing the demand and supply of sustainable production services to industry, including providing direct "TEST" technical assistance to industries.
- The Green Entrepreneurship and Civil Society empowerment aimed at promoting the adoption of new green and socially inclusive business models, targeting start-ups and advocating sustainable consumption patterns and values among consumers and civil society at broad, both executed by SCP-RAC, and
- The SCP National Action Plans demo aimed at implementing demonstration activities on SCP National Action Plans (NAPs) within the SWITCH Med policy umbrella of the multi-component SWITCH-Med project, executed by UNEP and SCP-RAC

The Networking Facility component was aimed at contributing to the visibility, effectiveness, long-term sustainability and impact of the different components of the SWITCH-Med project, as well as internationalization of start-ups and SMEs through closer cooperation between business support organizations in the EU and four Southern Mediterranean countries (Egypt, Lebanon, Morocco, and Tunisia). Execution was led by SCP-RAC with expected active participation of all partners.

The methodology adopted for this terminal evaluation included the following steps:

- *The reconstruction of the Theory of Change of the project* by the Evaluation team to demonstrate the causal linkages between the different levels of expected results of the project, from outputs produced resulting of the implementation of project's activities, to various levels outcomes generated at different time-bounds (short-term, medium-term and long-term) and to understand the underlying logic adopted by the project to contribute to achieving the expected impact,
- *A desk review of all relevant documents related to the project,*
- *Primary data collection* through a series of semi-structured interviews with approximately 195 key informants from the 8 countries, conducted either face-to-face during the in-country missions or

remotely by telephone/ skype calls and an online survey that targeted 258 participants drawn from the lists provided by the Implementing partners. 67 responses were received after the survey was online for about 7 weeks. Despite the anticipated low response rate¹which was 26%, the findings were used to feed into the data triangulation analysis (to confirm or not the trends already observed).

- *The sharing of the preliminary findings* during the first meeting of the Project Steering Committee of SWITCH-Med II, which took place in Vienna on April 3, 2019 and with UNIDO staff during a debriefing meeting which took place on 7-8 May.
- *Circulation of the draft report* among the different stakeholders (implementing partners, donor, national focal points) for factual validation and comments
- *Finalization of the evaluation report* based on the comments received.

The terminal evaluation was conducted by a team of 5 evaluators, namely Ms. Nadia Bechraoui, the team leader also in charge of assessing Algeria, Morocco and Tunisia, Mr. Amjad Attar, Ms. Noa Meron, Ms. Salma Sabri and Mr. Imad Sleiman in charge of assessing Jordan, Israel, Egypt, Lebanon and Palestine respectively.

Overall, this terminal evaluation did not encounter limitations that would have prevented from capturing key issues or arriving at appropriate recommendations. Those encountered were addressed and minimized during the course of the evaluation.

Conclusions

- The SWITCH-Med project based on a multi-component and multi-level approach, targeting different groups in the society, was highly valued in all the countries because it provided models to concretize the concept of sustainable consumption and production.
- Though the project's concept was new and unique in Algeria, Egypt, Jordan, Lebanon and Palestine, it pushed Israel's to make progress in terms of sustainability, helped Morocco to operationalize its sustainable development strategy and boosted green economy related activities in Tunisia.
- In all the countries, the project was found relevant and fully aligned with respective national policies. Moreover, it has offered to those that are contracting parties of the Barcelona convention an opportunity to contribute to achieve the overall objective of shifting to SCP in the Mediterranean region and to all, a means to respond to the international commitments towards the SDGs.
- Satisfactory results have been achieved in all countries in terms of capacity building and awareness raising. Training and technical assistance provided by the project were generally highly valued despite some shortcomings. The successful demonstrated initiatives ("success stories") conducted in the four subcomponents have contributed to change the perception of stakeholders, proving that businesses/initiatives can be green and profitable at the same time.
- Potential benefits of adopting resources efficient and circular production models have been estimated and demonstrated in selected TEST industries. All of them are now convinced by the

¹ The average response rate for online survey falls in the 30% (Ref: <https://surveyanyplace.com/average-survey-response-rate/>) (Accessed 15 Nov 2018)

TEST approach which has generated a real change in the management culture. However, the level of implementation of their action plan varies from one industry to another and across countries for various reasons.

- Supply of local TEST services providers has increased although their number remains still limited to address industry potential demand, in particular for large countries such as Algeria and Egypt.
- All supported GEs have been capacitated and become capable to valorize their project ideas and transform them into a structured and viable green project but only those who were supported until the financial phase have matured or moved forward in one way or another. As for the others and despite of the fact that their capacities have been built, yet they have stagnated or given up. Access to finance remains the main issue for a real impact on the ground.
- The high number of applications (more than 5,000 received) for training activities coming from all regions of the countries has shown the great interest and demand in green entrepreneurship.
- For SCP-NAP demo projects, two different valid approaches have been adopted, one supported by UNEP that showed that national policies can be translated into actions and provide solutions to pressing national problems and the other supported by SCP-RAC that followed a bottom-up approach aimed at achieving concrete results that could be generalized.
- The project's website has rich information but was difficult to navigate and rarely used, in contrast to the social networks, which are more favored by young people.
- Project's results have been well communicated. SWITCH-Med's visibility was overall adequately ensured except that the project was perceived by most stakeholders more as a UNIDO project while other partners were less visible. In Israel, few stakeholders perceived Switch-Med's local coverage as limited and suggested more PR to increase public awareness and recognition.
- Industries in targeted countries have shown a great interest in PEF related activities revealing the lack of information on this subject and the high demand for activities aimed at facilitating access to international markets and compliance with European environmental standards. Demand for such type of activities also came from other countries involved in SWITCH-Med.
- Networking activities have been highly assessed in particular the SWITCH-Med Connect events aimed at exchanging knowledge and experience, building synergies and scaling-up eco-social innovations, although the benefits had not been the same for all, across all countries and in all the project subcomponents.
- Coordination among the 3 implementing partners at project's level was effective but coordination and synergies between the sub-components at country level were missing.
- All countries except Israel and Jordan experienced delays due to various reasons that affected the project's implementation and led to a one-year extension of the project's duration.
- The project has successfully seized some opportunities to mobilize additional resources that have helped fund green projects either through the co-financing provided by TEST industries in all

countries to implement the RECP measures, or through the funds mobilized from OSCE and the Government of Italy that have been granted to 6 green start-ups from Algeria, Egypt, Israel, Jordan, Morocco and Tunisia within the framework of the 1st Edition “Award for young Green Entrepreneurs in the Mediterranean making a Social impact” organized in 2017 or thanks to the signing of a partnership in Morocco with the EBRD funded MORSEFF programme to the benefit of 9 TEST industries in the field of energy efficiency. However, the project was less successful in creating synergy with other similar or complementary initiatives related to green entrepreneurship running in the countries, in Morocco and Tunisia in particular.

- Project’s sustainability is likely to be ensured thanks to a strong political ownership in all the countries, the emergence of a market for local RECP services providers and the capacitated national partners (individual experts, consulting firms, project local partners’ staff) able to train on green entrepreneurship related topics. However, socio-political unrests in the region and the absence of a strong model for financial sustainability could jeopardize project’s achievements.
- Gender and vulnerable group related issues have not been mainstreamed in the project design however, women participation in project’s activities and the support provided to some eco-social initiatives in remote areas or for minorities or socially disadvantaged groups of population have been promoted.
- The project did not have a clear exit strategy to ensure a proper hand-over of project’s benefits to local partners although two roadmaps for upscaling results (TEST and GE & CSO’s eco-social initiatives) have been prepared during implementation.

Recommendations

To the European Union:

1. Given the very promising results achieved by the SWITCH-Med project, it is strongly advised to conduct a phase 2 of the project aimed at: 1) consolidating benefits already observed in countries for which the initiative was new and therefore pursue similar activities and 2) continuing supporting the transition towards SCP and green economy with new activities to contribute to the expected objective and corrective activities addressing the shortcomings identified during the first phase.

To UNIDO, UNEP and SCP-RAC:

2. Engage national stakeholders in both design and implementation, when relevant, they should be both beneficiaries and co-organizers of some activities: start the project by organizing an inception workshop in all the countries defining the targets on country level, involve the national focal points on different levels throughout the project such as preparation of the annual workplans and schedules, preparation of an appropriate budget and a proper exit strategy from the onset taking into account the local conditions, involve local partners or stakeholders as co-organizers.
3. A gender & inclusiveness strategy should be designed in each country (gender and minorities) at the early stage of the next phase including at a minimum a brief gender analysis in each country, gender-based criteria in the selection process of applicants and if relevant, dedicated programmes for women or vulnerable groups to address specific barriers they face.

To UNIDO in particular:

4. Enlarge the pool of service providers by focusing on train of trainers' packages and putting in place a form of recognition scheme of the trained experts to ensure quality of available expertise.

To SCP-RAC in particular:

5. Extend capacity building on eco-labeling and eco-innovations and on similar other activities to all countries, which will enable green industries and start-ups to have better reliable information on new eco- technologies and industry related evolving benchmarks, as well as requirements for international market access.
6. Capitalize on the target groups of the first phase in engaging already trained local service providers to deepen their knowledge and know-how and continuing providing additional support to the pool of GEs and CSOs trained.
7. An awareness raising programme on GE should be designed for the financial sector and a model for financial sustainability developed on the country level, including relevant financial institutions, from the beginning of the project to work out funding solutions for green businesses.
8. In terms of communication and outreach, the website should be reconstructed to make it more user friendly and public relations should be integrated in all activities to increase public awareness of the SWITCH-Med targeted countries.

To the beneficiary country partners:

9. Update local stakeholders' databases to take into account new players and reflect changes that occurred in each country in order to find more synergies and points of cooperation between the different sub-components and other national initiatives.
10. Support the creation of a mechanism to upscale the demonstrated projects on a national level.
11. Networking should be strengthened at the country level in organizing events, with participants from all sub-components based on the model of SWITCH-MED connect and at the regional level by fostering knowledge exchange between countries in order to promote south-south cooperation.

Lessons learned

- Outcomes and impact are more likely to be achieved when the project is designed as an integrated, multi-levels (macro, meso and micro) and all-stakeholders project.
- Ownership of the project by local stakeholders is crucial for continuity and sustainability. Indeed, the involvement of the National focal points in the planning phase ensures a better ownership and implementation of the project and a better response to specific needs.

- Engagement at the highest level (of both government and enterprises) increase the potential of success.
- Financial contributions by beneficiaries ensured both commitment and increased funding for the project.
- Criteria based on best practices and defined according to local conditions, involvement of local stakeholders and transparency in the selection process are crucial to ensure to get the best candidates for pilot initiatives.
- Combining both Individual and institutional capacity building and including training of trainers activities are more effective for up-scaling and sustainability.
- Identifying “Champions” for demonstration projects increases the probability of success.

I. Evaluation objective, methodology and process and limitations

A. Evaluation objective

The purpose of this terminal evaluation is to assess whether the Demonstration and Networking components of the SWITCH-Med project referred to hereafter as "the project" for the sake of simplification - has achieved, or is likely to achieve, its overall objective as defined in the description of the action² which is "to facilitate the shift toward Sustainable Consumption and Production (SCP) in the Southern Mediterranean Region".

To this end, the evaluation team assessed the project's performance against the classical OECD-DAC evaluation criteria of Relevance, Effectiveness, Efficiency and Sustainability, as well, as the Project Design, how Gender and Inclusiveness have been mainstreamed, the Monitoring system in place, and overall Performance of the three implementing partners.

The terminal evaluation had also the objective of proposing a series of recommendations that might help improve the design and the implementation of future similar projects and/or be taken into account for the second phase which has been approved during the last year of implementation of the project.

B. Methodology and process

The approach adopted for the evaluation followed the "UNIDO Evaluation Policy", UNEG Norms and Standards for Evaluation and the "UNIDO Guidelines for the Technical Cooperation Project and Project Cycle" and was also guided by the terms of reference (TORs) developed by UNIDO, in Vienna.

It was based on the following principles:

- *Independence and absence of conflict of interest* of the evaluation team including Ms. Nadia Bechraoui (Team leader also in charge of assessing Algeria, Morocco and Tunisia), Mr. Amjad Attar, Ms. Noa Meron, Ms. Salma Sabri and Mr. Imad Sleiman in charge of assessing Jordan, Israel, Egypt, Lebanon and Palestine respectively. These five independent consultants have not participated in the project preparation, formulation and/or implementation and have no conflict of interest with project's related activities.
- *A participatory approach* applied in all the various phases of the evaluation process, from the preparation of the missions to the presentation of the preliminary findings. All key parties associated with the project have been informed and consulted as far as possible in order to get the most comprehensive feedback free of omissions and /or factual errors.
- *Evidence-based and triangulated findings formulation*. Indeed, the evaluation team collected information and data from different sources and with different methods in order to make reliable and valid conclusions.

The scope of the terminal evaluation includes the whole duration of the project, from its starting date in February 2014 to its completion date in December 2018. The assessment covered the eight beneficiary countries which are Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia

² Contract ENPI/2013/331-231 (and PP-AP/2013/332-214); Annex 1: Description of the action

and the two components of the project, namely, the Demonstration and the Networking Facility components.

The Demonstration component is divided into three sub-components:³

- The Sustainable production - MED TEST II of sustainable production services to industry, executed by UNIDO, aimed at increasing the demand and supply of sustainable production services to industry, including providing direct “TEST” technical assistance to industries.
- The Green Entrepreneurship and Civil Society empowerment aimed at promoting the adoption of new green and socially inclusive business models, targeting start-ups and advocating sustainable consumption patterns and values among consumers and civil society at broad, both executed by SCP-RAC, and
- The SCP National Action Plans demo aimed at implementing demonstration activities on SCP National Action Plans (NAPs) within the SWITCH Med policy umbrella of the multi-component SWITCH-Med project, executed by UNEP and SCP-RAC

The Networking Facility component was aimed at contributing to the visibility, effectiveness, long-term sustainability and impact of the different components of the SWITCH-Med project, as well as internationalization of start-ups and SMEs through closer cooperation between business support organizations in the EU and four Southern Mediterranean countries (Egypt, Lebanon, Morocco, and Tunisia). Execution was led by SCP-RAC with expected active participation of all partners.

Target beneficiaries

In order to achieve its objectives, the project engage all the key players responsible for promotion and uptake of SCP in the Mediterranean countries. Capacity building activities and industry demonstrations are expected to create a base of local service providers (SCP practitioners) that can assist entrepreneurs in adopting more sustainable manufacturing techniques and new green business models; awareness raising and educational campaigns enable consumers to make more responsible choices, while policy makers and local institutional stakeholders are trained in designing effective instruments for promoting SCP within their countries.

The main target groups thus include:

- Industry with a focus on SMEs, industrial associations and chambers of commerce;
- Service providers, professionals, entrepreneurs’ trainers and advisers and business development centres;
- Entrepreneurs, green business start-ups and green financing institutions;
- Local governments and policy makers, including ministry of industry and environment;
- Civil society organizations and local institutions (citizens, NGOs, consumers associations, schools, universities, municipalities);
- Young qualified job seekers, academia, senior and master/PhD students (mainly, from economic, environmental engineering, social studies etc.).

The methodology adopted for this terminal evaluation included the following steps:

- *Reconstruction of the Theory of Change of the project (RTOC).* As a first step, the Evaluation team has reconstructed the Theory of Change of the project (see Annex 1) based on information included in the description of the action of the Contract ENPI/2013/331-231 (and PP-AP/2013/332-214). The diagram demonstrates the causal linkages between the different levels of expected results of the project, from outputs produced resulting of the implementation of project's activities, to various levels outcomes generated at different time-bounds (short-term, medium-term and long-term). This exercise allowed to understand the underlying logic adopted by the project to contribute to achieving the expected impact. It also allowed to delimitate the project's accountability in achieving the expected results and to identify the factors (drivers and assumptions⁴) that had impacted them. Based on the findings of the evaluation, the evaluation team was able to validate the theory of change and concluded that the strategy developed for the project was very relevant and effective. Analyses of the RTOC are provided in the Design section.
- *Desk review of all relevant documents related to the project.* Key project-related documents were collected by the Evaluation team leader during her briefing mission⁵ in Vienna on February 20-21, 2019 and reviewed throughout the evaluation process. During the consultations, additional documents requested by the evaluators were made available by the SWITCH-Med project team. Other documents have also been collected from the various stakeholders met in each country, as well as through the project website. The list of documents reviewed by the evaluation team is available in Annex 4 of this report.
- *Primary data collection:* they were collected through a series of semi-structured interviews with key informants, observations during the field missions and an online survey:
- Key Informant Interviews: Approximately 195 individuals (implementing partners, EU representatives, governmental focal points and other internal and external stakeholders) selected from the contact lists shared by the SWITCH-Med implementing partners were interviewed in the 8 countries. Key informants have been targeted to ensure full representation of the various project stakeholders' views, experiences and perspectives. Semi-structured individual and group interviews with main stakeholders have been conducted either face-to-face during the in-country missions or remotely by telephone/ skype calls. Interview guidelines used by the evaluation team were based on the questions developed in the Evaluation matrix (Annex 2) but were adjusted when necessary, in accordance with the interviewee involved and the role played by her/him in the project. The list of selected key informants interviewed is provided in Annex 3.
- On-site observations. The team of evaluators were also able to conduct on-site observations of results achieved during field visits for some of the TEST pilot industries or the SCP-NAP demo projects.

⁴ Assumptions define the surrounding external conditions or expectations of conditions under which the project will operate, and which can influence whether certain elements in the theory of change, or cause-to-effect linkages between them, function as planned. Impact drivers are critical elements or factors (finances, political conditions, etc.) that are necessary (though not sufficient) for the project to reach its high-level objectives. The difference between drivers and assumptions is that the project can and should make efforts in its interventions to ensure that drivers are present, usually through partnerships. Assumptions are outside the project's control and the only way the project can deal with them is through risk mitigation strategies.

⁵ Main outcomes of this mission included an agreed geographical scope that the 8 beneficiary countries will be assessed and tentatively visited, an agreed duration of the in-countries missions, the composition of the evaluation team and the kind of UNIDO logistical support to be provided to the evaluation process.

- **The on-line survey.** To supplement other data collection sources and to increase the response rate, the evaluation team opted to introduce an anonymous, concise, simple and user-friendly online survey to reach out to the wider community of participants and beneficiaries of the SWITCH-Med project's activities. It was floated using an online tool - survey monkey - targeting around 258 participants drawn from the lists provided by the Implementing partners. 67 responses were received after the survey was online for about 7 weeks. Despite the anticipated low response rate⁶ which was 26%, the findings were used to feed into the data triangulation, analysis (to confirm or not the trends already observed) and capturing quotations that would enrich the evaluation findings. Details on the e-survey's results are available in Annex 5.
- **Sharing of preliminary findings.** A first sharing of preliminary findings was done by the Evaluation team leader during the first meeting of the Project Steering Committee of SWITCH-Med II, which took place in Vienna on April 3, 2019. It was an opportunity to get additional feedbacks by the SWITCH-Med project's stakeholders, namely the project managers of the three implementing partners involved in the first SWITCH-MED project and the national focal points/local partner representatives. The evaluation team also convened in Vienna on 7-8 May 2019 to prepare and present to UNIDO staff, their conclusions, recommendations, lessons learnt and best practices resulting from the evaluation conducted, as well as receiving feedback.
- **Reporting:** A draft terminal evaluation report was prepared by the Evaluation team leader with the contribution of the four supporting evaluators and submitted to UNIDO on 29 May 2019 for factual validation and comments. On the basis of the comments received, the evaluation team has revised the report accordingly. The terminal evaluation report includes in annex the country-specific assessments conducted that reflect the different conditions and characteristics of each country and the recommendations resulting from the feedback of interviewees in each country.
- **Rating:** as per UNIDO 2018 Evaluation manual, a 6-point rating system was used to assess the project's results against all criteria. The evaluation rating scale is as follows:

	Score	Definition*	Category
6	Highly satisfactory	Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).	SATISFACTORY
5	Satisfactory	Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets).	
4	Moderately satisfactory	Level of achievement presents moderate shortcomings (50% - 69% achievement rate of planned expectations and targets).	
3	Moderately unsatisfactory	Level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets).	UNSATISFACTORY
2	Unsatisfactory	Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets).	
1	Highly unsatisfactory	Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets).	

Source: UNIDO Evaluation manual, 2018

⁶ The average response rate for online survey falls in the 30% (Ref: <https://surveyanyplace.com/average-survey-response-rate/>) (Accessed 15 Nov 2018)

C. Limitations

This terminal evaluation did not encounter limitations that would have prevented from capturing key issues or arriving at appropriate recommendations. Those encountered were addressed and minimized during the course of the evaluation. Indeed, the first limitation lied with the country visits which were uneven in terms of time allocated and external constraints. In fact, the team leader spent only a period of 3 days in Morocco and Algeria, which was too short to meet all stakeholders, mainly those living outside the main cities (Rabat and Casablanca in Morocco and Algiers in Algeria). In addition, the social movements that took place in Algeria at the time of the appraisal mission made it somewhat difficult for the evaluator to go to her interviews. Fortunately, this was offset by the flexibility of some persons who kindly accepted to come to the hotel or to another agreed location to be interviewed. Due to the long duration taken to find appropriate and available evaluators for Lebanon and Palestine, data collection in these two countries started much later and was shorter. Moreover, for logistical reasons, the new evaluator identified was not able to make face-to-face interviews in Palestine and had to collect data remotely by telephone, by means of skype or WhatsApp meetings and through the e-survey. The absence of a single unified source that compiles all reports and documents was also a limitation which has taken time to the evaluation team as well as the quality of the databases provided which were very often incomplete or outdated, in particular for countries such as Algeria, Egypt and Israel. The evaluation team had to rely on several other sources, including their own contacts to get useful and updated contact lists.

II. The Mediterranean region context and Project background

A. The Mediterranean region context

The Southern Mediterranean region is greatly affected by water scarcity, population growth and rapid urbanization in coastal areas, growing waste generation, climate change and massive tourism. During the last few years, the region has experienced dramatic social and political changes. It has struggled during the economic crisis, and governance remains a significant challenge.

There is an urgent need for the region to decouple economic growth and development from environmental degradation and resources depletion. Introducing and promoting sustainable consumption and production practices, which are at the core of the Green Economy and Green Industry concepts, are an appropriate response to this urgency. It involves moving towards a transformation in the way goods and services are produced and consumed.

Mainstreaming SCP into key areas for sustainable development in the Mediterranean region such as manufacturing, food, tourism, coastal zone management, mobility, housing and priority pollutants such as Biological Oxygen Demand (BOD) and controlling Persistent Organic Pollutants (POPs), has been identified as a key priority by the Mediterranean countries.

Shifting toward a SCP approach calls for concerted efforts of all key actors in society: Industry, Civil Society Organizations (CSOs)/consumers and policy makers. Each of these actors is facing specific problems and barriers in moving towards more sustainable consumption and/or production practices.

Industry of the Mediterranean Region is facing numerous challenges in its effort to be competitive while reducing its ecological footprint. Pressure from stakeholders throughout the supply chain is increasing, requiring internalization of the environmental costs associated to manufacturing, a more efficient use of resources and production inputs, compliance with national environmental regulations and adoption of international standards. However, entrepreneurs lack technical skills in identifying

resource efficiency initiatives, establishing integrated environmental management systems as a sound business strategy and delivering more sustainable goods & services. The local market of service providers that can equip/furnish industry with technical assistance on sustainable production needs to be further developed and strengthened.

Green entrepreneurs are called to have a leading role in the transition to green economies. Nevertheless, several factors hinder the emergence of local green entrepreneurship and the creation of green jobs⁷. Overall, there is a lack of entrepreneurial culture. Potential new green entrepreneurs tend to lack the experience to start a business effectively and the capacity to develop the green business opportunities that already exist in the local market. Technical support to entrepreneurs is scarce, and access to finance represents a major barrier.

On the other hand, market opportunities for green entrepreneurs mostly arise within societies that are characterized by empowered Civil Society Organizations and by a critical mass of citizens that are aware of the environmental and social impacts associated with current unsustainable models of consumption and production. The limited demand for sustainable products in the southern Mediterranean countries is one of the core reasons for the still limited green entrepreneur's activity in the region.

Consumers/CSOs in the southern Mediterranean countries experience many challenges in shifting toward more sustainable lifestyles. There is a general lack of awareness of most citizens on the environmental and social impacts associated with consumption choices and a low interest for green products and services. More particularly, they lack information to enable them to purchase, use and dispose of products in an environmentally sound way. Raising civil society's awareness on the links between environment degradation, social disparities and patterns of consumption and production and supporting further involvement of civil society organizations in the processes of governance is therefore a key lever for the move towards more sustainable production and consumption.

Policy makers and regulatory authorities are essential for stimulating both the supply and the demand side for sustainable products at country level, by creating the necessary enabling environment through policy and economic instruments, as well as regulatory standards and voluntary agreements. While most southern Mediterranean countries have a relevant basic policy and regulatory framework in place, there is frequently a lack of enforcement, or absence of concrete practical initiatives putting this into practice. Beyond a lack of societal pressure, there is the common perception that environmental protection would hinder rather than support growth and job creation. Concrete demonstration of positive synergies between policy/regulatory initiatives/instruments and economic development will be important to change the situation.

B. The project background information

Within this context and as described above, the SWITCH-Med Initiative, with a total budget of 20 million Euros of which 19 million were funded by the EU, was designed as a key action to facilitate the shift towards Sustainable Consumption and Production (SCP) in the Mediterranean region, by demonstrating successful examples of how this can be achieved and by building the capacities of the key actors.

⁷ See for example the state-of-the-art report on green entrepreneurship developed by UNEP/MAP-CP/RAC (Regional Activity Centre for Cleaner Production)

This initiative -made up of three components⁸- was implemented in 8 countries⁹, in collaboration with UNIDO, MAP-SCP/RAC and UNEP, combining their expertise and experiences with those of the EU, to contribute to the sustainable development of the Southern Mediterranean region.

As mentioned above, the present terminal evaluation deals with the two latter components (demonstration and networking).

Project factsheet

PROJECT INFORMATION		
Project title	SWITCH-Med, Demonstration and Networking Components	
UNIDO Project ID:	130163	
Region	Southern Mediterranean	
Countries	Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia	
Implementing agency	UNIDO	
Executing partners	Sustainable Consumption and Production Regional Activity Center of the UNEP Mediterranean Action Plan (SCP-RAC/UNEP-MAP) UN Environment – Economy Division (previous UNEP-DTIE)	
Donor	European Union (DG NEAR and DG GROW)	
DATES		
Milestone	Expected date	Actual date
Implementation start	1 February 2014	1 February 2014
Project completion	31 December 2017	31 December 2018
Results Oriented Monitoring (ROM)	-	Oct-Nov 2016
Terminal evaluation completion	-	February - May 2019
PROJECT TOTAL BUDGET	At design	Materialized at project completion
EU contribution	19,000,000 EUR	19,000,000 EUR
Co-financing	1,000,000 EUR	1,000,000 EUR
TOTAL BUDGET	20,000,000 EUR	20,000,000 EUR
COFINANCING BREAKDOWN		
	At design	Materialized at project completion

⁸ Policy, Demonstration and Networking

⁹ Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine, Tunisia. Libya initially included was removed due to the prevailing political unstable situation.

UNIDO	462,874 EUR	388,777 EUR (TEST) 36,433 (PM)
SCP-RAC	410,927 EUR	209,443 EUR (GE programme) 128,3 SCP-NAP 191,050 EUR (NF)
UN Environment - ED	88,644 EUR	
Contingency	43, 556 EUR	-
TOTAL CO-FINANCING	1,000,000 EUR	

The SWITCH-Med Demonstration component was aimed at implementing concrete actions tackling the barriers faced by key players responsible for the shift towards SCP patterns in green economy. It consisted of three sub-components:

- Subcomponent 1: Sustainable production - MED TEST II aimed at increasing the demand and supply of sustainable production services to industry, including providing direct “TEST” technical assistance to an estimated 130-150 industries.
- Subcomponent 2: Green Entrepreneurship (GE) and Civil Society Organizations (CSOs) empowerment aimed at strengthening green entrepreneurship in the Mediterranean region and empowering Mediterranean CSOs towards more sustainable lifestyles.
- Subcomponent 3: SCP NAPs Demos aimed at implementing demonstration activities under the SCP National Action Plans developed with governments under the SWITCH-Med Policy component.

The objective of the third component, the SWITCH-Med Networking Facility, was to establish a SCP regional platform which would contribute to the visibility, effectiveness, long-term sustainability and impact of the project. This component was also expected to reinforce the internationalization of start-ups and SMEs through closer cooperation between clusters, businesses and investment networks in Europe and four associated Mediterranean countries (Egypt, Lebanon, Morocco and Tunisia) with a specific focus on green business and resource efficiency.

In summary, the overall objective of the project was “to facilitate the shift towards Sustainable Consumption and Production (SCP) in the Southern Mediterranean Region”. This would be achieved through the following six outcomes:

- Outcome 1: Increased demand for and supply of sustainable production services among industry in the southern Mediterranean countries
- Outcome 2.1: Boosting Green Entrepreneurship in the Mediterranean Region
- Outcome 2.2: Empowering Mediterranean Civil Society Organizations towards sustainable lifestyles
- Outcome 2.3 Leveraging interactive initiatives between Mediterranean Green Entrepreneurs and CSOs

- Outcome 3: Demo projects demonstrate how SCP can be integrated into the national policy
- Outcome 4: Contribute to the visibility, effectiveness, long-term sustainability and impact of the components of the SWITCH-Med Programme.

The planned outputs and activities under each outcome, as per the Logical Framework of the project, are detailed in the “Achievement of outputs” section under the Effectiveness criteria.

III. Project assessment

A. Project Design

Overall design

Finding 1: The project design was overall valued by most interviewees in the 8 countries although most of them said there was still room for improvements.

Indeed, the project has capitalized on several strengths in delivering its outputs and outcomes as follows:

- An innovative multi-components and multi-levels approach, targeting the key actors of the ecosystem, relying on capacity building, empowerment and demonstrations models to concretize the SCP approach, coupled with awareness raising and visibility activities, as well as activities foreseen to contributing to long-term sustainability. This approach was qualified as being unique in Egypt and Algeria, innovative in Tunisia, new and helpful in Israel.
- The project has taken into account lessons learnt from earlier SCP related development aid programmes such as AsiaProEco, AsiaInvest and most recently SWITCH-Asia. It has also built upon previous experiences such as the UNIDO MED-TEST initiative (2009-2012) aimed at addressing pollution from land-based sources of priority industrial hot spots in three selected geographical areas of the Mediterranean coast¹⁰, and which has highlighted the huge and untapped potential for sustainable production in the Mediterranean industry.
- The project has used a competitive bidding process to select local service providers and partners which has increased the diversity of applicants, ensured equitability, and enhanced the probability of getting the best candidates.
- The training and other capacity building activities have combined theory, exercises and hands-on experience which have enabled a real transfer of know-how which triggered other donors and players through establishing a role model of integrating practice into theory.
- The project has included from the onset the preparation of upscaling plans for the TEST and the GE subcomponents as a tool for governments to ensure sustainability of the benefits achieved.

¹⁰ Tangier/Tétouan in Morocco, Alexandria in Egypt and Tunis/Bizerte in Tunisia. These areas are identified as industrial hot spots within the Strategic Action Plan to reduce land-based pollution in the Mediterranean (SAP-Med) of UNEP-MAP to meet the objectives, targets and priorities set by the Contracting Parties to the Barcelona Convention in the LBS protocol and its national actions plans developed in 2006 under the coordination of UNEP/MAP MEDPOL.

- The project had a budgeted Monitoring and Evaluation plan with clear timelines, roles and responsibilities.

However, other aspects of the design proved to be weak during implementation. They are the following:

- With regards to sustainable consumption, the focus has not been systematically put on activities associated to consumption choices, targeting the general public and the households, in particular, in order to initiate a behavioral change among consumers and encourage demand for green products.
- The project has identified eleven potential risks, rated according to a scale ranging from low to high and with the corresponding mitigation measures. Most of them can be mitigated thanks to the project's influence. They are called "drivers". Two have been considered as being high (unstable political situation and economic crisis). They are external factors (called assumptions) which are out of the project's control. This was confirmed by the fact that the mitigation measures proposed at the design stage have not been effective. In order to mitigate these two risks, the project duration should have been longer and more financial resources should have been allocated to support the project beneficiaries. As a result, the project's implementation has been delayed and the economic case of green investments could have been altered. In addition, several testimonies have shown that some industries had to postpone their investment decisions due to the economic slowdown in their country. Moreover, the evaluation found that two other assumptions have not been mentioned, one related to the security issues that were not been anticipated and the other to oil prices fluctuations which could have impacted the project's implementation as well.
- The project did not specify activities related to gender and inclusiveness. In several places in the document "Description of action", it is just mentioned that women or women's associations are eligible for project activities. No recommendation, nor activity or criterion were planned or identified as part of the project's strategy to promote their participation or to address the barriers or discriminations they face. Similarly, the term inclusive is systematically mentioned in the project document ("inclusive growth", "inclusive business models", "inclusive business solutions", "socially inclusive economies") but has not been the subject of specific activities. Regarding vulnerable groups, the project did not refer to them as potential beneficiaries in project's activities.
- The project design did not include any significant interaction between the various components and subcomponents. It looks more like four independent projects brought together to attain a common objective using different means. One drawback of such arrangement was that any stakeholder involved in any one component or subcomponent was not aware of the other components. Stakeholders tend to miss the bigger picture and the ultimate goal the project is trying to achieve, and information is fragmented.

During the consultation process, the evaluation team collected a number of shortcomings in the project design that have been raised by interviewed stakeholders. These could be summarized as follows:

- The lack of a mechanism to involve the relevant national counterparts, such as the National Focal Points (NFPs), in the design and planning of the project workplans to reflect more country specificities and needs, as well as the local partners -including consultants-, who know better the local context and could have provided valuable advice for the design of the training courses for the Green Entrepreneurs and Civil society programmes.

- The "one size fits all" approach used to define the content of the support and/or training that did not entirely allowed to take into account the specificities of some countries (size of the country such as Algeria and Egypt, skills level in Israel, specific priorities in Algeria).
- The spacing between the training sessions was perceived as being too long and caused the abandonment or demotivation of candidates.
- The lack of means, after project ended, of most local partners to follow-up progress made by the selected TEST industries in implementing RECP measures or those realized by the incubated green entrepreneurs in creating and running their start-ups.
- The lack of support dedicated to establishing prototypes or test the green business plans which are critical for innovative projects
- The "Access to finance" and financial sector activities which are critical in most countries were undermined in the design
- The project web site was acknowledged as being rich but too complex to navigate.

However, the deep consultations process undertaken under the TEST component and the SCP-NAP demo projects led by UNEP was particularly appreciated.

The project did not undergo any formal significant change in design during its implementation. Only some adaptive management measures have been undertaken by SCP-RAC under the form of activities modified or cancelled and replaced by others that seemed more relevant given the context. This is the case of activities 2.1.4, 2.2.3, 2.3.2 and 2.3.3 and 4.2.5 and 4.2.6 that have been amended and merged.

Assessment of the logical framework

The project was formulated using the logical framework approach. The overall objective is clear, so are the expected outcomes, outputs and foreseen activities. Under each sub-component, detailed background information on challenges facing the targeted groups in the Mediterranean region and a clear approach and methodology to address them are available. Counterparts and partners that needed to be associated have been well identified.

Although there is no theory of change per se, the result-chain between outputs, outcomes and the expected impact is well explained

The project includes four outcomes of which two are slightly outside its control but within its influence. For instance, the project could contribute well to the increase of the demand and supply of sustainable production services among industry in the southern Mediterranean countries, but this could be hampered by external factors such as security issues or economic crisis as previously seen. On the other hand, demonstrating how SCP can be integrated into the national policy is completely under its influence.

There is a good logic behind the project design that implies that the defined outcomes coupled with the assumptions, which are mostly drivers, are likely to achieve the expected impact.

The project has a battery of performance indicators that have SMART¹¹ attributes, except for the two indicators regarding the overall objective which are neither measurable (absence of baseline and target) nor relevant. This is a shortcoming as the overall objective cannot be correctly assessed as being achieved. What would be the right number of resource efficiency and environmentally sustainable

¹¹ Specific, Measurable, Achievable, Realistic, Time-bound

policies adopted by Governments and the right number of industries and CSOs applying SCP principles to conclude that the transition toward Sustainable Consumption and Production (SCP) in the Southern Mediterranean Region has been facilitated?

As a result of this assessment and given the scope of improvement that exists, the project design is rated “Moderately Satisfactory” (MS).

B. Implementation performance

1. Relevance

Finding 2: For all the eight countries, the project contributed to the fulfillment of their global engagements towards the SDGs in particular and of the regional ones for those that are contracting parties to the Barcelona convention.

The project directly addresses SDG 12¹². Given the priority sectors selected in each country project’s activities also contributed, directly or indirectly, to other SDGs such as SDG 1: no poverty, SDG 3: Good health and well-being, SDG 6: Clean water and sanitation, SDG 7: affordable and clean energy, SDG 8: decent work and economic growth, SDG 9: industry, innovation and infrastructure, SDG 11: sustainable cities and communities, SDG 13: climate action, SDG 14: life below water, and SDG 17: partnerships for the goals.

Contracting parties to the Barcelona convention¹³ have progressively¹⁴ adopted SCP as a major cross-cutting objective to attain sustainable development. The project offered them an opportunity to materialize this objective.

Finding 3: the project is aligned on respective national policies and/or strategies aimed at overcoming multiple challenges that for the most part, are common to all countries.

In offering alternative pathways to conventional and rather wasteful production and consumption practices, the project contributes to addressing several environmental-related, but also social or economic challenges faced by most Southern Mediterranean countries. These are for instance water scarcity and waste management including marine litter prevention but also unemployment, poverty, population and urbanization increases, industry competitiveness, heavy burden of energy and raw materials costs.

Finding 4: In all the countries, there is a high interest in the green economy even though the motivations of stakeholders may vary from one to another and among countries as well.

In Algeria, SCP and green economy are regarded as a development thrust that can help address two of their main challenges, namely economic diversification and job creation. For Algerian industries, the promise of cost savings and increased competitiveness remain primary motivators for the adoption of circular economy solutions. Regarding GEs, circular economy approaches can lead to business opportunities. For CSOs, social and green entrepreneurship is a tool for social and financial inclusion, alternative sources of employment for marginalized groups or regions, and a mean to tackle challenges related to high youth unemployment and migratory pressures.

In Egypt, the project’s objective adheres with the SDS: Egypt Vision 2030, issued by the Ministry of Planning, Monitoring and Administrative Reform in 2016, especially, objective: “Rational and

¹² SDG 12: « Ensure sustainable consumption and production patterns »

¹³ The 22 Contracting Parties to the Barcelona Convention are: Albania, **Algeria**, Bosnia and Herzegovina, Croatia, Cyprus, **Egypt**, France, Greece, **Israel**, Italy, **Lebanon**, Libya, Malta, Monaco, Montenegro, **Morocco**, Slovenia, Spain, Syrian Arab Republic, **Tunisia**, Turkey, and the European Union.

¹⁴ Since the approval of the Mediterranean Strategy for Sustainable Development in 2005.

sustainable management of the assets of natural resources to support the economy, increase competitiveness, and provide new job opportunities". As Ministry of Industry, Trade and Small Industries' (MTI) strategy was derived and built on Egypt's Vision 2030, the project's activities are also contributing to achieving MTI's strategy, especially, the Second Pillar of the Strategy: Micro, Small and Medium Enterprises (MSME) & Entrepreneurship Development with the objective of increasing MSME sector contribution to GDP and encouraging start-ups in Egypt.

In Israel, the project's objective is very relevant, as it addressed the lack of awareness, among industrial companies, of economic benefits of resource efficiency. Resource efficiency was not recognized by the government as a key development goal prior to the project. Civil society projects struggle to obtain funding and are not targeted for training. There were no prior specific courses for Green Entrepreneurs. Green start-ups and entrepreneurs were not researched before. There are few Venture Capital funds that focus on environmental start-ups, and entrepreneurs do not get any additional support from the state for being green.

In Jordan, green economy is expected to create more jobs and achieve social inclusion, while also reducing negative environmental impacts. In 2011, a UNEP study concluded that green economy could lead to a total of JOD 1.3 billion in revenue, 50,000 jobs, and improved resource management in Jordan over a 10-year period¹⁵. Key sectors targeted for the green economy include Energy, Water, Transport, Waste management, Agriculture, and Tourism. Further progress on the green economy will require financial incentives, improved government leadership, and the engagement of all stakeholders.

In Lebanon, green economy is implicitly mentioned in the environmental protection law n° 444 enacted in 2002. Given the economic recession of 2013-2018 that affected all sectors and in particular the industrial sector, the industries are eager for assistance to help them cross this period of instability and survive for better days. Similarly, and with fewer job opportunities in the country, many people, particularly young ones, are considering starting their own business. While Lebanon is endowed with water resources that are more abundant than the majority of the other countries in the region, weak governance has threatened the sustainability of water resources (mismanagement and pollution).

In Morocco, green economy is a priority issue clearly stated in the National Sustainable Development Strategy, in response to the limitations of growth and development models. These have been followed to date by the government to reduce social, economic and environmental vulnerabilities and to provide alternative pathways which contribute to environmental preservation, controlling global warming, resource recovery, job creation, the improvement of industrial performance, and achieving territorial balance. According to Moroccan officials "It is clear that the question is no longer whether a transition to a green economy is needed, but rather, to determine how it will be executed".

In Palestine, green economy is seen as a mean to lead the development and increase of exports as a driving force for a sustainable national economic growth.

In Tunisia, the project is aligned to pillar 5 of the 2016-2020 development plan and fits within three national strategies, namely the 2014-2020 National Strategy for Sustainable Development, the 2012 National Strategy for Climate Change and the Transition Strategy towards Green Economy recently adopted. Given the high youth unemployment rate, entrepreneurship is a strategic priority. According to a study conducted recently, potential investments in the green economy that have been estimated at about 10 billion of Euros, could create nearly 263,000 additional jobs by 2030, including 200,000 permanent jobs, and reduce GHG emissions by 148 million tons of CO₂.

¹⁵« Towards a green economy in Jordan », UNEP, August 2011

In the eight countries, the project has offered opportunities to implement part of their nationally validated policy frameworks on SCP that were developed in the project dealing with the policy component of SWITCH-Med.

Finding 5: Project’s strategy was completely relevant, sound and appropriate

There is unanimity among interviewees in all countries on recognizing that this integrated, multi-level approach targeting different groups on different levels was unique, relevant and innovative. Indeed, it offered a novel solution to resource efficiency by stimulating the demand and supply side for promoting SCP. It capacitated and empowered selected public and private entities -including representatives of the demonstration business cases and initiatives- to continue the approach. Sustainability was supposed to be ensured through identification of investment opportunities and the validation of the different scale-up studies to complete the picture of a successful model.

From a technical point of view, the project provided an adequate solution to the issue at stake.

Five years after the launch of the project, the approach is still valid and pertinent to the countries. It should be pursued taking however into account the new developments and players that occurred in each country.

As a conclusion, the relevance of the project and its strategy are found “Highly Satisfactory” (HS).

2. Effectiveness

This section assesses to what extent the project reached its targets in terms of outputs and outcomes, over its implementing period 2014-2018. Findings have been obtained from the project progress reports prepared by UNIDO in collaboration with the two other implementing partners, SCP-RAC and UNEP as well as from country field visits and interviews conducted during the evaluation period. The e-survey results will also give complementary insights.

Achievement of outputs

A summary of the project’s success in producing the programmed output is provided in the following table:

Table 1: level of achievement of project's outputs

<p>Output 1.1 - SP service providers and stakeholders identified, engaged and capacitated for TEST scaling up</p> <p>Competitive bidding process launched in each country for the recruitment of national service providers (SPs) who will be in charge of the delivery of the technical assistance and training to demonstration industries. For Algeria, re-launches had to take place due to the lack of interested applicants. According to some interviewees, the process should have involved the professional associations who know well their members as co-organizers. A <u>database of local service providers</u> in the area of sustainable production prepared. A <u>TEST training tool kit</u> prepared in English and French, building on MED TEST pilot case studies, consolidating best practices and training material. Training of the SP: 1 sub-regional training workshop held in Vienna for 3 countries: Jordan, Palestine and Lebanon in April 2015, and all other trainings (5) were held nationally.</p>
<p>Output 1.2 – Integrated SP services delivered to a pool of demo industries (130-150) – TEST demonstrated and hands on experience gained by local SP service providers; resource efficiency improved at demonstration sites.</p> <p><u># of industries demonstrations that completed the TEST methodology</u>: 125 (Algeria: 12; Egypt: 30-; Israel: 7; Jordan: 12; Lebanon: 8; Morocco: 22; Palestine:10; Tunisia: 26). <u>682 professionals</u> from academia, business associations, government institutions and industries in the region received training on the TEST tools during the demonstration phase of MED TEST II (Algeria: 54; Egypt: 180; Israel: 62; Jordan: 70; Lebanon: 78; Morocco: 90; Palestine: 47; Tunisia: 101) <u># of RECP measures identified</u>: 1848 (Algeria: 192; Egypt: 253; Israel: 121; Jordan: 214; Lebanon: 111; Morocco: 475; Palestine:92; Tunisia: 390).</p>
<p>Output 1.3 - TEST experience shared and enabling activities conducted for SP market uptake in the southern Mediterranean region.</p> <p>Communications materials prepared in collaboration with the NF team: 80 MED TEST II posters and 13 roll-up banners in both English and French. The MED TEST II factsheet completed by January 2014. <u>Guidelines</u> for SMEs: « An integrated approach for sustainable production in the manufacturing sector; « Material Flow cost accounting (MFCA). <u>National dissemination events organized</u>: Algeria: 8 May 2018; Egypt: 26 June 2018; Israel: May 24, 2017; Jordan: 22 October 2017; Lebanon: 30 January 2018; Morocco: 10 May 2018; Palestine: 27 March 2018; Tunisia: 14 December 2017.</p>
<p>Output 2.1: Strategic local partners, Local trainers and Green entrepreneurs identified, capacitated, trained and supported to establish new Green Businesses</p> <p>Pre-identification of potential local partners (through desk/Internet review). Scoping missions then launch of the bidding process in all the countries. <u>Strategic local partners selected</u>: 10 (Algeria: CNTPP; Egypt: ENCP; Israel: MAOF-Systemati (last two by Kayama); Jordan: BDC; Lebanon: Fondation Diane; Morocco: FJE/REMESS; Palestine: Centre for Continuous Education / Birzeit University; Tunisia: CONECT/CITET). A coordinator and a team of 6 Experts selected through a bidding process to be in charge of the <u>training materials design</u> and the delivery of <u>trainings for local trainers</u> in the target countries. On the basis of existing SCP/RAC's methodology guideline on Green Entrepreneurship, a <u>training guide</u> for local trainers and a <u>handbook for green entrepreneurs</u> have been developed. https://www.switchmed.eu/en/corners/start-up/Portlets/training-materials <u>Total number of Local trainers trained</u>: 123 (Algeria: 12; Egypt: 12; Israel: 10; Jordan: 20; Lebanon: 12; Morocco: 23; Palestine: 9; Tunisia: 25).</p>

GEs trained on site: 2,201 (38% women)- (Algeria: 257 (27%); Egypt: 252 (25%); Israel: 168 (32%); Jordan: 199 (45%); Lebanon: 213 (49%); Morocco: 352 (34%); Palestine: 325 (47%); Tunisia: 435 (43%).

Green Businesses created: 250 (+ 1000 jobs)- (Estimation according to a survey conducted by SCP/RAC: among 1,356 trainees consulted (540 answers) 154 Green Businesses were reported to be created).

GE coached: 205 (Algeria: 32; Egypt: 16; Israel: 16; Jordan: 16; Lebanon: 27; Morocco: 42; Palestine: 16; Tunisia: 40).

GE Incubated: 48 (21 women)- (Algeria: 6 (50%); Egypt: 5 (40%); Israel: 5 (20%); Jordan: 5 (60%); Lebanon: 6 (50%); Morocco: 8 (25%); Palestine: 5 (80%); Tunisia: 8 (37.5%). Each Incubated GE have been selected by an International High-Level Jury consisting of a group of independent experts from business, technical, institutional and academia sectors, with extensive experience in the MENA countries. They received 50 hours of incubation services and one-to-one coaching, counselling, tailor-made technical assistance, support to define a specific crowdfunding campaign and opportunity to participate in a Regional Match-making event (in the scope of SWITCH-Med Connect 2017) and be awarded with financial support (seed funding). Activity related to generic market studies was suppressed as it was perceived that they would hardly have concrete impact in launching the green Start-ups supported by SWITCH-Med. Budget foreseen reallocated to increase from 30 to 48 the number of Green Entrepreneurs to be incubated. Instead of developing a beta version of a crowdfunding platform, SCP/RAC has decided to involve and support already existing crowdfunding platforms and actors in the target countries. SCP/RAC then has carried out a Study on Crowdfunding in the Southern Mediterranean region as a tool for supporting Green Entrepreneurs and Eco-Innovation initiatives + a Crowdfunding Guide for Eco-Entrepreneurs and Social Initiatives for Ecological Innovation.

A training methodology on alternatives to hazardous chemicals has been developed and provided by SCP-RAC (Supporting green entrepreneurs for a POPs free Mediterranean) and a training workshop in Algeria with 50 participants (18-19 November 2014) with the support of the Secretariat of the Stockholm Convention on Persistent Organic Pollutants.

It has also been decided not to include the Follow Up Advisory Service for green entrepreneurs in the contract of international experts responsible for the development of training material, as well as for the training of local trainers, so as to ensure that services will be defined according to the specific needs of green entrepreneurs once they have been selected and preferably by mobilizing local external support in the target countries.

Methodology for the incubation phase: a methodological guide and complementary tools and templates to support Local Mentors and Green Entrepreneurs in the 8-month incubation process (in English and in French, available online).

Output 2.2: Civil Society Organizations (CSOs) empowered to act as agents of change (to do awareness raising and to engage in governance processes) and to start up bottom-up community innovations

CSOs mapped: 260 (Algeria: 66; Egypt: 20; Israel: 21; Jordan: 14; Lebanon: 48; Morocco: 36; Palestine: 10; Tunisia: 45)

Local partner selected: 8 (Algeria: Fondation Méditerranéenne du Développement Durable; Egypt: Center for Environment and Development for the Arab Region and Europe (CEDARE); Israel: Heschel Center for Sustainability; Jordan: Royal Society for the Conservation of Nature (RSCN); Lebanon: Green Line; Morocco: Association des Enseignants des Sciences de la Vie et de la Terre (AESVT); Palestine: Applied Research Institute-Jerusalem (ARIJ); Tunisia: Lab'ESS - Laboratoire de l'Economie Sociale et Solidaire.

Training of 16 local trainers and representatives of local partners organized.

8 National Workshops for Civil Society Ecological Innovation initiatives organized: (Algeria: 26-29 February 2016; Egypt: 11-14 April 2017; Israel: 23-26 March 2017; Jordan: 25-28 March 2017; Lebanon: 19-22 February 2016; Morocco: 25 May 2016; Palestine: 18-21 March 2017; Tunisia: 23 March 2016)

CSOs trainees: 161 (80)/ CSOs' Ecological Innovation initiatives: 135: Algeria: 20 (7)/20; Egypt: 24 (11)/18; Israel: 23 (14)/21; Jordan: 20 (11) /15; Lebanon: 21 (9)/16; Morocco: 13 (2)/13; Palestine: 20 (15)/17; Tunisia: 20 (11)/15

2 Grassroots initiatives selected in each country, which have received 50 hours of personalized coaching, external technical support tailored to their needs and support to develop a crowdfunding campaign.

Development of The Switchers, the website presenting stories from Green Entrepreneurs and Eco-innovation Civil Society Initiatives.

Case studies shared on the website: 337 as of April 2019 (Algeria: 14; Egypt: 53; Israel: 34; Italy: 3; Jordan: 30; Lebanon: 55; Malta: 1; Morocco: 54; Palestine: 32; Spain: 26; Tunisia: 31; Turkey: 4)

14 Grassroots initiatives (2 gave up) assessed by a jury composed by the Local Partners, the Local Trainers, SCP/RAC and the external experts involved in the development of the training methodology.

Distribution by country: Algeria: 2; Egypt: 2; Israel: 2; Jordan: 2; Lebanon: 1 cancelled; Morocco: 2; Palestine: 2; Tunisia: 1 cancelled.

Output 2.3: Joint GE/CSO's events

8 national synergy workshops organized: Algeria: 30 November 2017; Egypt: 1st October 2018; Israel: 6 December 2017; Jordan: 27 April 2017; Lebanon: 17 November 2015; Morocco: 25 May 2016; Palestine: 27 June 2018; Tunisia: 23 March 2016.

8 National White Papers on Promotion of Green Entrepreneurship and Eco and Social Innovation (related to A.2.3.1 Synergy Workshops) were prepared (available at <https://www.SWITCH-Med.eu/en/e-library>). They provide information of the current status of Green Entrepreneurship in each country (main challenges, opportunities and recommendations).

Activity "Co-creation events" modified and replaced by the development of "*National Events: Green Entrepreneurs Meet Investors*" (Elevators pitches).

Selection of local partners/service providers: 8 (Algeria: AHC Consulting; Egypt: EGYPTRENEUR; Israel: The Hive by Gwahim; Jordan: Water Food & Energy for Environment – ALMAKAN; Lebanon: Fondation Diane Morocco: Centre des Très Petites Entreprises Solidaires (CTPES); Palestine: The Palestine's Information and Communications Technology Incubator – PICTI; Tunisia: Agence de Promotion de l'Industrie et de l'Innovation (APII).

Mapped Financial Actors and Programmes (Business Angels, Venture Capital, Incubators & Accelerators, Microfinance, Crowdfunding, Public Programmes, Impact and Philanthropy Investment, etc.) in the 8 countries: 262

of whom 79 participated to the pitch events: Algeria: 25 mapped /14 attended; Egypt: 33/ 6; Israel: 52/15; Jordan: 12/7; Lebanon: 24/ 8; Morocco: 74/ 11; Palestine: 12/4; Tunisia: 30/ 14.

30 hours of capacity building session to improve their communication skills and to prepare their business to be evaluated by the financial players.

Green start-ups trained and which participated to the pitch (n° of women in brackets): Algeria: 12 (2) – 7 (2); Egypt: 7 (0) – 7 (0); Israel: 15 (6) – 9 (6); Jordan: 9 (6) – 8 (6); Lebanon: 9 (1) – 8 (1); Morocco: 8 (1) – 7 (0); Palestine: 7 (3) – 7 (4); Tunisia: 9 (3) – 7 (3)

"Green Start-ups meet investors" event: 11 (Algeria: 20 November 2017; Egypt: August 2017; Israel: 18 September 2017 and 31 October 2018; Jordan: 29 July 2017; Lebanon: 5 June 2018 (2nd Edition); Morocco: 26 May 2016; Palestine: ?; Tunisia: 18 January 2018).

An « Access to Finance Guide for Green Entrepreneurs in the MENA Region” prepared by SCP-RAC. An on-line financial toolkit for the GEs which allows discovering their finance opportunities and all the necessary instruments and knowledge to approach potential investors, and determining, in 4 easy steps, the right funding strategy for their green business.

Activity “2-day Match-making event” cancelled. Instead, tailored access to finance support to Green Start-ups at national level or replicating the National Event / Pitch in some countries were provided.

Output 3.1 – Pilot demo project selected and designed after consultation with government

Group 1 countries (Algeria, Lebanon, Morocco, Tunisia): development of a portfolio of 15 SCP pilot activities by SCP-RAC linked with identified national priorities and addressing priorities of the Barcelona Convention and its protocols, that was submitted to the NFPs in order to facilitate the selection process of the project. Key economic sectors targeted: Tourism, food, goods manufacturing, housing and mobility. NFPs were given the opportunity to suggest a project which was not included in the portfolio and they were requested to validate their choice with the MAP Focal Point in order to make sure that the project was in line with the Barcelona Convention priorities.

Group 2 countries (Egypt, Israel, Jordan, Palestine) : consultations and advisory services provided by UN Environment- ED to select demo projects which are online with priorities identified in their SCP NAP.

Pilot demo projects identified: 20 (Algeria:2; Egypt: 2, Israel :3; Jordan: 2; Lebanon: 1; Morocco: 4 ; Palestine: 3; Tunisia: 3) .

The process for the selection of the projects and methodologies for their implementation were different from one country to another. Furthermore, some countries decided to select several projects (max of 3) while others selected just one.

Output 3.2 – Implementation of Demo projects

Algeria: the 2 selected projects were targeting the date and textile economic sectors and achieved the following results: i) Giving value to downgraded dates and co-products of date production; ii) Development of reuse and upcycling activities in the textile sector.

Lebanon: The selected project achieved the development of composting trial using exclusively organic waste from wineries, accompanied by a series of capacity-building activities so as to raise awareness around composting in the industrial sector in Lebanon as a viable waste management option for the country.

Morocco: the selected project supported the development of a collective biogas plant for a farmer cooperative, as a circular economy model for the transformation of agricultural waste into biogas and compost. This model reduces soil pollution, the biogas is used as energy source and the compost used by the farmers or sell.

Tunisia: the 3 selected projects were targeting the eco-tourism and olive oil economic sectors and achieved the following results: i) Consolidation of the commercial model and development of the capacities of an ecotourism operator, ii) Adaptation of the circular economy approach to the needs and characteristics of an eco-tourism lodge, iii) Elaboration of a guide of a guide to provide a better understanding of the existing labels for Southern Med tourist accommodation and on the possible options for tour operators to consolidate the responsible tourism approaches and to communicate on these approaches (notably through eco-labels); iv) Identification of options for the implementation the principles of circular economy in an olive oil mill and technical support to strengthen the visibility/marketing of olive oil sustainable products on the market.

Egypt: The “national plastic bag initiative” aims at reducing the use and production of plastic bags has achieved the objectives of raising awareness and lobbying for a levy on policy at decision-making level; mainstreaming sustainable public procurement in the government sector was the second initiative identified in the SCP/NAP and supported through the production and approval of the national procurement manual and introduction of life cycle training of trainers to selected government officials.

Israel: work was delivered on promoting Green Public Procurement in local authorities with the objective of saving up to 5.7% of procurement cost and a plastic bag fee law was enforced in 2017 (use of plastic bags has dropped by 80 %, and bag waste found in the sea has halved after only one year). The project on Green Label for restaurants coordinated by the Tel Aviv-Yafo Municipality was successfully upscaled through the development of a phone application;

Jordan: the free zone of Aqaba is in the process of adapting their regulatory framework for waste collection in the hotel sector based on the outcomes of the “waste management “project. Jordan has adopted several policies outcomes such as a bylaw on the reduction of plastic bags and the “One dead sea is enough” initiative.

Palestine: training manuals on sustainable tourism (eco-trails) and sustainable agriculture were prepared, and implementation started. A media campaign about the SCP concept as well as the SWITCH-Med project and its deliverables was carried out through radio, TV and other social media tools.

Output 3.3 – Lessons learned and good practices from demo projects at country level shared and enabling activities conducted for uptake in the Switch-Med countries

A national workshop organized on December 15, 2017 in Tunisia allowed to take stock of the ecotourism situation in this country, to share the main lessons learned from two pilot projects - the eco-lodge of Dar Zaghouan and the Tunisia Ecotourism - and identify the weaknesses and recommendations of each stakeholder.

1 Marine Litter prevention Forum in Morocco (May 2018)

A capitalization workshop of the SWITCH-Med pilot project with the family business RIMA DATES in the field of valorization of dates and sorting waste of dates took place on September 18, 2018 in Algeria.

1 Capitalization seminar: composting unit in Lebanese wineries in Lebanon (Nov 2018)

2 publications on Eco-tourism (“Guide for the certification of tourist accommodation and tour operators in southern Mediterranean countries”; “Ecotourisme en Tunisie: bonnes pratiques et leçons apprises des projets pilotes de SWITCH-Med ».

A Guidebook for Environmentally Efficient Restaurants and Dining Establishments in Israel

An online interactive platform guides SMEs in acquiring a Green Label in the restaurant sectors was set up by the Municipality of Tel Aviv-Yafo.

Guidelines to Biological Control of Agricultural Pests and for Introducing Agricultural Best Practices to Preserve Organic Matter and Moisture Content in Soils in Palestine.

Videos available on You tube; Infographics on the platform

Summary of the projects in SWITCH-Med magazines <https://www.SWITCH-Med.eu/en/e-library>

National Initiative on Reduction of Plastic Bags Consumption launched by the Egyptian Minister of Environment on World Environment Day on 5 June 2017.

Output 4.1 Exchange and synergize: Increase visibility of SWITCH-Med subcomponents, facilitate regular exchange among all SWITCH-Med partners and connect with key external stakeholders

A compact (internal and external) communication strategy package shared with the local coordinators/partners in the target countries during the train-the-trainer workshops in 2015.

The SWITCH-Med web platform in both EN and FR, including Country hubs (more than 500,000-page views in total and circa 3,000 visits per month at average). Launched on the World Environment Day June 5, 2014, it includes six corners targeted at six major target groups (policymakers, startups and entrepreneurs, civil society, industrial service providers and SMEs, big companies and impact investors).

4 websites: SWITCH-Med, The Switchers, SwitchersFund, SWITCH-Med Connect

4 fact sheets (printed in 3 languages, 500 copies each) for each sub-component prepared in collaboration with the leaders of the sub-components.

Bi-annually published Newspapers providing facts and figures of all demo components.

- 12 Newsletters published (3 per annum) and sent to + 2000 contacts (all members of the Action Network and the key stakeholders identified). A performance assessment tool is also integrated to analyze the response rates and the user behavior.
- SWITCH-Med Action network: a community of practice launched on June 5, 2014 that aims at enhancing the networking and the establishment of strategic partnerships. More than 1500 members. (FB 8,000+; Twitter 2,000+; Linked-In 700+)
- 3 networking events entitled SWITCH-Med Connect organized each with more than 400 participants (Barcelona on 29-30 October 2015, 18-20 October 2016 and 13-15 November 2018). The feedback survey done following all three SWITCH-Med Connect events indicated at average 95% rate of satisfaction.
- About 32 strategic partnerships have been established as presented on the home page of the web platform.
- Database of Mediterranean SCP stakeholders: circa 1,200 members. The Experts Database linked to the Action Network <https://www.SWITCH-Med.eu/en/community/experts>
- Continuous posting of SWITCH-Med internal events and relevant external events.
- 8 national key stakeholders lists, each with 50+ contacts.
- 4 side events completed: 1) Green Week 3-5 June 2014; 2) Dioxin POPs Conference Sept 1, 2014; 3) The ERSCP 14-16 October 2014, 4) The Global Eco Forum 2014 within the Mediterranean Week of Economic Leaders on 28 November.
- Participation at more than 50 regional events: Participation in the SEED Africa Symposium (10-11 September 2014): a SWITCH-Med workshop organized to gather lessons learned from other similar initiatives on how to effectively enhance enabling factors for green entrepreneurs such as capacity and skills building, access to finance, policy instruments. A detailed summary can be found here: <http://www.SWITCH-Med.eu/en/news/seed-africa-2014-highlights> In the scope of the Disruptive. In the scope of the Innovation Festival organized by the Ellen MacArthur Foundation, a webinar on circular economy applications in the Mediterranean region was organized. Inputs by speakers and the results of the Q&A can be found here: (<http://www.SWITCH-Med.eu/en/news/disruptiveinnovation-festival-whats-happened-and-whats-next>).

Output 4.2 Scale and impact: Harvest lessons learned for replicating demos, contributing to long-term sustainability of SWITCH-Med activities and making programme impact visible

- MED TEST II Scaling Up Studies available in the 8 countries.
- The Switchers Support Programme: Regional and 8 National Scaling Up Roadmaps
- An Impact Monitoring Framework prepared. It includes a theory of change and a set of activity, output, outcome and impact indicators. The GE/CS demo component has started utilizing its elements to collect data about the performance of the Programme. the Networking Facility will use some of the indicators in the portraits of the incubated green entrepreneurs and the impact videos. MED TEST II demo component has already its own monitoring scheme in place.

- Activity 4.2.5 on impact seminars amended and merged with the Activity 4.2.6. Only a half-day workshop was carried out with the Impact Monitoring Framework expert to review the draft document together with the GE/CS demo component team.
- Several pilot SMEs case studies and national level impact videos have already been prepared and posted online in the Industry and Service Providers corner, MED TEST II Progress section.

Output 4.3 Reinforced internationalization of start-ups and SMEs through closer cooperation between clusters, businesses and investment networks in Europe and four associated Mediterranean countries (Egypt, Lebanon, Tunisia and Morocco) with a specific focus on green business and resource efficiency.

- B2B events organized in the 4 targeted countries (Egypt, Lebanon, Morocco and Tunisia): 1 B2B event organized in Egypt gathered 44 SMEs and 9 EU eco-solutions providers . In Lebanon, as a side event to the Beirut Energy Forum, the B2B event was organized on 22 September 2016, with 9 EU eco-solutions presented to 17 Lebanese companies; Tunisia, 3 events gathered a total of 156 SMEs and 24 EU eco-solutions providers through 233 business contacts; In Morocco, 25 EU eco-solutions were presented to 95 local industries through 177 match-making meetings that took place during 3 B2B events;
- Product Environmental Footprint (PEF) awareness raising, training and technical support, 9 PEF pilot studies to test the applicability of the PEF methodology and dissemination events organized in the 4 targeted countries. The studies covered olive oil (Morocco and Tunisia), leather (Egypt), paper (Lebanon and Egypt), wine (two in Lebanon), pasta (Tunisia) and dairy (Tunisia).
- Country reports on Mapping financial instruments in 6 countries (Egypt, Jordan, Lebanon, Morocco, Palestine, Tunisia) <https://www.SWITCH-Med.eu/en/corners/impact-investors/actions/actions/Mapping-Financial-Instruments-in-MENA>
- Consultation sessions on services and products of the Green Impact Investing Network were organized at the SWITCH-Med Connect 2016. Summaries of these meetings (D.4.3.3.1) are available at these links: http://www.SWITCH-Med.eu/en/SWITCH-Med-connect/SWITCH-Med-connect-2016/Finance_Track_2_closed_participation and http://www.SWITCH-Med.eu/en/SWITCH-Med-connect/SWITCH-Med-connect-2016/Finance_Track_2
- Partnership with the European Federation of Ethical and Alternative Banks (FEBEA) to launch The Switchers Fund to finance for Green Start-ups.
- More than 70 Green Entrepreneurs (37% Women) were able to pitch to around 80 investors. Around 70% of the Switchers were successfully matched with investors, raising more than €2 million worth of investment.
- Financial support from the Organization for Security and Co-operation in Europe (OSCE) and the Italian Government in order to launch the 1st Edition 2017 “Award for young Green Entrepreneurs in the Mediterranean making a Social impact”. Through the Award, 6 Green Start-ups (Algeria, Egypt, Israel, Jordan, Morocco and Tunisia) have been supported with 15,000 € each.

Finding 6: all expected outputs were achieved in a highly satisfactory manner in all countries despite various challenges faced in some of them.

Most quantitative targets as preset in project logical framework have been achieved or even surpassed. Qualitatively, the project had several strengths but areas for improvements as well:

Capacity building activities. In general, the training and technical assistance activities in all the project's subcomponents have been well received by the participants in the eight countries. They unanimously qualified the training programs offered as being of excellent quality, providing them with relevant knowledge, innovative tools and fruitful and useful advice. The novelty and uniqueness of the methodologies and tools introduced were highly appreciated as well as the support provided by international skilled experts. Equally appreciated was the approach used, combining theory and hands-on exercises and practices. However, some beneficiaries have pointed out that the sessions were too spaced¹⁶ in time discouraging some entrepreneurs who stepped away from the process or some TEST teams whose involvement was decreased in favor of other tasks more urgent in their views.

Quality of local partners and service providers. Mapping activities and use of a competitive bidding process have allowed to select the best available services offers in each country. Services offered by services providers as coaches/mentors who were dedicated and motivated, have been very respected. Some of them were committed to the point that they have fulfilled their responsibilities despite getting paid late by one of the implementing partners or pursued their support to the GEs even after the project's completion. Such testimonies have been collected from interviewees in Egypt, Morocco and Tunisia in particular. However, some LSPs under the TEST subcomponent in some countries like Algeria, Lebanon or Tunisia did not have the background (were not engineers but environmental scientists) required for process analysis, and thus could not identify optimization measures.

Networking related activities have also been very appreciated though results were not the same across all countries and along all the sub-components. For instance, Interviewees who attended the SWITCH-Med Connect events organized in Barcelona in 2015, 2016 or 2018, evaluated it as very beneficial for exchanging knowledge and experiences and for creating future cooperation deals. They have been particularly highly valued by the entrepreneurs who won the Elevator pitching competition in their country and received a financial award during the 2018 event which enabled them to establish and start their business. B2B meetings gathering European eco-solution providers and local companies were very well received in Tunisia as well as in the three other targeted countries even if some participating companies interviewed in Egypt explained that they haven't got any real benefit because their requests and emails have not been followed up and there were no enough common grounds and interests among those who participated. Activities related to the Switchers were very successful as they resulted in creating a "SWITCH-Med family" among green entrepreneurs and CSOs with a strong sense of community and belonging.

Communication and visibility. Presentation of project results in different occasions and sharing of success stories including how challenges were tackled were a very effective way to empower and increase motivation of beneficiaries or potential beneficiaries and ensure the project's visibility.

However, the following areas have not been as successful:

Access to finance and financial sector related activities, considered by all countries as an important component to achieve the expected transition towards SCP, were perceived by most if not all the interviewees in most countries as having been undermined in the project design, while not meeting the expected needs of most beneficiaries. At the government level, successfully completed projects, in

¹⁶ 5-day onsite training along a period of 2-3 months for the Green entrepreneur programme

particular the SCP-NAP demo projects, were strongly awaited to raise awareness showcasing best examples to be reproduced and push for a demand increase in sustainable products and SCP practices. At the industry level, the existence of a potential in terms of RECP savings was fully demonstrated but was not yet materialized, in particular for measures requiring high investments. Reasons behind this situation are the local context, economic crisis, political unrest faced by some countries or reluctance of some entrepreneurs to get more indebted or to be confronted with bureaucracy. Regarding green entrepreneurs and CSOs' social and eco initiatives, most of them are still seeking funds to implement their projects and matured in one way or another. Most of the green entrepreneurs expressed that they faced some challenges with obtaining fund related to their green ideas and taking those ideas step further. Moreover, they believe that funding institutions specially the banking ones should be targeted in future phases of the project to raise their awareness of the green financing tools and mechanisms.

Quality documents to be better disseminated: the project has produced many documents of high quality that have been published on the project website. The E-Library section of the website is not well structured, consisting of only one page listing all titles from the different project components crowded together, making it harder to classify the different documents if one is not familiar with the project document. This is an opportunity not well exploited for disseminating precious findings and thoughts to targeted readers. From another perspective, it is to be noted that many of the interviewees said they did not consult the documents in the SWITCH-Med website. More efforts should have been made by local partners and others to raise awareness of stakeholders on the website and encourage them to consult the available documents relevant to their activities. Word of mouth is a good and costless way to spread information. On the other hand, information transferred through the social media have been more successful among the young entrepreneurs.

Finding 7: Implementing partners demonstrated a satisfactory adaptive capacity: during project's implementation, the project team, in particular SCP-RAC had to adapt to the context and replace some project's activities by others thought to contribute in a more effective way to the achievement of expected results and impact.

Overall, achievement of outputs based on the logical framework and the preset targets is rated "Highly Satisfactory" (HS).

Achievement of overall objective and outcomes

Below, effectiveness will be assessed for the overall objective of the project and the 6 expected outcomes against the pre-defined objectively verifiable indicators. Then, examples of early signs of transformational changes in the different countries will be provided.

Results have been evaluated against the performance indicators defined in the logical framework of the project's description of action. A color code has been adopted to ease the reading as follows:

Green: target achieved or exceeded

Light brown: below target

Red: target not achieved, or no information provided to confirm it was.

Table 2: Level of achievement of the overall objective and outcomes

Intervention logic/ description	Objectively verifiable indicators	Findings
<p>Overall Objective: To facilitate the shift toward Sustainable Consumption and Production (SCP) in the Southern Mediterranean Region</p>	<ul style="list-style-type: none"> • Increased number resource efficiency and environmentally sustainable policies adopted by Governments. • Increased number of industries and civil society organizations applying SCP principles. 	<p>Finding 8: Early signs of transformational changes have clearly been identified in a number of countries. However, progress made vary from one country to another and from one subcomponent to another, the MED TEST being seen as the most mature and successful.</p> <p>Finding 9: At project’s completion, the number of resource efficiency and sustainable environment policies adopted by governments has indeed increased as well as the number of industries and CSOs applying SCP principles. However, based on the two indicators related to the achievement of the overall objective, it is difficult to say if progress made has been sufficient to ensure a real shift towards SCP practices since there were no baseline nor targets.</p> <p>Finding 10: Nevertheless, the project contributed certainly to facilitate this transition and encouraging results have been certainly achieved in all the countries. All the “ingredients” necessary to attain the objective have been provided. Ways to shift towards SCP have been fully demonstrated but efforts must still be pursued to consolidate results achieved by addressing the remaining barriers and to upscale to increase the chances of fully contributing to the expected impact i.e. a green and circular economy in place in the Mediterranean region aimed at reducing environmental degradation and resource depletion.</p>
<p>Outcome 1: Increased demand for and supply of sustainable production services among industry in the southern Mediterranean countries</p>	<ul style="list-style-type: none"> • At least 15-20 service providers of integrated SP services (TEST) for industry in the local market 	<p>Finding 11: A total of 44 local service providers have been trained on MED TEST methodology with a hands-on experience. National supply of SP services has been strengthened in each country i.e. Services providers have been capacitated and are able to provide further support to TEST enterprises or new ones that wish to integrate the RECP approach. However, their number is still insufficient in all countries for a massive up-scaling across sectors in particular in countries with large population and industry size.</p>

Intervention logic/ description	Objectively verifiable indicators	Findings
	<ul style="list-style-type: none"> • Turnover generated by SP service providers increases by 50% during project's lifetime • Approx. 300-400 industries requesting SP services, out of which at least 130-150 receive assistance during the project. 	<p>Finding 12: Regarding the turnover generated by SP service providers, the evaluation was not able to get or verify data to be able to measure it. In addition, since there is no baseline for this OVI, it would have been very difficult to validate if the increase was by 50%.</p> <p>Finding 13: 232 industries were initially reviewed, out of which, 130 signed a contract and 125 industries received assistance and completed the implementation of the MED TEST programme. Even, if this latter number is slightly below the expected target, the project was able to demonstrate the potential of resource savings (energy, water, and raw materials), pollution savings (COD, solid wastes), CO2 emissions reduction and yearly financial gain resulting from the implementation of the RECP measures. Rate of implementation of RECP measures varies from one country to another and from one industry to another mainly due to external factors or financial issue. However, most managers interviewed have assured us that their investment decisions are just postponed and not abandoned. One of the most positive result achieved by Med TEST is the changed perception by industry managers that businesses can be green AND profitable as well. In addition, as a result of efforts developed by the project in terms of awareness raising, sharing information and "success stories" and by word of mouth, interest by other companies has raised which would make it possible to expect a rapid development of the RECP services market. Last, the project contributed to the development or the consolidation of trust between private industries and public sector in some countries, which should push the demand as well.</p>
<p>Outcome 2.1: Boosting Green Entrepreneurship in the Mediterranean Region</p>	<ul style="list-style-type: none"> • 300 new Green Businesses projects, grassroots innovations, joint ventures are created 	<p>Finding 14: As a result of the direct support provided by the project, 250 new Green Businesses were created that could generate more than 1000 potential jobs (Estimation according to a survey conducted by SCP/RAC). However, more than 2000 GEs have been exposed to innovative concepts and methodologies related to green economy.</p>

Intervention logic/ description	Objectively verifiable indicators	Findings
	<ul style="list-style-type: none"> • 30 receive technical and financial advice • 9 will be awarded with financial support 	<p>Finding 15: There is a pool of 48 capacitated green entrepreneurs in the region who have received more advanced technical and financial support and currently know how to turn a project idea into a sound green business.</p> <p>Finding 16: 6 Green Start-ups have been supported with 15,000 euros each, through the “Award for young Green Entrepreneurs in the Mediterranean making a Social impact” funded by the OSCE and the Government of Italy. 25 GEs raised 2.5 million euro as a result of the Matchmaking activities (information provided by SCP-RAC which could not be verified by the Evaluation team).</p> <p>Finding 17: Activities implemented in this sub-component have boosted green entrepreneurship in the region at different levels: 1) supported GEs have been empowered, they are more self-confident, more aware about environmental related concerns; they have matured or moved forward in one way or another; 2) countries have a local expertise able to train other green entrepreneurs and other trainers on SWITCH-Med methodology, with appropriate tools; some of them started to re-use taught methodologies and tools in other projects with other partners. 3) local partners have been exposed to innovative methodologies and tools and are now capacitated to conduct similar programmes and upscale them.</p> <p>Finding 18: The high number of applications received for each training session has proven that there is a huge interest by young entrepreneurs in getting supported.</p>
<p>Outcome 2.2: Empowering Mediterranean Civil Society Organizations towards sustainable lifestyles</p>	<ul style="list-style-type: none"> • SCP approaches provided by 5 supported civil society lead initiatives are successfully replicated, supported and participated by citizens 	<p>Finding 19: The technical and initial economic support provided to 14 specific Grassroots Innovations was successful as they became “success stories” that have been largely disseminated by the project. However, according to the project team, the impact seems to have been confined to the activities of the project. No strong replication potential has been noted in the targeted countries. This was confirmed by the evaluation during the country missions.</p>

Intervention logic/ description	Objectively verifiable indicators	Findings
<p>Outcome 2.3 Leveraging interactive initiatives between Mediterranean Green Entrepreneurs and CSOs</p>	<ul style="list-style-type: none"> • Interactive initiatives designed and facilitated 	<p>Finding 20: National Synergy Workshops organized in each country allowed bringing together 778 stakeholders representing a wide range of actors (green entrepreneurs, civil society organizations, public actors, private actors supporting entrepreneurs, financial actors, etc.) to develop strategies to support green entrepreneurship and eco-innovation. As a result of the process, 8 National White Papers were drafted and published on the project website. However, none of the stakeholders met reported any use made of this document and no action seemed to have been taken based on their recommendations in any country</p>
<p>Outcome 3: Demo projects demonstrate how SCP can be integrated into the national policy</p>	<ul style="list-style-type: none"> • At least one demo project per country is successfully implemented 	<p>Finding 21: 20 Demo projects have been selected by different consultative process in each country. All projects are at different stages of implementation but the target of having at least one demo project per country was successfully achieved.</p> <p>Finding 22: Strategies adopted by the two implementing partners in charge of these activities were different, more bottom-up for SCP-RAC in Group 1 countries but with less visible results and more top-down for UNEP for group 2 countries.</p> <p>For group 1 countries, support provided by SCP-RAC helped mainly the direct beneficiaries of the demo project who are currently integrating the knowledge acquired into their activities. Some of them have already improved their products and increased the availability of sustainable products and services on the market. Others have been slowed down in implementation due to financial problems. The strategy behind this is to make these pilot projects success stories that will be showcased and disseminated in order to create demand for the new sustainable products and create new vocations. For group 2 countries, the strategy adopted by UNEP was rather to intervene at levels able to produce positive results that would be sustained and replicated through policy changes or initiatives at the national level.</p>

Intervention logic/ description	Objectively verifiable indicators	Findings
<p>Outcome 4: Contribute to the visibility, effectiveness, long-term sustainability and impact of the components of the SWITCH-Med Programme.</p>	<p>A regional platform bringing all the components of the SWITCH-Med Programme together.</p> <p>Effective dissemination and increased visibility of the outputs of the components of the SWITCH-Med Programme in the Med region.</p> <p>Increased links and synergies among the components of the SWITCH-Med Programme and with external initiatives beyond the SWITCH-Med Programme components.</p> <p>Scaling-up opportunities identified for long-term sustainability of the SWITCH-Med Programme activities.</p>	<p>Finding 23: According to the project final report, “the web platform attracted more than 100,000 new users, with half a million views. The social media accounts’ followers exceeded 10,000 mark (three times of the sister Programme SWITCH-Asia that is implemented in 19 countries). Strategic use of FB account increased the visits to the website and content visibility”. However, most interviewees met during country visits said the website was very rich but difficult to navigate.</p> <p>Finding 24: “The third edition of the SWITCH-Med Connect received more than €30,000 cash sponsorship indicating an added value perceived by the external stakeholders. The Circular Economy in the Mediterranean Exhibition that was open to public from November till December in Barcelona at the Sant Pau Recinte Modernista received more than 15,500 visitors”.</p> <p>Finding 25: However, within countries, no interviewee was aware of the “whole picture” of the project. They only knew the activities, they have supported or were involved in.</p> <p>Finding 26: The strategic partnerships established by the project with 30 organizations have increased the project’s outreach and sometimes mobilized additional resources for the implementation of the project indicating the value added seen by the external stakeholders. (e.g. OSCE and Italian government’s financial support to the SWITCH-Med fund).</p> <p>Finding 27: Despite the efforts made at the management level to establish a coordination mechanism, (the coordination group created at the start of the project met 5 times during implementation), links and synergies among the sub-components of the project (MED-TEST, GEs and CSOs’ programmes, SCP-NAP demo projects) were unanimously recognized by interviewees as weak at the country level, implementing partners having the tendency to work in silos as</p>

Intervention logic/ description	Objectively verifiable indicators	Findings
	<p>Opportunities for business partnerships and financial investment networks identified and promoted between organizations of EU and selected countries (Lebanon, Tunisia, Morocco and Egypt).</p>	<p>well as some National Focal points (NFPs). In addition, rivalries between ministries in some countries did not help.</p> <p>Finding 28: Only a few countries mentioned they have started to implement recommendations included in the MED TEST II scaling-up studies (Algeria, Israel and Tunisia with respect to RECP). Regarding the white papers for scaling-up the successful demonstration projects of GEs and CSOs, no indication was provided that practical measures have been taken to have either an entity assuming the continuity or a budget to be used to implement the recommendations in any of the 8 countries. In fact, none of the interviewees has even referred to this document.</p> <p>Finding 29: The 8 business-to-business (B2B) events organized for South Mediterranean and EU companies led to 16 successful matchmaking cases that were concluded in the form of technology cooperation agreements, skill transfer and innovation research collaboration, worth of about 1.4 million EUR”.</p> <p>Finding 30: Strong interest in the EU Product Environmental Footprint (PEF) and the Life Cycle Assessment (LCA) tools were witnessed by the strong participation in the workshops organized by the project on these subjects. As a result, participants have now a better understanding of these concepts, reliable information about their requirements and how they may use them for their competitive advantage. SWITCH-Med team’s progress reports mentioned that in Tunisia, Lebanon and Egypt, the strong interest shown by the respective government representatives was materialized by a request to local experts to start working on LCA databases for generic processes like transportation, electricity supply and water.</p>

Achievement of Effectiveness is rated “Satisfactory” (S)

Progress to impact

In line with the practice adopted by most development agencies including UNIDO to assess impact, the assessment is based on the level of *likely* achievement, as it is often too early to assess the long-term impacts of the project at the project completion point. (As per UNIDO Evaluation manual, Chapter 3, page 24).

Finding 31: Early signs of changes at different levels, have been observed in each country and beyond for all the project’s subcomponents.

MED TEST II project:

- Growing market potential for RECP services: some local services providers have started to offer RECP services on a commercial basis. This is the case in Egypt, where two of the interviewed service providers managed to attract two additional companies to apply MED TEST, convincing them even to pay much higher fees for implementation, as they could not keep providing subsidized services. Documents reviewed, confirm that one additional service provider who joined the TEST training, has already managed to engage four additional industries on a full commercial basis to introduce the TEST methodology in their production facilities. In Lebanon, the team that worked with the Local Implementing Partner for the Med TEST II programme was hired by the EBRD / Audi Bank to act as technical advisors for under the Green Economy Financing Facility (GEFF) initiative.
- Change in business and management culture following awareness raising: the language now used by top managers and TEST teams has shown a change in mindset and has resulted in making innovative decisions. For instance, some companies advanced new management systems for environment and energy (Lebanon, Tunisia, and Jordan), other installed systems for monitoring their energy and water use performance (Lebanon, Morocco, and Jordan), some companies fully convinced by the benefits, started to integrate the material flow cost into their accounting systems (Lebanon, Tunisia, and Jordan). The more proactive companies hired new professionals to follow up on continuous RECP improvements (Morocco, Tunisia). Others have decided to replace their production equipment with higher performance ones (Tunisia, Algeria, and Jordan). Another change to mention is the new culture of collaboration that was created between the Accounting and production departments to implement the MFCA tool in particular, which had never existed previously (Algeria, Tunisia, and Jordan). Fearing for their business following several years of slumping sales in an unstable and uncertain political environment, the Lebanese and Jordanian plant managers were open to new ideas for improving their operations and reducing their costs, and showed a high commitment to RECP concepts that helped them realize the extent of inefficiencies plaguing their processes and comply with the government push to enforce environmental protection measures.
- New decisions taken at policy level by governments as a direct contribution or induced effect of the project. In Algeria, the government has decided to launch a new bilateral project funded by EU entitled “Programme d’appui à la transition de l’Algérie vers une économie verte et circulaire” whose industrial component will build upon results achieved by the MED TEST II and will leverage the local expertise built (public institution and private experts). There are also ongoing discussions between the Ministries in charge of Industry and Environment respectively to prepare a ministerial

circular enabling TEST enterprises to benefit from subsidies of the Industrial Upgrading programme like enterprises applying for ISO certification. In Israel, the Project stimulated the commitment of the government to create a National Center for Resource Efficiency in the Industry at the cost of 51 Million IS. A tender for creating the center was published at the end of 2018 and closed in March 2019. The project helped to change the RECP perception by the Ministry of Economy and Ministry of Finance, and stakeholders emphasized that without the Switch-Med project this would have not happened. In Lebanon, the results achieved by the demonstration plants that adopted the RECP methodology and implemented all/most of the recommendations encouraged government ministries to integrate the RECP concepts in the environmental laws concerned with environmental audit (MoE Decision 189/1 of 2016: Review process for EA reports). In Morocco, the EBRD MorSEFF credit line was made accessible to MED TEST II companies. Nine companies from the Food and Textile sectors applied to the fund. To date, about 4.4 M € have been approved for RECP projects. In Palestine, the results achieved in improving the efficiency of the demo companies fed into the “National Policy Agenda 2017-2022: “Putting Citizens First” in the areas of sectoral strategies, particularly the industrial sector and how to develop it. The government of Tunisia is currently working on making TEST industries eligible to an existing funds called FODEC and dedicated so far to industrial upgrading projects.

- Other various induced effects: In Lebanon, courses inspired from the TEST II methodology have been integrated into the curriculum at Faculty of Science of University Saint Joseph. Discussions with other universities (Lebanese University, American University of Beirut) are under way to introduce these courses.

GEs' programme:

- Emergence of new skilled trainers on the market: some of the trainers/mentors have got opportunities to be involved in other programmes supported by other partners where they re-used the knowledge and skills acquired with the SWITCH-Med project. One female trainer in Morocco decided after SWITCH-Med experience to quit her job and open her own business whose turnover has been multiplied by three after one to two years of operation. Similarly, some other trainers who were previously employees decided to create their own consulting firms. In Algeria, a local female trainer was asked to develop new training modules on green entrepreneurship in qualifying training schools. In Israel, the content of the “train the trainers” workshop was found useful and the canvas methodology was used by trainers in other courses.
- New policies taken by governments: In Algeria, the new bilateral project aimed at facilitating the transition of the country towards green and circular economy also includes a component dedicated to support green entrepreneurship and creation of start-ups. In Morocco, the project has contributed to the creation of the first entrepreneurship centre¹⁷ at Hassan II university in Casablanca, in partnership with the local project partner CTPES. The local partner in Tunisia (CITET) developed in 2017 a training and coaching programme aimed at supporting creation of eco-projects. Similarly, several sectorial guides have been designed and published by the Ministry of environment related to waste management and recovery, energy efficiency and renewable

¹⁷ Inaugurated in January 2018, the Center also benefited from the technical assistance of the EM Lyon, the support of the UNIDO Network of Investment and Technology Office in Bahrain and the financial support of the MEPI programme.

energies. A master's degree on green entrepreneurship is being put in place in two High Institutes of Technological Studies (ISET) in the two cities of Beja and Zaghuan.

CSOs' programme:

- Mixed and limited results in terms of empowerment of CSOs towards sustainable lifestyles. No massive transformational changes have been observed at CSOs level as a result of this sub-component's activities, except some ad-hoc and limited examples of success in few countries. Still, in Egypt, the CSOs involved in the project created an active WhatsApp group, where trainees exchange information, potential financial opportunities and challenges until today. One of them, Go bike's service, has successfully implemented its initiative¹⁸ and is contributing to changing the mentality of different population groups towards bike culture in the country. In Algeria, about 100 persons, mainly students have been trained on composting and agro-ecology by members of the CSO implementing a supported initiative related to composted olive waste. Another example is the 13 TORBA members who have received high-level training in agro-ecology thanks to the project and in turn, taught since 2016 around 100 people with varied backgrounds, ranging from experienced small farmers to curious individuals, permaculture and farming techniques that are both profitable and respectful of health and the environment.

SCP-NAP demo projects:

- SCP-NAP projects successfully implemented and ready to be duplicated. In Algeria, the two selected projects have been able to give value to downgraded products (dates and co-products of date production and used textile materials) and sell them as new products on a commercial basis, demonstrating the possibility and viability of upcycling activities. Successful results were showcased in many events and disseminated through communication material as examples of circular economy to be followed/replicated and to create demand for these new sustainable products. In Egypt, the "National Initiative on Reduction of Plastic Bags Consumption" was showcased in several international and national events and widely covered by media. The second demo project aimed at creating a push and a demand for green and sustainable products through supporting the gradual adoption of sustainable public procurement practices including tendering procedures and the required law amendments. As a result, several national initiatives were launched by ministries such as conversion of governmental vehicles and taxis to natural gas and introduction of led lamps in governmental buildings, which were backed by a Prime Minister's decision. 9.5 Million Led lamps were distributed to households, and 80,000 traditional lamps were replaced in government buildings saving around 12 million Kwh/year. This saved around 2,793 tons of fuel and reduced the emissions of CO2 by 6,938 million tons according to the final report prepared by CEDARE. An amendment of the existing law is currently being discussed in the Parliament. As for Israel, following the creation of the on-line application platform for the "Green Label" on the restaurants in Tel-Aviv, several restaurants from other municipalities also applied through this platform to get certified. Several other activities were developed to allow the country to move ahead in promoting sustainable public procurement practices and to generate inputs to a new procurement law and foster the switch through concrete actions and tools. Although activities are still ongoing, the Israeli government, convinced by the results already achieved, committed 121 Million of Israeli Shekels (USD35 Million) to implement the activities that were

¹⁸ Promoting cycling as an environmental and healthy mode of transport in Egypt through the organization of cycling events and providing access to bikes.

identified during the SCP-NAP phase. In Jordan, out of the two demo projects dealing with solid waste management, the Plastic Shopping Bags Bylaw No. (45)¹⁹ was enacted in 2017, the “One Dead Sea is enough” initiative was launched by the Minister of Environment during the World Science Forum in November 2017 and a Waste Management Framework Law²⁰ was drafted in 2018. The Jordanian government further provided the legal umbrella to increase sustainable investments in the waste sector. In Lebanon, the pilot project selected was able to demonstrate the technical and economic viability of producing organic fertilizers out of vineyards waste. Several workshops have been organized to share findings and good practices and a manual related to waste management in the wine sector was produced to create a ripple effect among wineries and key stakeholders, and to be used as a basis for replication in other countries of the Mediterranean. In Morocco, one of the demo projects selected was able to demonstrate the benefits of valorizing agricultural residues through the methanization process of a collective biogas plant, in reducing pesticide utilization and energy consumption by farmers. This could serve as a model to be promoted and integrated into policies by the government for further replication at the national level. In Palestine, 7 eco-trails were selected for rehabilitation to become showcase examples of sustainable eco-trails /sites. Finally, the two demo projects implemented in Tunisia in the field of eco-tourism have allowed for job creation and demonstrated the feasibility and viability of eco-services (2 out of the 5 eco-tours created have been sold in France) and the eco-chalet built can now offer a model of circular economy that could be replicated. Regarding the third demo project aimed at adopting the principles of circular economy in the olive oil sector and testing the new Tunisian ecolabel for olive oil products developed by the CITET, potential outcome is that it could serve as a model to the government for the adoption of a Tunisian label for bottled olive-oil and synergy has been created between the ongoing Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) project aimed at facilitating the sustainable sourcing of organic olives from farmers, to be turned into organic olive oil by the company.

Networking Facility:

- At least eleven agreements have been reported to have been firmly concluded following the B2B events organized by the project between European eco-solutions providers and Mediterranean SMEs in four countries, namely Egypt (3), Lebanon (1), Morocco (2) and Tunisia (5). Examples include the agreement realized between the German Recycled Pallet System Developers, Van Maren Systems B.V., and the Lebanese Kamoplast company expected to lead to saving around 310 tons of virgin plastic or the agreement between the Moroccan Denim cluster and the Spanish Jeanlogia company which allowed introduction of circular economy solutions for plastic waste in 4 Moroccan companies. In Tunisia, following an agreement with a Spanish-based company, BIOAZUL, the company ABCO has bought an innovative fish defrosting line that has allowed them to reduce water and energy needs by 30% and 80% respectively and also reduce the defrosting time while improving the quality and texture of their product. The interviewed stakeholders have confirmed some of the above-mentioned information during the country visits.
- According to project progress report, the PEF pilot studies’ results have caused product packaging changes in Tunisia and Lebanon, as well as changes or plans for changes in the resource procurement models, aiming to lower the environmental impacts then going to be used in

¹⁹ To limit the spread of plastic bags and reduce their negative effects on the environment and regulate the procedures for the import, production and circulation of bags, and prevent random disposal in the environment.

²⁰ Aimed at regulating waste management, reducing production, recycling, assuring treatment and safe disposal.

communication with clients from EU, as well as other markets, ultimately to improve the profitability of the company. It also showed many similarities with the European screening studies and important differences in the identification of most relevant impact categories, life cycle stages and processes. Although it gave EU insights about the duration of the grace period and the capacities of the national consultants and demand on being certified, it concluded that the rules of the data collection need to be reconsidered in order to enable application outside of Europe to participate.

- All the Ministries responsible for industry and environment in Tunisia, Lebanon and Egypt have entered in discussions on how to enable national LCA databases, supporting in that manner the national industries. Local LCA and PEF experts in these three countries have already started working on LCA databases for generic processes like transportation, electricity supply and water. This outcome has the potential to facilitate the introduction of LCA as a very powerful tool used by the industries in designing their products.
- As a direct result of the project and in line with the upscaling roadmaps for RECP and for promoting green entrepreneurship, some practical measures have been taken in some countries such as in Israel where the government committed an amount of 51 million IS to create a National Center for Resource Efficiency in the Industry or in Morocco where the first center for entrepreneurship opened its doors in 2018 at the Hassan II university in Casablanca.

It should also be noted that at a more global level, the secretariat of the Union for the Mediterranean (UfM) fund raised 5 million for SCP/RE activities through Austria. Such funds were channeled to EBRD in order to cover Western Balkans and upscale activities to other countries of the Med. The funding translated into various projects, some of which are directly managed by SCP/RAC (training for national banks, plastic issues in the food value chain in Montenegro, Albania, Bosnia & Herzegovina).

As a result, Progress to impact is rated “Likely” (L).

3. *Efficiency*

Finding 32: expected project activities were achieved with a one-year extension at no additional cost that was granted by the donor to the project to complete and/or consolidate planned activities.

Some delays have been due to external factors such as political and security issues and the economic recession that was faced by the region, during the period of implementation. Others have occurred as a result of bureaucratic procedures by some of the project stakeholders or unforeseen difficulties met during the project implementation.

Examples of the reasons for delayed implementation can be found in almost all countries:

- Algeria experienced delays from project start due to ministerial reshuffles and institutional changes within the local partner (CNTPP) which delayed the signature of the project’s contract by one year and agreements with the pilot industries by four months. Regarding the latter, the tendering selection process had to be launched twice due to the lack of interested applicants. Finally, logistical issues hampered the field missions conducted by the experts given the dispersion

of the companies across the country and the long travel distance. In addition, some teams of the selected pilot industries were often unavailable at the time of the planned missions.

- In Egypt, the political changes, high turnover rate of political partners, the delay in receiving clearances and official approvals for project activities to start delayed not just the start of the project for a year, but also the work with the GE and Civil Society organizations.
- In Lebanon, the Syrian crisis has affected the local economy as well as slowed down the political decision-making regarding the demonstration projects for the SCP National Action Plans. More specifically, the hurdles encountered in Lebanon related to the difficulty to identify service providers with the appropriate technical backgrounds or to have consulting companies committed that fully delegate the required personnel to undertake the initial assessment of the pilot industries. Compensating for the shortage in LSPs, staff of the local implementing partner who were tasked with backstopping the service providers ended up doing the work themselves and continued supporting the pilot plants even after their contract expired. Two of the demo industries selected did not continue in the programme, although they completed important steps in the assessment exercise, and even started investing in measuring tools; one company went bankrupt and the other just stopped its cooperation.
- The situation in Palestine has also affected the programme implementation progress, affecting mobility of the local teams to conduct the necessary visits to the industries. The security situation has also affected the recruitment of international sector experts in MED TEST II.
- In Tunisia, the security crisis in May 2015 had a cascading effect on the economy and industry, which led to reassessment of companies' participation in the project and the postponement of international experts' missions. The drastic drop of the national currency has increased the cost of all products in particular those imported. This has particularly affected the SMEs and suspended their investment decisions.
- A recurrent complaint that was raised in most countries is related to the too long payments period of the local experts or partners after their work performance, which resulted in dissatisfactions.

As far as other difficulties encountered during project implementation in most countries, the implementing partners mentioned the following:

- Data collection for the MED TEST project took a much longer time than expected, as some companies were skeptical on providing confidential information on their company or simply did not have requested data available. Data collecting during PEF process in the pilot companies took also considerable time, as companies lacked good information systems to monitor key operational parameters.
- GEs, the high number of applications to the training programme has required longer time for the management of the calls for applicants and the selection processes.
- Given that green entrepreneurship was still at the embryonic stage in all the target countries and CSO community not yet ready to deal with innovative concepts, identifying and training adequate local partners and trainers have been a challenge that required more time.
- In addition, administrative EU requirements in terms of contracting regulations have caused delays in the processing of collaboration agreements and contracts for the delivery of the GE&CSOs

training workshops. Changes in the Spanish national legislation²¹ linked with public procurement have slowed down the contracting processes for the second phase of training.

- Regarding the SCP-NAP demonstration projects sub-component, selection of the pilot projects took more time than expected due to the long consultation process followed with national partners to ensure that projects are well aligned with their priorities, given that the SCP-NAP was not totally completed yet in the countries.
- Finally, the Networking component has experienced delays given the fact that many of their activities were directly linked to the pace of activities conducted by the other sub-components.
- This one-year extension however has enabled the project team to continue activities, consolidate already achieved results and document further the business case of the various concepts and methodologies introduced by the project through its different subcomponents.

Finding 33: Project results have been achieved within the initially allocated budget (20M €) however with some adjustments over the course of project implementation.

The following table shows actual project's expenditures per subcomponent against the planned ones. UNEP's expenditures for the final reporting period are still to be included. These figures include co-financing from the implementing partners. Co-financing represents 5% of the amounts shown below.

Table 3: Project's expenditures

Sub-component	Initial Budget Expenditure	Annex III second addendum	Unutilized budget funds	Used budget funds %
MED TEST II project	7,813,264	8,047,113	271,575	97%
GE programme,	4,188,865	4,541,309	352,444	92%
NF	3,820,995	3,903,983	82,988	98%
SCP NAP UNEP's Expenses for the final reporting period not included	2,047,956	2,799,950	751,994	73%
PM	737,693	707,645	- 21,019	103%
TOTAL	20,000,000	20,000,000		

Source: UNIDO project team as of end of May 2019

²¹ This was a transposition of the European norm in the matter of public contracting, pending in Spain from 2015. Strictly speaking the change of norm took place at Spanish level, but to adapt and respond to European requirements.

Overall, the initial total budget has been respected and the budget allocated for each component or subcomponent remained more or less the same all over the project life, with the largest share however going to the MED TEST subcomponent (around 40%).

Nevertheless, during its implementation, the project has undergone 3 budget revisions/addenda aimed to 1) a first reallocation of the funds between activities, 2) the inclusion of the funds initially earmarked for Libya then 3) the reallocation of the contingency funds (871,120 €) to complete the activities during the extension time.

It should also be noted that the one-year extension of the project duration has resulted in additional management costs. The related budget has increased from 2.3% initially to around 4% after the revisions. Actual spending for this budget item was 737,693 € (3.7%).

Impact of effort provided by the project team in terms of additional follow-up, advocacy or outputs has not been valorized nor measured against the additional cost resulting from the project extension. It is however perceived by most stakeholders as having been much higher given the level of satisfaction shown by most interviewees during the country visits.

Cost-effectiveness of project's activities has not been calculated for each country. However, in the case of Jordan, the local partner RSS made some calculations that confirmed that the service provided to the industry under MED-TEST II was very cost effective compared with the local market prices.

Finding 34: Funds have been provided by donor as initially planned but were found somehow underestimated for some subcomponents.

Indeed, the budget funds have been transferred to UNIDO under the form of 5 instalments, in accordance to EU procedures and contract signed with the donor. Then UNIDO, based on partnership agreements signed with the two other implementing partners, made the appropriate payments to each of them.

There was a general opinion that the resources allocated at project's design to the CSOs' subcomponent have been insufficient to establish a comprehensive program that would really empower and mature the civil society that is often nascent in the region.

Last but not least, the Access to financing component was also perceived underestimated given it has been the main barrier for the implementation of the Green business plans of start-ups and other green demonstration projects and to a certain extent for the implementation of RECP measures. In addition, finance culture is still lacking among entrepreneurs but the financial sector in the different countries does not have either an out-of-the-box approach nor is yet aware/convinced enough of the opportunities provided by the Green economy.

Finding 35: The project had a satisfactory coordination at the project level but weak between subcomponents on the ground.

Indeed, results in terms of coordination between project implementers have been mixed.

The project has established a coordination group consisting of the subcomponents implementing partners and representatives of the EC. The group met five times over the project life to review progress on activities according to the annual work-plan and to agree upon any necessary corrective measures.

While the coordination appeared to be satisfactory at the project level, it was rather weak on the ground between the implementing partners, who most of the time worked in silos. National focal points and UNIDO country offices were rarely properly and timely notified of arrival of missions in

some countries. Some NFPs have expressed regret for not having been more involved in the planning of the project and in having only a partial vision of it.

The project has collaborated with the SWITCH-Med Policy component for the demonstration projects under the sub-component 3 which have been a direct implementation of the SCP-NAPs developed under the policy component.

Policymakers also involved in the SWITCH-Med Policy component were systematically exposed to the project's activities including the training and attended the same Steering Committee meetings.

A fruitful collaboration has occurred between the Networking Facility component and the Med TEST II and GE&CSOs subcomponents in the preparation of and publication of communication materials and the regional scaling-up roadmaps in particular. Platforms developed by the NF component have been fed with practical experiences, tools, guidelines, case studies on SCP developed by the other subcomponents. PEF and B2B activities have been co-organized by the NF and UNIDO.

However, there is no evidence that similar linkages happened between all other subcomponents, in particular MED TEST and the GE where, as stated in the description of action, it was expected that "some of these industries [TEST pilot industries selected] with potential interest could take part in the green business training activities that will be conducted within the scope of the GE/SC subcomponent. This will expose the young graduates/potential green entrepreneurs/start-ups to real challenges and industrial cases faced by local industry in shifting to greener business models and on the other hand will offer selected motivated TEST industries exposure to green business model approaches that could be applicable to their cases".

Finding 36: Some measures were taken during planning and implementation that have contributed to enhance efficiency of the project.

The SWITCH-Med Policy component and the Demonstration & Networking components decided to have only one Steering Committee and to organize joint meetings including the final conference to both increase their visibility and impact whereas optimizing costs.

SCP-RAC has made non-substantive changes to planned activities to increase the number of incubated GE and add additional coaching service that have been financed through the budget initially foreseen for other activities perceived as having less impact (online training and market studies). This helped to reduce the gap between the total expected number of trainees (2,700 onsite and 150 online) and the green entrepreneurs to be incubated (30).

Both Network Facility teams of SWITCH-Asia and SWITCH-Med have collaborated on the development of an outreach platform showcasing the products of the beneficiaries (Switchproducts.eu).

Activities targeting the development of international cooperation between local Mediterranean SMEs and European eco-solutions providers have been built upon results already achieved under other EU funded programmes such as the Competitive and Innovation programme and the LIFE programme.

Finding 37: The project was able to develop some synergies with similar or complementary initiatives in the countries although it could have done more with the many other players existing or emerging in the countries, in the field of green economy.

In Egypt, a cooperation was concluded with the Egyptian Pollution Abatement Programme (EPAP) and a MoU was signed to delegate and transfer ineligible companies from EPAP financial support to participate in MED TEST. One of MEDTEST II companies "AMOC" received funding through EPAPIII for the Zero Liquid Discharge project, with an amount of 17.5 Million Euros. The cooperation with EBRD's

Green Economy Financing Facility was more successful as 4 TEST companies initiated the application process to this fund for an amount of investments exceeding 7.5 million Euros. One company Bariq received about 700,000€, one company Sestic applied, but the partner bank refused the application (about 2M€), and one company didn't apply although they met with GEF team and both the company and GEF were interested to go for application (SECO salt for a 5M€ project).

In Jordan, the project attempted to build synergies with the Jordan Renewable Energy and Energy Efficiency Fund (JREEFF) and the Jordan Environment Fund (JEF), where some of the demonstrated companies approached both Funds seeking funding. One of these demonstrated companies did not get the fund because the proposal for funding submitted was in renewable energy, where JREEFF is focusing at this stage on energy efficiency. The other application is under study from JREEFF.

In Morocco, a fruitful cooperation has occurred between the MED TEST II component and the EBRD funded MorSEFF that resulted in several SWITCH-Med projects being financed in the field of energy efficiency. UNIDO even received an award in April 2019 in recognition of this successful combination of the technical knowledge that the UN organization provided with the finance made available by the MorSEFF.

Although several initiatives related to green economy have occurred in Tunisia in recent years, no evidence of synergy has been observed yet. Same conclusion applies to Algeria regarding funding opportunities from the many existing public funds.

Finding 38: the project successfully leveraged additional financial resources that have been used to implement project's results, but they were not sufficient to address the needs of all the beneficiaries.

Co-financing pledges by the MED TEST II demo industries amounted more than 87.6 M€ in terms of funds that would be allocated by the private sector to implement RECP solutions. However, this amount is not yet disbursed since RECP measures are still being implemented and investments decisions have slowed down, as previously seen, due to various external factors.

The UfM provided financial resources for technical assistance to assess the local finance ecosystem and the interest of financing institutions regarding investments in eco-innovative and green businesses for two countries, namely Jordan and Palestine. In addition, they have also financed the publication and dissemination of a document entitled "Enabling Access to Finance for Green Entrepreneurs in Southern Mediterranean Countries" which summarizes findings and recommendations of these two studies and of the four others previously done in the initially targeted countries. Additionally, the UfM Secretariat financed the communication part of the 1st SWITCH-Med Connect event.

The SwitchersFund has obtained the financial support from the Organization for Security and Co-operation in Europe (OSCE) and the Italian Government in order to launch the 2017 "Award for young Green Entrepreneurs in the Mediterranean making a Social impact". As a result, 6 Green Start-ups have been supported with 15,000 € each.

At country level, the partnership developed between the project and the EBRD funded MORSEFF programme in Morocco and GEF in Egypt has allowed the approval of an envelope of about 5M € for investment in clean and resource efficient projects by MED TEST pilot industries.

As a result, project's Efficiency is rated "Moderately Satisfactory" (MS).

4. Sustainability

In assessing project sustainability, we asked “how likely will the project outcomes be sustained beyond project termination?” Four dimensions were looked at when assessing sustainability: financial resources, socio-political risks, institutional framework and governance, and environmental factors. The following ranking scheme was used:

- *Likely (L)*: negligible risks to sustainability;
- *Moderately Likely (ML)*: moderate risks to sustainability;
- *Moderately Unlikely (MU)*: significant risks to sustainability; and
- *Unlikely (U)*: severe risks to sustainability.

Overall rating is equivalent to the lowest sustainability ranking score of the 4 dimensions.

Finding 39: major risks have been properly identified at the design stage but more or less effectively addressed during implementation.

Risks generally fall into two categories, those that are outside the influence of the project and could affect its results and those that could be mitigated by its actions. The project has identified 11 risks at the time of its design. Those related to an unstable political situation, an economic crisis or security issues are external factors also called hypotheses for which the project couldn't have a huge influence and had to cope and adjust. These risks indeed happened and have caused delays in the implementation of project's activities, but they have also impacted the decision-making process in concerned countries either at governmental level (delays in adopting policies, laws, programmes and projects) or at the enterprise's level (postponement of investments). Egypt, Lebanon, Palestine and Tunisia have been the most concerned. The mitigation measures proposed at project's design have been more or less effective. Regarding the issue related to finance access, efforts have been made for mapping the financial support programmes existing in the region and for connecting beneficiaries with financial institutions, leading to some success stories, but the issue has remained for most of them. On the other hand, risks of not getting the interest or not being able to raise awareness of the different stakeholders and those related to project's visibility and communication were much better addressed.

Finding 40: the project was very successful in ensuring a strong national ownership in most countries

In Algeria, the government is very committed to develop green economy and SCP practices in particular as a means to address many of the challenges faced by the country and has decided to build upon the results achieved by the project in implementing a new bilateral project funded by the EU that will further promote SCP modes and RECP measures. There are ongoing discussions between line ministries to issue a circular, allowing companies wishing to adopt the TEST methodology to benefit from the support of the Industrial Upgrading programme as well as to establish a one-stop-shop for enterprises within the framework of the up-scaling roadmap. In addition, the statutory mission of the local partner CNTPP has been recently amended to include the promotion of clean technologies and sustainable production. After project's completion, CNTPP also decided to hire a TEST expert to further train its staff so they can ensure a proper follow-up of the pilot companies.

In Egypt, all interviewed implementing partners confirmed their willingness to continue promoting the SCP approach and highlighted that they have continued already to give similar support either to the

same target group or to a new one. ECNPC, the local partner for the GE and MED TEST subcomponents, is providing the supported entrepreneurs with the needed backing up in the form of connecting them with incubation or acceleration programmes, exhibitions and study tours through other donor projects like AFD. Steps to ensure continuation of providing access to financial information and technical support for entrepreneurs have been taken by Egyptrepreneur, by improving SCP-RAC methodology and disseminating it through its large network. The consultancy company upgraded and automated its services, by developing the funding assistance tool <http://bit.ly/Qfunding>, where ideas and projects are assessed based on unified pre-set objective criteria for free. National ownership was also expressed through the active participation of ministers and different officials in the official launches of SCP-NAPs related activities and during implementing one of the demonstration initiatives.

In Israel, the government has recently closed a tender for creating the National Center for Resource Efficiency in the industry at the cost of 51M IS to scale up RECP in the manufacturing sector. SCP-NAP activities are still going on with the support of the Ministry of Environmental Protection following in particular by the success of the green label developed for restaurants. The involvement and commitment of the two focal points are of great importance as they represent powerful potential promoters of sustainability in a context where it is considered as a low priority by the government which is mainly driven by the civil society pressure.

In Jordan, the government, completely convinced with the importance of SCP, has established a Green Economy unit within the ministry of environment and a national green economy committee at the ministerial level to follow-up the work of the unit. It has also endorsed the national green growth plan as a roadmap. A new bilateral project with GIZ “promoting energy efficiency networks for the industrial sector in Jordan” will build on the successes achieved through the project. The Aqaba Special Economic Zone Authority, which has benefited from UNEP support within the framework of the SCP-NAP demo subcomponent, has expressed its willingness to adopt the recommended actions of the two policy papers²² prepared.

In Lebanon, the TEST pilot industries asserted that they will continue looking for ways to improve the efficiency of their processes, giving now more importance to efficiency and waste reduction than they did before they were introduced to the TEST methodology and feel their own the results achieved with the support of the project. PEF concept and methodology found an audience of stakeholders that were eager to understand and learn how they apply it to their products.

In Morocco, there is a real political will for a transition to the green economy in the country which is reflected at the highest level by the follow-up done by the King himself on this issue. However, there is also a weak coordination between the many initiatives underway and a lack of strong commitment from the line ministries concerned. At the individual level, most local trainers who have been trained in project methodologies are taking advantage of the knowledge gained and are now offering these new services on a commercial basis.

In Palestine, despite traditional competitive relationship between public institutions, there has been a political commitment between three ministries (Agriculture, Environmental Affairs, Tourism and Antiquities) and the prime minister to help move the project forward. Following the implementation of the SCP-NAP demo projects, the Environment Quality Authority (EQA) is preparing a portfolio of project proposals to raise funds and ensure continuity.

²² « Improving solid waste management in the hotel industry » and « solid waste collection scheme in Aqaba ».

Following the positive results achieved by the project, the Tunisian ministry of environment, fervent supporter of green economy, launched in 2018 two new studies on sustainable public procurements and sustainable cities. In 2017, several orientation guides were prepared for green investors in different sectors (waste management and recovery, energy efficiency and renewable energy). An investment forum for promoting green jobs took place on March 2019. A collaboration developed with two High Institutes of Technology Studies (ISET) in two cities (Beja and Zaghouan) has resulted in the creation of a master's degree on green entrepreneurship. The new law entitled 'Start-up Act' was recently adopted by the Parliament. It ratifies the creation of an entity which grants a label, funds ranging from 3,380 to 33,800 € and other benefits to start-ups fulfilling a list of technical criteria after a demonstration of the innovative character and economic potential of their project during a pitch session.

Finding 41: The project did not prepare a clear exit strategy from the onset to guarantee sustainability of all results achieved by putting in place a practical hand-over plan at project's completion in order to maintain the momentum created by the project, pending the start of a possible phase of consolidation of achievements.

Although many elements of sustainability were planted during project implementation such as the long consultation process engaged to ensure the voluntary participation of industries in TEST implementation or to select SCP-NAP priorities that would become demonstration pilot initiatives, or the use of an adaptive management which has resulted in new activities better suited to the local context and more likely to create greater impacts or the preparation of two scaling-up roadmaps for the TEST approach and the green entrepreneurship during the time of the project, most stakeholders interviewed found that project support stopped too abruptly. Some green entrepreneurs have even said that they have felt to be "left alone". Indeed, the project failed to outline a hand-over strategy to be implemented just after the project ended. For instance, CNTPP in Algeria did not have the resources to pursue a proper follow-up of the pilot industries. In Israel, the TEST industries have been less committed after the project ended, struggling to complete implementation of their action plan with no longer support provided by the consulting companies. Similarly, the service providers have had no support in finding new potential users of TEST methodology. In most countries, green entrepreneurs who were not lucky to become "success stories" felt abandoned. Those who have been interviewed said they have not progressed and are still struggling to mobilize the financial resources needed to start their project. Even in countries where other similar initiatives were launched, they have not been offered the opportunity to join and to benefit from additional support.

However, and fortunately, during the extended implementation year, the donor has agreed to finance a second phase in order to build upon the results already achieved by the project, namely in particular the implementation of the scaling up roadmaps developed by UNIDO for TEST and by SCP-RAC for the GE and the CSO's eco-social initiatives. The UfM was instrumental in policy dialogue for the assessment and further financing of Phase 2 through the UfM Task Force meetings held over 2017 and 2018. It also financed the participation of the Western Balkans plus other stakeholders from the region for the preparation of SWITCH-Med 2 project.

Finding 42: Access to finance remains the main barrier for industries, start-ups and CSOs to achieve their green projects despite the effort made by the project. Some countries have started to address the issue.

The project supported entrepreneurs with tools to help them analyze their financial needs, organize crowdfunding campaigns. It has conducted studies to analyze the financial ecosystem and the interest of financial institutions regarding green projects in some countries as well as to map all existing financial institutions in each country. It also sought to identify alternative sources of funding and has put in place a new instrument, the SwitcherFund, a facility to bring finance directly to innovators. As a result, some “success stories” happened that were showcased as successful examples to be followed. However, the trained and incubated GEs and SWITCHERS met during the evaluation field visits in most countries as well as two beneficiaries of SCP-NAP demo projects in Tunisia have not yet been able to satisfy their financial needs and complete their project. In most countries, the financial sector is not yet ready to accept the risks associated with innovative projects.

Nevertheless, it was noted, in some of the countries involved in the project that their governments have taken or are planning to take measures to address this issue. For instance, in Algeria, there are ongoing discussions to render SWITCH-Med methodologies (TEST approach in particular) eligible to the support of other existing funds. In Tunisia, the Industrial Upgrading Fund is now able to fund TEST activities. A partnership was signed between a local partner CITET and the Tunisian Solidarity Bank to finance green start-ups. News projects have been or are being developed with bilateral donors in Algeria, Egypt, Jordan, Morocco and Tunisia on subjects similar to those of the SWITCH-Med project. In addition, there is a growing interest on these topics by new or other players in the region. EU, in particular, has approved a second phase for the project which will consolidate the results already achieved and build upon the lessons learnt from the previous phase. Therefore, the likelihood of financial resources not being available is moderate.

Finding 43: Many stakeholders are convinced that it is in their interest that project benefits continue and wish to pursue even if the socio-political situation remains unstable.

The political or social constraints that the project experienced during its implementation have not prevented from the achievement of the expected results even if they have caused delays. The socio-political uncertainties in the region remain relatively high, but there is little chance that they will question the results achieved. This is particularly true for the pilot industries whose top managers, fully convinced by the benefits of the TEST approach, have told us that they are ready to take on the necessary expertise to pursue and that any political or economic problems would not undermine the process, they would only slow it down at worst (Algeria, Lebanon). In addition, at government level, green economy is perceived as an alternative to the classical development models that could help fight against poverty, unemployment and improve the well-being and the health of the population.

Finding 44: The project has contributed to the establishment of policies, legal framework as well as governance structures in the countries as well as to the emergence of a local expertise that has the required technical capacities to sustain project activities.

As previously seen in the section related to early signs of changes, countries have taken different measures as a result of project's results. These were either the development of policies (National green growth plan in Jordan) or the promulgation of laws (plastic bag fee law in Israel, the waste management framework law in Jordan, the Start-up Act in Tunisia) and bylaws (on plastic shopping bags in Jordan), or national initiatives (on reduction of plastic bags consumption in Egypt, the “one dead sea is enough” initiative in Jordan) or structures such as the Green economy unit created within

the Jordanian Ministry of Environment and the National Green Economy Committee to follow up the work of this unit or the National Center for Resource Efficiency in the industry in Israel.

There is also a pool of RECP services providers who have gained hands-on experience in each country, even if it has to be still enlarged in particular in large countries (Algeria, Egypt). For instance, five sectorial technical centers and 15 independent experts have been capacitated in Tunisia. Countries have now additional trainers, coaches and mentors as well as public institutions who have been capacitated in the field of green entrepreneurship. Consulting firms or individual experts who have been trained on the various project methodologies have already supported new clients, provided their services to projects funded by other donors or contributed to the development of curricula at the university level. Sectorial and industry related knowledge represented by international experts in the project is still highly demanded in the future.

The project has indeed positively contributed to lowering the institutional risk.

Last but not least, environmental sustainability is likely because once the transition towards SCP will be achieved and green economy well be embedded in the societies of these countries, environmental degradation and resource depletion will be reduced to the benefit of the Mediterranean region. The barriers removed are unlikely to return and the gains could remain indefinitely.

As a result and given that risks in the region are found moderate for two dimensions, financial and socio-political, and that progress is different from one country to another, the whole sustainability of the project at its completion is perceived as being “Moderately Likely (ML).

C. Cross-cutting performance criteria

1. Gender mainstreaming

Finding 45: Neither gender nor vulnerable groups related issues have been included in the project design. Effort was done during implementation to promote women participation in project’s activities and to report their participation rate.

Neither gender nor vulnerable groups-related issues have been included in the project’s description of action. One must, however, highlight that the project was designed in 2013 before the adoption by UNIDO of its revised policy on gender equality and empowerment of women which provides the overall guidelines for establishing a gender mainstreaming strategy and action plans to guide the process of addressing gender issues. Therefore, the project did not conduct a gender analysis to identify interests, needs and priorities of both women and men nor stipulated clear criteria or strategies to attract more female and vulnerable groups and promote their participation and inclusion. Similarly, no budget resources were specifically allocated to address potential gender concerns. Gender was not either taken as an indicator of the performance of the project, just merely noted as statistical observation, in order to reflect parity.

According to the project team, efforts were done during implementation to promote women’s participation in project’s activities and to report on their participation rate. According to the Train the Trainers Report, UNIDO encouraged the participation of women by training around 33% females (43 out of 129) of service providers. Almost 49% females (80 out of 161) have participated in Eco-innovation Grassroots Initiatives involving CSOs. As for the GEs activities, final report gives the following participation rates:

Table 4: Women’s participation in GE related activities

	Applicants GE Training Programme	Trainees GE Training Programme	Incubated GE	Trained / Coached Access to Finance	Participants National Meeting with Investors
% Women	34%	38%	44%	28%	36%

Source: SCP-RAC

Still, SCP-RAC final report concludes that “The proportion of women might appear relatively low but in fact it is quite high if we consider the context of countries in which SWITCH-Med operates, where only 13% of the firms are owned by women and the female labor force participation rate is only 25%”.

During interviews in all countries, feedback on gender issues provided by stakeholders on gender issues most often returned with the answer that there are no obstacles to women participation, and that the project activities did not call for the exclusive participation of one gender over the other, and that the main concern that drove the selection of the beneficiaries was based on technical considerations. Still, one stakeholder interviewed in Algeria highlighted that some women applicants, living in remote areas, have not been able to participate to project’s activities all conducted in the capital due to the long distance to travel and the cost to bear, although their project proposals were valid. In Morocco, several interviewees said that although women face the same legal barriers as men, they have a particular difficulty in accessing funds. Cultural expectations (social and familial responsibilities) are commonly stated as a reality, but not perceived necessarily a barrier for women entrepreneurs. One of the biggest barriers to doing business is the lack of local mentors (specifically women mentors in rural areas) to help guide and shape their ideas, operations, and businesses as a whole. A major barrier to women operating in the realm of entrepreneurship is the lack of dedicated support programs and mentors to help.

SCP-RAC's activities targeting GEs and CSOs as well as some of the UNEP supported SCP-NAP demo projects, thanks to the thematic addressed, have sometimes reached more disadvantaged areas (Egypt, Tunisia) or vulnerable groups (female households in Egypt, LGBT groups and minorities in Israel).

However, overall women and men have benefited equally from the project’s interventions. In some projects involving women, empowerment of their beneficiaries has even been enhanced (see the Switchers).

Gender mainstreaming is rated “Moderately Satisfactory” (MS).

2. Monitoring & Evaluation

Finding 46: the project had an effective and operational M&E system in place

From an organizational point of view, the overall monitoring of the project was managed by UNIDO, but the monitoring of each individual sub/components has been the responsibility of their respective implementing partners, namely UNIDO for TEST, SCP-RAC for the GES and CSOs programmes and for the SCP-NAP demo projects in group 1 countries as well as the NF, and UNEP for group 2 countries’ SCP-NAPs demos projects.

The M&E Plan, specifying the type of M&E activities to be conducted by each responsible party and an indicative budget was included in the project’s description of Action. It provides in particular indications on the frequency of each M&E activity.

During project implementation, the PMU has prepared six monthly and annual technical and financial reports. Implementing status of each activity was systematically reported against the expected completion date and deliverables.

Monitoring of progress in achieving indicators was also documented in each report.

Corrective actions discussed during the coordination group meetings have been taken into consideration which was translated in the replacement of some initially planned activities by others that were more adapted to the local context and more impactful.

Project risks have been well identified at project design but there is no evidence that they have been regularly monitored.

The table below summarizes the main features of the M&E Plan:

Table 5: Features of the M&E plan

M&E Feature	Presence or Absence
<u>Does the project M&E plan contain the following?</u>	
• Baseline information for each outcome-level indicator	No
• SMART indicators to track project outcomes	Yes/ No for the overall objective
• A clear distribution of responsibilities for monitoring project progress	Yes
<u>Has the project budgeted the following M&E activities?</u>	
• Mid-term review/evaluation	No
• Terminal evaluation	Yes
• Any costs associated with collecting and analyzing indicators’ related information	Yes
<u>Has the Project?</u>	
• Utilized the indicators identified in the M&E plan to track progress in meeting the project objectives	Yes
• Fulfilled the specified reporting requirements	Yes
• Applied adaptive management in response to M&E activities	Yes
• Implemented any existing risk mitigation plan	Not sure

On the basis of these findings, M&E design is rated “Moderately Satisfactory” (MS) while M&E implementation is rated “Satisfactory”(S).

3. Result-Based Management

Finding 47: project's management throughout implementation was flexible to face constraints or adapt to evolving context and in order to seek better impacts.

Thanks to the monitoring system put in place, the project team was able to timely track progress towards project results by continuously collecting data to inform the IOVs, throughout the project implementation period.

Information on project performance and results achievement were systematically presented to the annual coordination group and project steering committee meetings to make decisions and corrective actions. However, there is no evidence that information was collected on the outcome level, showing how the various activities were used by the final targets groups -especially sub-component 2 and 3. For example there were no follow up mechanisms on the results of the B2B meetings, incubated initiatives under sub-component 2, etc.

The corrective measures taken during project's implementation by each implementing partner were to adapt to the evolving context or to the constraints faced but even more to ensure better impacts of activities conducted. These changes have been continuously documented but not their impacts and shared with the project steering committee.

Result-based management is rated "Satisfactory" (S).

D. Performance of partners

Finding 48: All stakeholders interviewed have overall appreciated the performance of the three implementing partners, the NFPs and the donor, even if some shortcomings have been mentioned.

What have been particularly high valued are the following:

- The professionalism and content of the technical assistance provided throughout project implementation
- The adaptive management and flexibility adopted by the project team to face emerging constraints or changes in context or to respond to local needs
- The long consultation process used with the national stakeholders to implement the subcomponents' programmes
- The capitalization of lessons learnt of previous similar experiences
- The use of competitive bidding processes to select local partners/trainers/experts
- The use of a transparent decision-making process at the level of the steering committee

Main shortcomings shared during the interviews conducted with stakeholders of the 8 countries have related to:

- The lack of involvement of the national counterparts in particular the focal points in the project design and planning
- The work in silos of the implementing partners at country level
- The lack of an operational exit strategy to be applied after project ended.

- All the selection processes were perceived as being not transparent enough according to interviewees (GEs, Service Providers, and Industries) and would have needed, for instance, to be published online.
- The selection criteria which should be stricter for the Green Entrepreneurs programme in order to support the most motivated entrepreneurs and to rely on local trainers or coaches with a proven field experience and sound entrepreneurial skills. This also applies for the TEST subcomponent and the selection of RECP experts who should be more committed and fully engaged and have multidisciplinary skills including, sometimes, sectorial ones.
- The long delays in paying local partners and the inadequate fees paid to local experts by SCP-RAC

Regarding national counterparts, a strong ownership was noted in most countries with however variable involvement of National Focal Points and some weaknesses of the coordination mechanism at the national level put in place in some countries. As previously seen bureaucracy, regulations and procedures led to delays in some countries.

As far as donor’s performance, project’s funds were timely disbursed according to the plans. The follow-up ensured by EU representatives at headquarters was valued whereas, involvement of EU delegations at the country level were found uneven.

As a result, performance of all partners is rated “Satisfactory” (S)

E. Overall assessment

Finding 49: The assessment of the achievement of the four outcomes is overall positive. Though it is too early to observe impact, transformational signs at various levels are clear. Benefits achieved need to be consolidated and if activities are to be repeated, advanced or scaled up, one should take the following topics, namely access to finance, awareness raising, capacity development, provision of incentives, coordination and gender and inclusion mainstreaming into consideration.

Overall project’s assessment is “Satisfactory” (S).

IV. Overall rating table

#	Evaluation criteria	Rating
A	Impact (or progress to impact)	Likely
B	Design	
1	• Overall design	Moderately Satisfactory
2	• Logical framework	Satisfactory
C	Performance	
1	• Relevance	Highly Satisfactory
2	• Effectiveness: ✓ Achievement of outputs ✓ Achievement of outcomes & overall objective	Satisfactory Highly Satisfactory Satisfactory
3	• Efficiency	Moderately Satisfactory
4	• Sustainability	Moderately Likely
D	Cross-cutting performance criteria	
1	• Gender mainstreaming	Moderately Satisfactory

#	Evaluation criteria	Rating
2	<ul style="list-style-type: none"> Monitoring & Evaluation : <ul style="list-style-type: none"> ✓ M&E design ✓ M&E implementation 	Moderately Satisfactory Satisfactory
3	<ul style="list-style-type: none"> Results-based management (RBM) 	Satisfactory
E	Performance of partners	
1	<ul style="list-style-type: none"> UNIDO 	Satisfactory
2	<ul style="list-style-type: none"> National counterparts 	Satisfactory
3	<ul style="list-style-type: none"> Donor 	Satisfactory
F	Overall evaluation	Satisfactory

V. Conclusions, Recommendations and Lessons learned

A. Conclusions

- The SWITCH-Med project based on a multi-component and multi-level approach, targeting different groups in the society, was highly valued in all the countries because it provided models to concretize the concept of sustainable consumption and production.
- Though the project's approach was new and unique in Algeria, Egypt, Jordan, Lebanon and Palestine, it pushed Israel's to make progress in terms of sustainability, helped Morocco to operationalize its sustainable development strategy and boosted green economy related activities in Tunisia.
- In all the countries, the project was found relevant and fully aligned with respective national policies. Moreover, it has offered to those that are contracting parties of the Barcelona convention an opportunity to contribute to achieve the overall objective of shifting to SCP in the Mediterranean region and to all, a means to respond to the international commitments towards the SDGs.
- Satisfactory results have been achieved in all countries in terms of capacity building and awareness raising. Training and technical assistance provided by the project were generally highly valued despite some shortcomings. The successful demonstrated initiatives ("success stories") conducted in the four subcomponents have contributed to change the perception of stakeholders, proving that businesses/initiatives can be green and profitable at the same time.
- Potential benefits of adopting resources efficient and circular production models have been estimated and demonstrated in selected TEST industries. All of them are now convinced by the TEST approach which has generated a real change in the management culture. However, the level of implementation of their action plan varies from one industry to another and across countries for various reasons.
- Supply of local TEST services providers has increased although their number remains still limited to address industry potential demand, in particular for large countries such as Algeria and Egypt.

- All supported GEs have been capacitated and become capable to valorize their project ideas and transform them into a structured and viable green project but only those who were supported until the financial phase have matured or moved forward in one way or another. As for the others and despite of the fact that their capacities have been built, yet they have stagnated or given up. Access to finance remains the main issue for a real impact on the ground.
- The high number of applications (more than 5,000 received) for training activities coming from all regions of the countries has shown the great interest and demand in green entrepreneurship.
- For SCP-NAP demo projects, two different valid approaches have been adopted, one supported by UNEP that showed that national policies can be translated into actions and provide solutions to pressing national problems and the other supported by SCP-RAC that followed a bottom-up approach aimed at achieving concrete results that could be generalized.
- The project's website has rich information but was difficult to navigate and rarely used, in contrast to the social networks, which are more favored by young people.
- Project's results have been well communicated. SWITCH-Med's visibility was overall adequately ensured except that the project was perceived by most stakeholders more as a UNIDO project while other partners were less visible. In Israel, few stakeholders perceived Switch-Med's local coverage as limited and suggested more PR to increase public awareness and recognition.
- Industries in targeted countries have shown a great interest in PEF related activities revealing the lack of information on this subject and the high demand for activities aimed at facilitating access to international markets and compliance with European environmental standards. Demand for such type of activities also came from other countries involved in SWITCH-Med.
- Networking activities have been highly assessed in particular the SWITCH-Med Connect events aimed at exchanging knowledge and experience, building synergies and scaling-up eco-social innovations, although the benefits had not been the same for all, across all countries and in all the project subcomponents.
- Coordination among the 3 implementing partners at project's level was effective but coordination and synergies between the sub-components at country level were missing.
- All countries except Israel and Jordan experienced delays due to various reasons that affected the project's implementation and led to a one-year extension of the project's duration.
- The project has successfully seized some opportunities to mobilize additional resources that have helped fund green projects either through the co-financing provided by TEST industries in all countries to implement the RECP measures, or through the funds mobilized from OSCE and the Government of Italy that have been granted to 6 green start-ups from Algeria, Egypt, Israel, Jordan, Morocco and Tunisia within the framework of the 1st Edition "Award for young Green Entrepreneurs in the Mediterranean making a Social impact" organized in 2017 or thanks to the signing of a partnership in Morocco with the EBRD funded MORSEFF programme to the benefit of 9 TEST industries in the field of energy efficiency. However, the project was less successful in

creating synergy with other similar or complementary initiatives related to green entrepreneurship running in the countries, in Morocco and Tunisia in particular.

- Project's sustainability is likely to be ensured thanks to a strong political ownership in all the countries, the emergence of a market for local RECP services providers and the capacitated national partners (individual experts, consulting firms, project local partners' staff) able to train on green entrepreneurship related topics. However, socio-political unrests in the region and the absence of a strong model for financial sustainability could jeopardize project's achievements.
- Gender and vulnerable group related issues have not been mainstreamed in the project design however, women participation in project's activities and the support provided to some eco-social initiatives in remote areas or for minorities or socially disadvantaged groups of population have been promoted.
- The project did not have a clear exit strategy to ensure a proper hand-over of project's benefits to local partners although two roadmaps for upscaling results (TEST and GE & CSO's eco-social initiatives) have been prepared during implementation.

B. Recommendations

To the European Union:

1. Given the very promising results achieved by the SWITCH-Med project, it is strongly advised to conduct a phase 2 of the project aimed at: 1) consolidating benefits already observed in countries for which the initiative was new and therefore pursue similar activities and 2) continuing supporting the transition towards SCP and green economy with new activities to contribute to the expected objective and corrective activities addressing the shortcomings identified during the first phase.

To UNIDO, UNEP and SCP-RAC:

2. Engage national stakeholders in both design and implementation, when relevant, they should be both beneficiaries and co-organizers of some activities: start the project by organizing an inception workshop in all the countries defining the targets on country level, involve the national focal points on different levels throughout the project such as preparation of the annual workplans and schedules, preparation of an appropriate budget and a proper exit strategy from the onset taking into account the local conditions, involve local partners or stakeholders as co-organizers.

3. A gender & inclusiveness strategy should be designed in each country (gender and minorities) at the early stage of the next phase including at a minimum a brief gender analysis in each country, gender-based criteria in the selection process of applicants and if relevant, dedicated programmes for women or vulnerable groups to address specific barriers they face.

To UNIDO in particular:

4. Enlarge the pool of service providers by focusing on train of trainers' packages and putting in place a form of recognition scheme of the trained experts to ensure quality of available expertise.

To SCP-RAC in particular:

5. Extend capacity building on eco-labeling and eco-innovations and on similar other activities to all countries, which will enable green industries and start-ups to have better reliable information on new eco-technologies and industry related evolving benchmarks, as well as requirements for international market access.
6. Capitalize on the target groups of the first phase in engaging already trained local service providers to deepen their knowledge and know-how and continuing providing additional support to the pool of GEs and CSOs trained.
7. An awareness raising programme on GE should be designed for the financial sector and a model for financial sustainability developed on the country level, including relevant financial institutions, from the beginning of the project to work out funding solutions for green businesses.
8. In terms of communication and outreach, the website should be reconstructed to make it more user friendly and public relations should be integrated in all activities to increase public awareness of the SWITCH-Med targeted countries.

To the beneficiary country partners:

9. Update local stakeholders' databases to take into account new players and reflect changes that occurred in each country in order to find more synergies and points of cooperation between the different sub-components and other national initiatives.
10. Support the creation of a mechanism to upscale the demonstrated projects on a national level.
11. Networking should be strengthened at the country level in organizing events, with participants from all sub-components based on the model of SWITCH-MED connect and at the regional level by fostering knowledge exchange between countries in order to promote south-south cooperation.

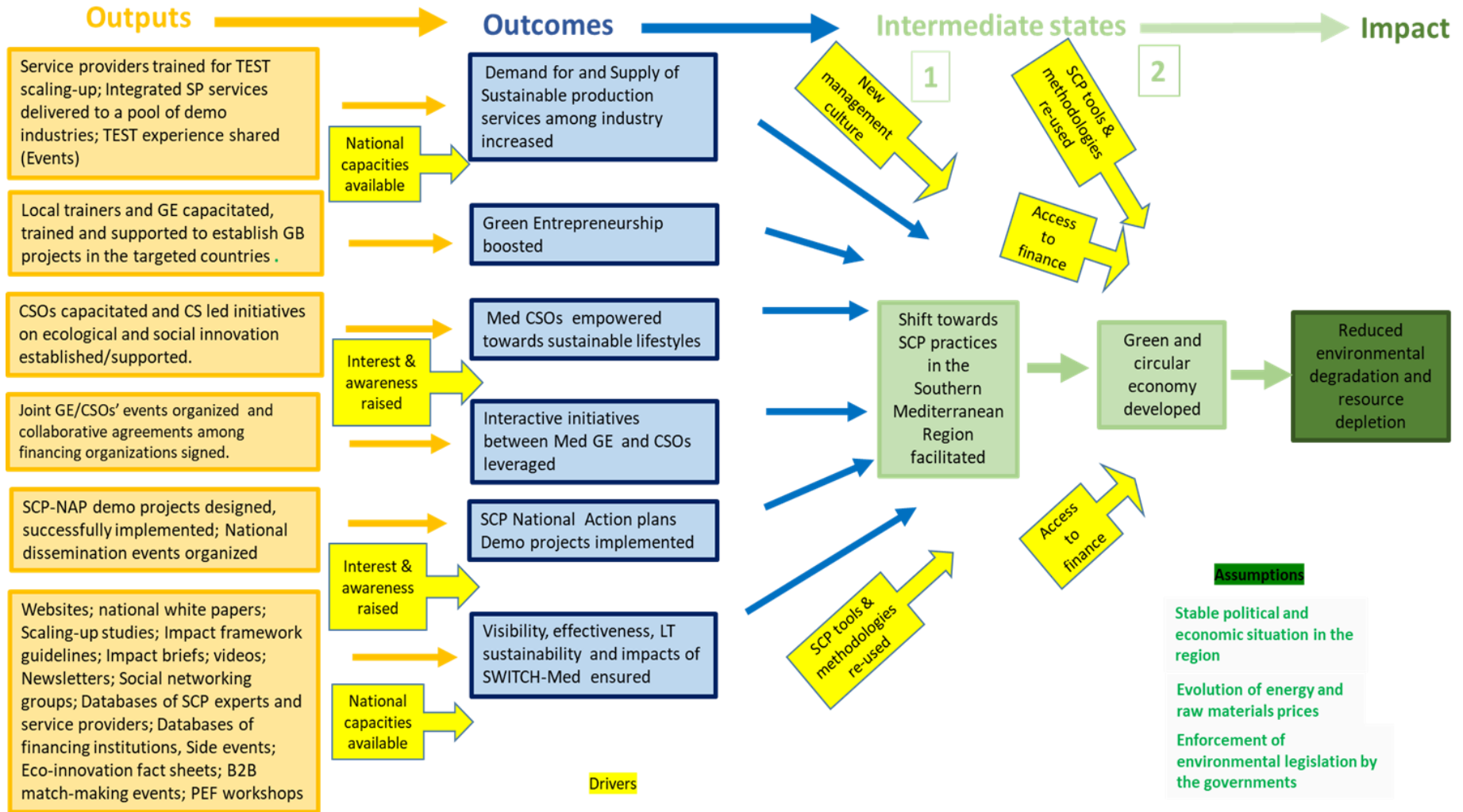
C. Lessons learned

The evaluation team was able to draw a certain number of critical lessons that need to be taken into consideration in the design of future projects:

- Outcomes and impact are more likely to be achieved when the project is designed as an integrated, multi-levels (macro, meso, micro) and all-stakeholders project.
- Ownership of the project by local stakeholders is crucial for continuity and sustainability. Indeed, the involvement of the National focal points in the planning phase ensures a better ownership and implementation of the project and a better response to specific needs.
- Engagement at the highest level (of both government and enterprises) increase the potential of success.
- Financial contributions by beneficiaries ensured both commitment and increased funding for the project.

- Criteria based on best practices and defined according to local conditions, involvement of local stakeholders and transparency in the selection process are crucial to ensure to get the best candidates for pilot initiatives.
- Combining both Individual and institutional capacity building and including training of trainers activities are more effective for up-scaling and sustainability.
- Identifying “Champions” for demonstration projects increases the probability of success.

Annex 1: Reconstructed Theory of change



Annex 2: Evaluation matrix

Evaluation criteria	Guiding evaluation questions	Means of assessment
A) Project Design	<p>Extent to which:</p> <p>The project's design was adequate to address the objective at hand, that is facilitating the shift towards SCP practices in the Mediterranean region? In each of the 8 beneficiary countries?</p> <p>The project has a clear thematically focused development objective, the attainment of which can be determined by a set of verifiable indicators?</p> <p>The project was formulated based on the results framework approach. The activities and outputs of the project are consistent with the overall goal and the attainment of its objectives?</p> <p>The project was formulated with the participation of national counterparts and/or target beneficiaries /was it demand driven?</p> <p>Relevant country representatives (from government, industries and civil societies) have been appropriately involved and were participating in the identification of critical problem areas and the development of technical cooperation strategies?</p>	<p>Project document review</p> <p>Interviews</p>
B) Project Relevance	<p>Extent to which the project was relevant to the:</p> <p>National development and environmental priorities and strategies of the Government and population of each of the 8 countries and regional and international agreements</p> <p>Target groups priorities (industries, civil society, beneficiaries of capacity building and training, etc.)</p> <p>Donor's priorities</p> <p>Extent to which the is still valid in today's context for all the beneficiary countries?</p>	<p>Documents review</p> <p>Interviews</p> <p>E-survey</p>

Evaluation criteria	Guiding evaluation questions	Means of assessment
C) Effectiveness	<p>What are the main results (mainly outputs and immediate outcomes) of the project?</p> <p>Extent to which: The project has achieved its objectives (outputs and outcomes) against the original/revised target(s)?</p> <p>The various stakeholders perceive the quality of outputs? in particular through the responses provided by the e-survey?</p> <p>The identified progress result of the project is attributable to the intervention rather than to external factors?</p> <p>The project has generated any results (direct or indirect) and (intended or unintended) that could lead to changes of the beneficiaries/partners? Have there been any unplanned effects (positive /negative)?</p> <p>The achievement of the outcomes is likely to lead to achievement of long-term objectives of the project?</p> <p>What were the major factors influencing the achievement or non-achievement of the objectives? Challenges were faced in implementation, explaining how the project has overcome the challenges</p> <p>What can be done to make the project more effective?</p> <p>Describe any catalytic or replication actions that the project carried out and if any, catalytic or replication effect both within and outside the project?</p>	<p>Interviews</p> <p>Observations</p> <p>E-survey</p>
D) Efficiency	<p>Extent to which: The project used the least cost options (provide examples if any)</p>	<p>Documents review</p> <p>Interviews</p>

Evaluation criteria	Guiding evaluation questions	Means of assessment
	<p>Results were produced within the expected time frame. If project implementation was delayed, did that affect cost effectiveness or results Have the reasons for delay been identified?</p> <p>Project's activities have been in line with the schedule of activities as defined by the annual work plans?</p> <p>Disbursements and project expenditures have been in line with budgets</p> <p>Inputs from the donor, UNIDO, Government and other counterpart have been provided on time and was adequate to meet requirements</p> <p>The quality of UNIDO inputs and services were planned and timely</p> <p>The coordination and cooperation between EU, UNIDO, SCP/RAC/UNEP, etc. were adequate.</p> <p>The coordination and synergies with projects of other donors with similar objectives</p>	E-survey
E) Sustainability	<p>Are any positive results likely to be sustained? In what circumstances?</p> <p>Level of ownership in each country?</p> <p>To what extent did the benefits of the project continue after EU's assistance ends?</p> <p>Are there financial risks that may jeopardize sustainability of project outcomes?</p> <p>What is the likelihood of financial and economic resources not being available once EU assistance ends?</p> <p>Was the project successful in identifying and leveraging co-financing?</p> <p>Are there any social or political risks that may jeopardize sustainability of project outcomes?</p> <p>Do the various key stakeholders see that it is in their interest that project benefits continue to flow?</p>	<p>Documents review</p> <p>Interviews</p> <p>E-survey</p>

Evaluation criteria	Guiding evaluation questions	Means of assessment
	<p>Did the stakeholders take any measures to ensure the continuation of the benefits after the end of the assistance?</p> <p>Is there sufficient public/stakeholder awareness in support of the project's long-term objectives?</p> <p>Do the legal frameworks, policies and governance structures and processes pose risks that may jeopardize sustainability of project benefits? Are requisite systems for accountability and transparency and required technical know-how in place?</p> <p>Are there any environmental risks that may jeopardize sustainability of project outcomes? Are there any environmental factors, positive or negative that can influence the future flow of project benefits? Are there any project outputs or higher-level results that are likely to affect the environment which, in turn, might affect sustainability of project benefits?</p>	
F) M&E systems	<p>Did the project have an M&E plan to monitor results and track progress towards achieving project objectives? Were results documented and shared with the network facility component? Are there annual work plans? Was any steering or advisory mechanism put in place? Did reporting and performance reviews take place regularly?</p> <p>Were monitoring and self-evaluation carried out effectively, based on indicators for outputs, outcomes and impacts?</p> <p>Were there any corrective actions taken?</p> <p>Did the project have an M&E system in place with proper training for parties responsible for M&E activities to ensure that data will continue to be collected and used after project closure?</p>	<p>Documents review</p> <p>Interviews</p>
G) Monitoring of long-term changes	<p>Did the project contribute to the establishment of a long-term monitoring system? Was there any capacity building given in this regard? If it did not, should the project have included such a component?</p> <p>What were the accomplishments and shortcomings in establishment of this system?</p>	<p>Documents review</p> <p>Interviews</p>

Evaluation criteria	Guiding evaluation questions	Means of assessment
	<p>Is the system embedded in a proper institutional structure and does it have financing?</p> <p>Is the information generated by this system being used as originally intended?</p>	
H) Coordination and Management	<p>Extent to which:</p> <p>The overall coordination mechanisms at project level between the three implementing partners and at country level have been efficient and effective</p> <p>The UNIDO HQ and Field office-based management, coordination, monitoring, quality control and technical inputs have been efficient, timely and effective</p>	Interviews
I) Gender mainstreaming	<p>Is promotion of gender equality one of the key aspects of the project?</p> <p>Have women and men benefited equally from the project's interventions?</p> <p>To what extent were socioeconomic benefits delivered by the project at the national and local levels, including consideration of gender dimensions?</p> <p>Have the project made any difference to gender relations in the medium or longer term?</p>	<p>Interviews</p> <p>Documents review</p>

Annex 3: Lists of stakeholders interviewed

	Name	Institution	Function	Contacts	Hour	Address	Project's component
ALGERIA (10-12 March 2019)	Sunday 10 March 2019						
	Mr. Yassine ENNEHAITI	Ministère de l'industrie et des mines	Chef d'Etudes à la Direction Générale de la Compétitivité Industrielle (DGCI)	+ 213 551 03 68 19 + 213 21 23 06 01 nehitiyacine@yahoo.fr	9:00 am	DGCI-5ème étage-bureau 11. Alger	National Focal point
	Mr. El Khoudir DADDI ADDOUN	Les Bâisseurs des oasis	Gérant	idealebatissecompany@yahoo.fr	11:00 am	Hôtel IBIS Alger	GE Incubated GE
	Ms. Amel OULD AMER			+ 213 5 60 58 60 19 + 213 6 64 20 10 43 amel.ouldamer@gmail.com	2:00 pm	22, rue Zabana, Alger	GE Incubated GE
	Monday 11 March 2019						
	Mr. Soufiane BENGUERGOURA	Private sector	Expert	s.benguergoura@yahoo.fr + 213 5 50640252	8:00 am	Hôtel Ibis Alger	MED TEST II Expert
	Ms. Monia ELDJENDOUBI	DUE	Attachée de coopération		11: 30 am	Domaine Benoudah, Boulevard du 11 Décembre 1960 Chemin du Val d'Hydra - El Biar - Alger	Donor
	Ms. Hassiba SAYAH	UNIDO	Representative	+ 213 21 79 86 86 ext.70451 +213 6 61 40 00 45 H.SAYAH@unido.org	12:30 pm	39 Rue Mohamed Khoudi- El Biar- Alger	IA

	Name	Institution	Function	Contacts	Hour	Address	Project's component
	Ms. Assia FERRANI	Ministère de l'Aménagement du territoire, de l'Environnement et de la Ville		A_sissi2005@yahoo.fr	14:00	Route des Quatre Canons, Alger centre	NFP
	Ms. Lotfia HARBI	AHC Consulting	DG	+213 770 31 31 91 lotfia.harbi@gmail.com	17:00	Près Hôtel Holliday Inn, Cheraga	GE & CSO Local trainer/Mentor
	Tuesday 12 March 2019						
	Mr. Abdelkader FERGUI, Ms. Latifa ANGAR, Ms. Bouchra HAMOUD, Ms. Narimane DERRIS	CNTPP	DG	+ 213 21 77 83 85 a.fergui@cntppdz.org	9 :00 am	1, Rue Said HAMLAT, Hussein Dey, Alger	MED TEST II Local partner
Algeria	Ms. Jamila BEN AHMED	AQUA SIM	Responsable Mgt Environnemental	+213 5 50 85 68 36 + 213 66 168 01 66	14 :00 Through Skype	Route de Hatatba BP 75, 09210 Mouzaia	MED TEST II Pilot industry
	Mr. SERIER		Responsable Comptabilité				
EGYPT (March-April 2019)	Wednesday 6 March 2019						
	Mr. Moh EZAT	GIZ Egypt. Promotion of SMEs -GIZ Egypt	Deputy Head of the Program	Mohamed.ezzat@giz.de , 00201223450247	17 :00	c/o 4d el gezira street Zamalek Cairo	Donor NF/ PEF event
	Sunday 10 March 2019						

	Name	Institution	Function	Contacts	Hour	Address	Project's component
	Mr. Mahmoud el Bassiouny	Chamber of Food Industries Executive Director	Executive Director	http://www.fei.org.eg/chambers_info.asp?id=2	18 :00	1195 Cournich el Nil street Boulak Cairo	Networking Facility: PEF, B2B) Implementing partner.
	Ms. Tayseer Mohamed Hossam	SEEDS project- USAID Egypt	M&E Advisor	.	14 :00	El Zeini Tower 25, Masr - Helwan Agriculture Rd, Maadi Al Khabiri Ash Sharqeyah, Al Maadi	Donor. Switch - MED
	Mr. Tawfik el Kheshen	National Solid Waste Management Program, GIZ, KfW and EU.	Program Manager	Elkheshen, Tawfik GIZ EG tawfik.elkheshen@giz.de , +20 1001677454	16 :00	c/o 4d el geszira street Zamalek Cairo	Donor SCP NAPs Demos
Monday 11 March 2019							
	Mr. Ayman Mostafa	UNIDO since 09.2016	TEST technical expert	A.ELZAHABY@unido.org , +201001681648	14 :00	2 Latin American St, Garden City, Cairo	MED TEST II/ PEF Implementer
Tuesday 12 March 2019							
	Mr. Stefano Panighetti	Delegation of the European Union to Egypt.	Programme Manager for Environment & Climate Action	stefano.panighetti@eeas.europa.eu https://www.linkedin.com/in/stefano-panighetti-1215325/	10 :00	Nile City Towers, North Tower, 2005 C Corniche El Nil, 10th Floor Ramlet Boulaq,	Financing Donor. SWITCH MED
	Mrs Concepcion Perez Camaras	Delegation of the European Union to Egypt	Private Sector Development Program	Concepcion.PEREZ-CAMARAS@eeas.europa.eu	10 :00	Nile City Towers, North Tower, 2005 C Corniche El Nil, 10th Floor Ramlet Boulaq, Cairo	Financing Donor. SWITCH MED

	Name	Institution	Function	Contacts	Hour	Address	Project's component
	Mr. Omar Abou Saad	Bariq Company	Operational Excellence Specialist		17 :00	Galleria 40 mall-shekh zayed, Cairo	MED TEST II Pilot Industry
	Mr. Amr Sakr	Bariq Company	Operational Excellence Senior Manager		17 :00	Galleria 40 mall-shekh zayed, Cairo	MED TEST II Pilot industry
	Mr. Amr Hosny	Bariq Company	Business Development		17 :00	Galleria 40 mall-shekh zayed, Cairo	MED TEST II Pilot Industry
Wednesday 13 March 2019							
	Ms. Dalia Nakhla	Consultant	Consultant	danakhla@gmail.com , +20 1001681648	10 :00		NF/ PEF Consultant
	Mrs. Nevine Camel-Toueg	Civil Society Local Trainer since 11.2016		nevine.cameltoueg@gmail.com			CSO Consultant/ Mentor.
	Mr. Michael Erian	Oreon Food Industry	Team Leader for Electrical Department		15 :00		MED TEST II Pilot Industry
	Mr. Sayed Saad	Future Pipes Industries (Plastic Industry)	Quality Manager		16 :00		MED TEST II Pilot industry
Saturday 16 March 2019							
	Mr. Philipp Jago	Ministry of State of Environmental Affairs (MoE): Egyptian Pollution	Program coordinator	philip.jago@gmail.com , +20 1222185365	15 :00	30 Misr Helwan El-Zyrae Road, Maadi , Cairo, "Behind Maadi Sofitel Hotel"	Donor.

	Name	Institution	Function	Contacts	Hour	Address	Project's component
		Abatement Program EPAP					
Sunday 17 March 2019							
	Mr. Ahmed Yehya	Consultant. Chemonics Head of Resource Efficiency and Renewable Energy Unit	Head of Resource Efficiency and Renewable Energy Unit	+20 1005643085	11 :00		MED TEST II Service provider
	Mr Abdo Magdy	Founder and Chairman Entrepreneur Incubated. Involved since 2017		abdo@egyptpreneur.com +20 114-132-2003	15 :00	15 Mahmoud Bassiouny St. Off Talaat Harb Square, 5th Floor. Cairo	GE &CSO Implementing Partner
Monday 18 March							
	Mr. Mohamed el Wazeer	MTI	Chief Technical Advisor in development project council. Previous Project coordinator in Industrial Council for technology and Innovation ICTI	melwazeer@mti.gov.eg +20 1114534224	12 :30	2 Latin American Street, Garden City, Cairo	GE & CSO Implementing Partner MED TEST & GE
	Mrs Hanan el Hedary	MTI	Chairperson for ICTI and focal point for MTI	elhadaryhanan@gmail.com , +20 1001240814	15 :00	2 Latin American Street, Garden City, Cairo	Focal Point. All UNIDO

	Name	Institution	Function	Contacts	Hour	Address	Project's component
							supported activities
	Mrs Giovanna Ceglie	UNIDO	Representative and Director of the Regional Office	g.ceglie@unido.org	11 :00	2 Latin American St, Garden City, Cairo	Implementer: UNIDO UNIDO country office. SWITCH MED
	Mr. Maysara Fouad	Egypt National Cleaner Production Center (ENCPC)	MED TEST national coordinator since 2009	Eng_Maysara@hotmail.com +20 12 230 81 690	16 :30	27 A Abd El Khaleq Tharwat, 2nd Floor, Down Town, Cairo,	MED TEST II & GE Implementing Partner
Wednesday 20 March 2019							
	Mrs. Maya Boghdady	Nahdet el Mahrousa.	Incubator Manger	Eng_Maysara@hotmail.com +20 12230 81 690	14 :00	7 Kasr Al Nile, Downtown, Abdeen, Cairo Governorate 11111	GE Implementing Partner.
	Mr. Sami Daoud	Nahdet el Mahrousa.	Account Manager		14 :00	7 Kasr Al Nile, Downtown, Abdeen, Cairo Governorate 11111	GE Implementing Partner.
Thursday 21 March 2019							
	Mr. Mazen el Shagge	Ex ECNPC	GE coordinator	mohamed.mazen@giz.de +20 2 279 30 249 Mob: +2 01204961265 +2 01006748586	11 :00	10 Etehad El Mohameen El Arab Street (former El Tolombat) Cairo-Garden City	GE Implementing Partner
	Mr. Hossam Allam	CEDARE	Director	hallam@cedare.int hallam@cedare.int	12 :30	2 El Hegaz St, El-Montaza, Heliopolis, Cairo Governorate	GE & CSO Implementing partner.

	Name	Institution	Function	Contacts	Hour	Address	Project's component	
	Mr Mohmaed el Dorghamy	CEDARE	Energy and Environment Consultant	adorghamy@cedare.int +20 1009666240	15 :00	2 El Hegaz St, El-Montaza, Heliopolis, Cairo Governorate	CSO Implementing partner	
	Mrs Ghada Moghny	CEDARE	Program Coordinator since 2015	Gmoghny@cedare.int +20 1009993900	17:00	2 El Hegaz St, El-Montaza, Heliopolis, Cairo Governorate	GE & CSO Implementing partner	
	Mr. Abdelhamid Beshara	Masader Environmental Solutions and Energy Services. Service provider	Founder and CEO	beshara@be-masader.com	19 :00	157 Baehler's Mansions Building, 26th of July Street , 2nd Floor Zamalek, Cairo	MED TEST II Pilot Industry	
	Monday 25 March 2019							
	Mrs. Shadia el Shishiny	Ministry of State of Environmental Affairs (MoE)	Industrial Pollution Abatement Expert	s_elshishini@yahoo.com	11 :00	30 agricultural road maadi Cairo	GE & CSO Consultant. Scaling Up Roadmap	
	Mr. Tarek Salah on behalf of Mrs Maysoon Nabil	Ministry of State of Environmental Affairs (MoE)	Technical coordinator for SWITCH MED	maysounali2@gmail.com	13 :00	30 agricultural road maadi Cairo	CSO Implementing Partner.	
	Mrs Wala Samy	Ministry of State of Environmental Affairs (MoE)	Egyptian Pollution Abatemen Project Technical expert		15 :00	30 agricultural road maadi Cairo	CSO Implementing Partner Scaling Up Roadmap	
	Tuesday 26 March 2019							
	Mr. Mohamed Elewa	UNIDO	project coordinator and ex SWITCH MED consultant	+20 1002192400	18 :00	2 Latin American St, Garden City Cairo	NF/ PEF/ B2B Implementing partner	

	Name	Institution	Function	Contacts	Hour	Address	Project's component
	Sunday 31 March 2019						
	Mrs. Aya Safwat	Consultant	Economic Researcher	aya-safwat@hotmail.com	12 :00	Arkan mall shekh zayed	Researcher. SCP approaches in Egypt
	Saturday 6 April 2019						
	Mr. Mohamed Sammy	Go Bike	Founder	mohamedsammy1@gmail.com	15 :00		CSO Incubated initiative
	Mr. Dia Adham 01001449801	Green Entrepreneur incubated-V Waste	CEO	diaa.adham@gmail.com +20 1001449801	17 :00		GE & CSO

ISRAEL	Name	Institution	Function	Contacts	Hour	Address	Project's component
ISRAEL (7-26 March 2019)	Thursday 7 March 2019						
	Mr. Yoav Egozi	Heschel Staff-Transition Movement Expert				By phone	CSO Local trainer
	Monday 11 March 2019						
	Ms. Adi DISHON	WEITZ Center				By phone	MED TEST II Local partner
	Ms. Tamar ARBEL-ELISHA	The Partnership for Regional Sustainability	Head of the Community Department				CSO Local partner
	Dganit Maka	BABY KOALA	GE			By phone	GE Incubated GE
	Nadav LESHEM	Toyswap	GE			By phone	GE Incubated GE
	Tuesday 12 March 2019						
	Mr. Ohad CARNY	Ministry of Environmental Protection	SWITCH-Med National Focal Point				All
	Naama CARMON	Manufacturers Association of Israel					MED TEST II
	Mr. Nir KANTOR	Manufacturers Association of Israel					MED TEST II & GE
	Wednesday 13 March 2019						
	Lilac Mutzafi-Harel	Lilac Mutzafi-Harel	Trainer			By phone	GE Local trainer
	Ms. Adi ASHKENAZI	Tel Aviv-Yafo Environmental				By phone	Policy SCP-NAP

ISRAEL	Name	Institution	Function	Contacts	Hour	Address	Project's component
		Authority, Tel Aviv-Yafo Municipality					
Thursday 14 March 2019							
	Mr. Eran DORON	YAAD YAROK				By phone	MED TEST II Local consultant
	Mr. Ohad AGRANAT	SHER				By phone	MED TEST II
Sunday 17 March 2019							
	Mr. Fahima DORON	Business Development Centre (MATI) Hadera / National Centre for Green Entrepreneurship	GE				GE Key stakeholder
	Mr. Guy BINO		GE				GE Local Mentor
	Mr. Shachar KAHANOVITZ	Shachar Kahanovitz	CSO				CSO Local Partner
	Ms. Merav NIR	E. Lavi Consultants Ltd.					GE Local Trainer
Monday 18 March 2019							
	Mr. David ASAF	Ministry of Economy	SWITCH-Med National Focal Point				MED TEST II
Thursday 21 March 2019							

ISRAEL	Name	Institution	Function	Contacts	Hour	Address	Project's component
	Mr. Ran SHIVEK	KAFRIT	Manager			By phone	MED TEST II Pilot industry
Friday 22 March 2019							
	Ayelet BEN AMY	Ministry of Environmental protection					Med TEST II Key stakeholder
Sunday 24 March 2019							
	Mr. Oren AVRASHI	TEMPO	Manager				MED TEST II Pilot industry
Monday 25 March 2019							
	Ms. Nili FEINSOD	MAOF				By phone	GE local partner
Tuesday 26 March 2019							
	Mr. Sandor SZELEKOVSKY	EC Delegation	Head of Trade and Economic Section / Scaling-up strategy				Key stakeholder All
	Mr. Yair ENGEL	TheHive by Gvahim – Start-ups Incubation & Acceleration	GE				GE Key Stakeholder

JORDAN	Name	Institution	Function	Contacts	Hour	Address	Project's component
JORDAN (6 March – 10 April 2019)	Wednesday 6 March 2019						
	Mr. Omar ABU EID	EU Delegation	Task Manager Energy, Env and CC/				Donor
	Thursday 7 March 2019						
	Ms. Sulafa MDANAT	UNIDO	Representative				IP
	Sunday 17 March 2019						
	Ms. Maria IARRERA	EU Delegation	Private sector Development				Donor
	Monday 18 March 2019						
	Mr. Mohammad AFANEH	Ministry of Environment					SCP NAPs demos NFP
	Eng. Rafat ASSI	Center/ Royal Scientific Society RSS	Vice President for Research and Development/ Acting Director of Water and Environment	Group interview			MED TEST II Implementing Partner
	Ms. Jehan HADDAD	RSS	Member of SWITCH MED TEST II project team	Group interview			MED TEST II Implementing partner
Mr. Husam KILANI	RSS	Member of SWITCH MED TEST II project team	Group interview			MED TEST II Implementing partner	

JORDAN	Name	Institution	Function	Contacts	Hour	Address	Project's component
	Ms. Raweyah ABDULLAH	RSS	Member of SWITCH MED TEST II project team	Group interview			MED TEST II Implementing partner
	Ms. Hala MUJALI		Consultant				GE & CSO Trainer
Tuesday 19 March 2019							
	Mr. Ibrahim FAZA		Consultant			By phone	GE & CSO Trainer
	Mr. Ghaleb HIJAZli	Business Development Center	Vice president	Group interview			GE & CSO
	Ms. Hadeel ISSA	Business Development Center	Training Manager	Group interview			GE & CSO
Thursday 21 March 2019							
	Ms. Bushra HATTAB	EDAMA Energy & Waste Environment Association	Capacity Development Manager				SCP NAP Demos Implementing partner
Monday 25 March 2019							
	Ms. Walaa MATALGAH	Hima Consult					Med TEST II Service Provider

JORDAN	Name	Institution	Function	Contacts	Hour	Address	Project's component
	Ms. Hotaf YASIN	Aqaba Special Economic Zone Authority	Head of Green Economy				SCP NAPS Demos
Tuesday 26 March 2019							
	Mr. Fawaz SHAKAAH	Al Mazraah Diary Factory	Owner	Group Interview			MED TEST II Pilot Industry
	Mr. Alaa TOUBASI	The Farm Diary Factory	Factory Manager	Group Interview			MED TEST II
	Ms. Sawsan ABU KHARSAH	Al Mazraah Diary Factory	Quality Manager	Group Interview			MED TEST II
Wednesday 27 March 2019							
	Mr. Laith AL DARABEE	Bahaa El Din Al Bostanji Company	Export and Development Manager				MED TEST II Pilot Industry
	Mr. Malek HADDADIN	Coca Cola Bottling Company of Jordan	Manager			By phone	MED TEST II Pilot Industry
Thursday 28 March 2019							
	Mr. Jehad AL SAWAEER	Ministry of Environment	Manager of Green Economy Unit				SCP NAPs Demos
	Ms. Shada AL SHARIF	Ministry of Environment	Manager of Jordan Environment Fund				SCP NAPS Demos
Saturday 30 March 2019							

JORDAN	Name	Institution	Function	Contacts	Hour	Address	Project's component
	Ms. Ameenah ABU HAMDAN	OROVERDA, Organic Dietary Supplement					GE & CSO SWITCHER
	Mr. Ehab DARWISH	Modern Farming				By phone	GE & CSO SWITCHER
Sunday 31 March 2019							
	Mr. Maen AYASRAH	Jordan Chamber of Industry	Coordinator at Energy and Sustainable Environment Unit				MED TEST II Implementing Partner
	Ms. Diana ATHAMNEH	Previously for Modern Arabia for Solar Energy					MED TEST II Service Provider
	Ms. Deema IZWAYYED	Previously for Integrated Standard Solutions				By phone	MED TEST II Service Provider
	Ms. Lina MOBAIDEEN	Jordan Renewable Energy and Energy Efficiency (JREEF)	Head of Development Section				MED TEST II
	Mr. Bater WARDAM	GIZ		Group interview			MED TEST II
	Mr. Hassan KEELANI	GIZ		Group interview			MED TEST II
Monday 1 April 2019							
	Mr. Anas SALEH	Building Worx				By phone	GE & CSO SWITCHER

JORDAN	Name	Institution	Function	Contacts	Hour	Address	Project's component
	Mr. Tareq SALLAM	Previously for Integrated Standard Solutions				By phone	MED TEST II Service Provider
	Mr. Ady MADANAT	Modern Arabia for Solar Energy				By phone	MED TEST II Service Provider
	Ms. Noor ESOH		Solid Waste Management Consultant				GE & CSO / SCP NAP Demo Consultant
Tuesday 2 April 2019							
	Ms. Rasha TOMAIRA	Previously for Arabtech Jardaneh					MED TEST II Service Provider
Sunday 7 April 2019							
	Mr. Anas ABU ZENA	Daralomran				By phone	MED TEST II Service Provider
	Ms. Rose SMADI	Amman Chamber of Industry	Quality and Environmental Head				MED TEST II Implementing Partner
Tuesday 9 April 2019							
	Mr. Mokarram SULIMAN	ECO-Champ				By phone	GE & CSO GE
	Mr. Monther FADEL	DARB				By phone	GE & CSO GE
Wednesday 10 April 2019							
	Ms. Manal AL MUHTASEB	Tree Workshop				By phone	GE & CSO GE

LEBANON	Name	Institution	Function	Contacts	Hour	Address	Project's component
Lebanon (8-25 April 2019)	Monday 8 April 2019						
	Ms. Nada Sabra	UNIDO	Project coordinator	www.unido.org	9:30	Skype call	MED TEST II
	Monday 15 April 2019						
	Ms. Olfat Hamdan	Ministry of Environment	Deputy-National Focal Point	O.Hamdan@moe.gov.lb	9:00	Down Town - Lazarieh Bldg-7th floor, Beirut	All
	Mr. Ramzi Shasha	Ministry of Industry	National Focal Point	ramzi_shasha@yahoo.com	11:00	Sami Al-Solh Avenue, Beirut	All
	Ms. Chantal Akl	Ministry of Industry	Deputy-National Focal Point	chantalaki@yahoo.com			
	Ms. Nada Sabra	UNIDO	Project coordinator	www.unido.org	12:30	Sami Al-Solh Avenue, Beirut	MED TEST II
	Ms. Carole Rigaud	EU	AwitchMed National Focal Point	Carole.RIGAUD@eeas.europa.eu	14:00	490 Harbour drive blg., charles Helou av., Saifi-beirut	Donor
	Mr. Wassim Mansour	Lili's Farm	Owner/Manager	mansourwissam@gmail.com	19:00	Café-Verdun-Beirut	GE
	Tuesday 16 April 2019						
	Ms. Hanan Khafer	Industrial Research Institute (IRI)	Med TEST II expert/consultant	hanankhanafer@gmail.com	9:00	Café-Sodeco Square-Beirut	MED TEST II
	Mr. Bassam Sabbagh	Ministry of Environment	National Focal Point	b.sabbagh@moe.gov.lb	12:30	Down Town - Lazarieh Bldg-7th floor, Beirut	All

LEBANON	Name	Institution	Function	Contacts	Hour	Address	Project's component
	Mr. Mohamad Haidar	Industrial Research Institute (IRI)	Local Partner	m.haidar@iri.org.lb	15:30	Sodeco Square-Beirut	MED TEST II
	Mr. Naji Tannous	Industrial Research Institute (IRI)	Med TEST II expert/consultant	najitann@hotmail.com	15:00	Sodeco Square-Beirut	MED TEST II
Wednesday 17 April 2019							
	Ms. Lamia Mansour	Ministry of Environment	Consultant		8:30	Downtown - Lazarieh Bldg-7th floor, Beirut	SWITCH-Med Policy component
	Mr. Elie Massoud	Chamber of Commerce Industry & Agriculture	Head of Agriculture Department	Agriculture@ccib.org.lb	10:00	CCIABML bildg., 1 Justinen str., Sanayeh, Beirut	MED TEST II
Thursday 18 April 2019							
	Mr. Cristiano Passini	UNIDO	UNIDO Representative	c.pasini@unido.org	14:00	Sami Al-Solh Avenue, Beirut	MED TEST II
	Ms. Tracy El Achkar	Diane Foundation	Impact Investor	tracy.el.achkar@fondation-diane.org	16:00	Digital District, Bechara El Khoury, Beirut	Local Partner-GE meet investor
	Ms. Maya Karkour	Eco Consulting	Owner	maya@ecoconsulting.net	17:30	WhatsApp call	GE Local Mentor/Switcher
	Mr. Marwan El Koussa	HMBR Manufacturing and Trading CO S.A.L	Chairman of the Board of Directors and Owner		9:00	Field visit, demo industry, Choueifat	MED TEST II Pilot industry

LEBANON	Name	Institution	Function	Contacts	Hour	Address	Project's component
	Mr. Camille Skaff	Skaff Dairy Farm	Owner		12:30	Field visit, demo industry, Bekaa Valley	MED TEST II Pilot Industry
	Mr. Hosin Alersaly	Dirani Group	Head, Technical Department		14:00	Field visit, demo industry, Bekaa Valley	MED TEST II Pilot Industry
Wednesday 24 April 2019							
	Mr. Antoine Karam	Proquale Management Consulting & Training	GE Local Mentor	antoine.karam@proquale.com	10:30	Skype call	GE
Thursday 25 April 2019							
	Ms. Najat Saliba	American University of Beirut Nature Conservation Centre	Director	ns30@aub.edu.lb	10:00	Telephone call	SCP NAP

MOROCCO	Name	Institution	Function	Contacts	Hour	Address	Project's component
Morocco (6-8 March 2019)	Wednesday 6 March 2019						
	Ms. Sandrine BEAUCHAMP	EUD	Economic competitiveness and Infrastructures Dept Task Manager on Circular Economy	Sandrine.BEAUCHAMP@eeas.europa.eu	11:00	Av. Annakhil, Centre D'Affaires Hay Ryad 10185 Rabat	Donor
	Ms Meriem HOUZIR	Allidev	Consultant	+ 222 622 11 70 38 houzirmeriem@gmail.com	12:30	RDV devant Ministère de l'Environnement	SCP NAP Demo
	Ms. Seloua AMEZIANE	SEDD (Ministry of environment)	Chef de la Division du Partenariat Direction du Partenariat, de la Communication et de la Coopération	+ 212 5 37 57 06 41 Seloua3@yahoo.fr	15:30	N°9, Avenue Al Araar, 420/1 Secteur 16, Hay Riad, Rabat	NFP
	Thursday 7 March 2019						
Ms Milouda CHTIOUI	Private sector	Consultant GE	+ 212 661 77 29 04 milouda.chtioui@gmail.com	10:00 am	Caféteria (dernier étage Hôtel TERMINUS, Rabat	GE Local Mentor	

MOROCCO	Name	Institution	Function	Contacts	Hour	Address	Project's component
	Mr. Abdellah SOUHIR Ms. Sofia AKROUAD Mr Ali AKBLI	Réseau Marocain d'Economie Sociale et solidaire (REMESS)		+ 212 5 37 84 52 07 Mob : +212 6 66 91 20 49 / +212 6 61 23 76 10 Abdellah.souhir@gmail.com +212 6 045 190 11 + 212 6 295 236 58	11:30 am	9999, Rue Kasbat Guenaoua SM Chantier Associ (593) Chemaou-Bab Mrisa 11000, Salé, Maroc	GE Local partner
	Ms Hanan HANZAZ	UNIDO	Representative	+212 5 377 559 66 H.HANZAZ@unido.org	15:30	282 Rue Mohamed Benyazid OLM Souissi 10180 Rabat	MED-TEST II IP
	Mr. Hassan EL MEHER	BIOCHAR Maroc	Manager	+212 2663645070 biochar.maroc@gmail.com	17:00	Skype call	GE Incubated GE
	Mr Ismaïl BOUHAMIDI	Fellah-pro	Manager	+ 212 663 645 070 bouhamidiismail@gmail.com	19:30	Skype call	GE Incubated GE
Friday 8 March 2019							
	Mme Houda BOUCHTIA	CGEM (INITIATIVE ENTREPRISES CLIMAT MAROC)	Director	+212 5 22 99 70 23/ +212 5 22 99 70 00 bouchtia@cgem.ma	8:30 am	23, boulevard Mohamed Abdou, Quartier Palmiers 20340 - Casablanca	GE Key Stakeholder

MOROCCO	Name	Institution	Function	Contacts	Hour	Address	Project's component
	Mr. Samir ABDERRAFI	AESVT	Director	+ 212 5 22 81 11 99 + 212 6 68 46 74 76 aesvtmohamedia@yahoo.fr	10:00 am	Annexe de l'AREF Casablanca-Settat, Bd Modibo Keita, 20420 Casablanca	CSO Local partner organization
	Mr. Said CHAKRI	AESVT	Member of the national council	+212 61 25 97 14 said.chakri1@gmail.com			
	Ms. Meriem KARASNANE HACHAMI	Centre des TPE solidaires (Impact Investor)	Responsable Administratif & Relations Publiques	+ 212 05 22 55 70 03 Abrar.hachami@gmail.com	11:30 am	Boulevard Oued Zem, Lotissement Al Wahda 2, Ben M'sick, Casablanca	GE Finances (supporting A2F activities)
	Mr. Said MADANI	COCHEPA	Administrateur	+212 522 355 43 59 + 212 660 164 095 Madani.said@cochepea.com	14:30	Bd Moulay Slimane Casablanca	MED TEST II Pilot Industry
	Mr. Ismaïl BENCHERIF	SIFITEX	Technical Director	+ 212 5 223 379 29 + 212 661 132 29 36 sifitex@yahoo.fr	16:00?	Lot 67 ZI Berrechid	MED TEST II Plot Industry
Tuesday 12 March 2019							
	Mr. Yvan GRAVEL	FRAQUEMAR	Director	+212 6 61 40 18 72 ygravel53@gmail.com yvan.gravel@fraquemar.ma	18:00 Through Skype	Cité Yacoub El Mansour, résidence Atlantic, immeuble K n°2, Rabat 10180	MED-TEST II Local partner

PALESTINE	Name	Institution	Function	Contacts	Hour	Address	Project's component
Palestine (7 April 2019 – 2 May 2019)	Sunday 7 April 2019						
	Mr. Vladimir Dobes	UNIDO	International CP expert	vladimir.dobes@iiee.lu.se	19:00	Skype call	MEd TEST II
	Tuesday 9 April 2019						
	Mr. Imad Khatib	PALAST Academia	Energy Efficiency and Policy Expert	imadk@ppu.edu	20:00	Telephone call	MEd TEST II
	Wednesday 10 April 2019						
	Ms. Shifa Saadeh	Ministry of National Economy	SWITCH-Med National Focal Point	shifas@met.gov.ps	8:30	Telephone call	All
	Thursday 11 April 2019						
	Mr. Tawfeeq Odeh	Consultant	Consultant/Expert Quality Assurance	tawfeeqo@yahoo.com	12:00	Skype call	MEd Test II
	Monday 22 April 2019						
	Ms. Olga Batran	Center for Continuing Education – Birzeit University	Director of Consulting Unit	olga@birzeit.edu	12:00	Telephone call	GE Local Partner
	Tuesday 23 April 2019						
	Mr. Odeh Shhadeh	Palestine Federation of Industries	General Manager	odeh@pfi.ps	19:30	Telephone call	MET TEST II
	Wednesday 24 April 2019						
	Ms. Aisha Dweikat	Aisha Design	Owner/manager	aisha.dweikat@gmail.com	12:00	Telephone call	GE
Thursday 25 April 2019							

PALESTINE	Name	Institution	Function	Contacts	Hour	Address	Project's component	
	Mr. Baher Dikeidek	Center for Continuing Education – Birzeit University	Private sector development specialist	Baheer.consulting@gmail.com	8:00	Telephone call	GE	
	Tuesday 30 April 2019							
	Mr. Zaghoul Samhan	Ministry of Environmental Affairs, Environment Quality Authority	SWITCH-Med National Focal Point	z.samhan@environment.pna.ps	7:30	Telephone call	All	
	Friday 3 May 2019							
	Ms. Basma Naji Abu Aker	Private consultant	Local Trainer	basma_mnj@yahoo.com	10:00	Telephone call	CSO	

TUNISIA	Name	Institution	Function	Contacts	Hour	Address	Project's component	
TUNISIA (14-18 March 2019)	Thursday 14 March 2019							
	Mr. Nabil HAMDI Mr Lotfi BEN SAID	Ministry of Local Affairs and Environment	General Director for Sustainable Development	+ 216 98 51 36 40 Hamdienvironnement@yahoo.com	9:30	Hay El Khadra Tunis	NFP	

TUNISIA	Name	Institution	Function	Contacts	Hour	Address	Project's component
	Mr. Khalil ELLOUZE	SCP-RAC	Communication and Social Media Expert	+ 216 22 510 563 Khallil.ellouze@gmail.com	11:00	Maison de l'Image, 40 rue Tarak Ibn Zied, Mutuelleville	NF
	Mr. Najmeddine BOUKHARI	APII	International Cooperation Department	+ 216 71 782 731 + 216 58 484 010 Najmeddine.BOUKHARI@apii.tn	14:00	63 rue de Syrie 1002 Tunis Belvédère	Local partner Access to finance
	Mr. Yassine BEN MENADI			+ 216 54 55 43 02 Yassine.benmanadi@gmail.com	15:30	Centre d'affaires de Montplaisir	Incubated GE
Friday 15 March 2019							
	Mr. Tahar BEN SASSI	SAIPH	Engineer Project manager	+ 216 94 85 34 40 Mt.sassi@saiph.com.tn	8:30	C/O CNCC Z.I Sidi Rezig Megrine	MED TEST II Pilot Industry
	Ms. Nadia SOMAI BOUBAKER	CNCC	Chief of Division Cooperation & Environment	+ 216 71 432 255 nadiasvt@yahoo.fr	9:30 am	17 rue du Cuir Z.I Sidi Rezig Megrine	MED TEST II Local partners
	Mr. Hafedh SOUDI	CNCC		+216 71 432 255 Hafedh.saaoudi@cncleather.tn			
	Ms. Jihen GUIDARA	CTAA		+ 216 71 940 081 Jihen.guidara@ctaa.com.tn			
	Mr. Mohamed CHEBBI	CETIME		+ 216 26 20 30 64 m.chebbi@cetime.com.tn			
	Mr. Abdelkader	CTC		+ 216 98 928 365			

TUNISIA	Name	Institution	Function	Contacts	Hour	Address	Project's component
	MISSAOUI			Dat.ctc@planet.tn			
	Mr. Taoufik GARGOURI Ms. Sallouha BOUZGARROU Ms. Rym GUIZANI Mr. Kamel SAIDI	CITET	General Director Coordinator International Cooperation Information officer	+ 216 71 206 642 + 216 98 621 860 dg@citnet.nat.tn + 216 98 941 316 Formation1@citnet.nat.tn	11:00 am	Bd du leader Yasser Arafat Z.I La Cherguia	Local partner GE&CSO
	Mr. Quentin PEIGNAUX	EU Delegation	In charge of Environment, Energy and Climate Change programmes	+ 216 71 960 330 Ext : 213 Quentin.PEIGNAUX@eeas.europa.eu	14:00	Rue du Lac Biwa, Berges du Lac Tunis	Donor
	Ms. Douja GHARBI	CONNECT	Expert in Investment promotion, Entrepreneurship development and Women empowerment	+ 216 20 31 12 23 douja@topnet.tn	16:00	Hôtel Mövenpick, Gammarth	Local partner GE & CSO
Saturday 16 March 2019							
	Mr. Skander ZRIBI	Dar Zaghuan	manager	+ 216 20 225 702	09:30	En face CHU de Zaghuan	SCP-NAP demo project

TUNISIA	Name	Institution	Function	Contacts	Hour	Address	Project's component
Monday 18 March 2019							
	Mr. Mohamed KHELIL	Waste2value	manager	+ 216 58 824 747 2015mkbm@gmail.com	9:00	Salon thé Wake up Nabeul sud	Incubated GE
	Mr. Walid HASSAYOUN			+ 216 50 42 42 22 Walid.hassayoun@gmail.com	10:00	Café Aquatica Nabeul	Trainer GE
	Mr. Sami BELLAGHA	ABCO	Deputy General manager	+ 216 31 300 027 +216 71 454 833 abco@planet.tn	15:00	Z.I Ez-Zahra	MED TEST II Pilot Industry
	Mr. Mohamed HRIZI		In charge of Quality management	+ 216 72 294 515 + 216 29 885 493 Qualite.abco@planet.tn			
Tuesday 19 March 2019							
	Ms. Dorsaf ZANGAR LABIDI	UNIDO	Representative	+ 216 71 283 923 d.zangar-labidi@unido.org	10:00	63 rue de Syrie 2 nd floor	
Monday 25 March 2019							
	Mr. Faycal BOUGUERRA	SABRA OLIVE OIL	General manager	+ 216 25 98 19 81 contact@sabraoliveoil.com	10:00 am	RN GP 03 3110 Sbukha Kairouan	SCP-NAP Demo project
	Ms. Zeineb DRIDI		In charge of quality				
	Mr. Mohamed Ali FATNASSI		In charge of production				

TUNISIA	Name	Institution	Function	Contacts	Hour	Address	Project's component
Thursday 28 March 2019							
	Mr. Rachid NAFTI		TEST Expert	+ 216 55 30 62 48 rnafti@gnet.tn	10:00 Skype		MED TEST II

SWITCH-MED TEAM	Name	Institution	Function	Contacts	Hour	Address	Project's component
Wednesday 20 February 2019							
	Ms. Carolina GONZALEZ-MUELLER	UNIDO	Project Manager	c.gonzalez-mueller@unido.org	2:00 pm	UNIDO HQs	
Thursday 21 February 2019							
	Mr. Vladimir ANASTASOV	UNIDO	HQ Project Coordinator		8:30 am	UNIDO HQs	
	Mr. Michael BARLA	UNIDO	Communication Specialist	m.barla@unido.org	12:00 pm	UNIDO HQs	
Wednesday 27 March 2019							
	Ms. Burcu TUNCER	SCP-RAC	Team Leader of the Networking Facility	btuncer@scprac.org	9:30 am	Skype	NF
	Ms. Roberta DE PALMA	UNIDO	Chief Technical Advisor	R.DE-PALMA@unido.org	12:00 pm	Skype	MED-TEST
	Ms. Magali OUTTERS	SCP-RAC	Team leader for the Demo projects	moutters@scprac.org			Demo projects
Friday 29 March 2019							
	Mr. Giorgio MOSANGINI	SCP-RAC	Team leader for the GE & CSOs	gmosangini@scprac.org	9:30 am	Skype	GE & CSOs

SWITCH-MED TEAM	Name	Institution	Function	Contacts	Hour	Address	Project's component
	Mr. Luc REUTER	UNEP- ED	SWITCH-Med Policy Coordinator	luc.reuter@un.org	15:00	Skype	Policy
Wednesday 3 April 2019							
	Ms. Sylvie FONTAINE	European Commission	DG NEAR/EC	Sylvie.FONTAINE@ec.europa.eu	10:00 am	Vienna	
	Ms. Alessandra SENSI	UfMed		Alessandra.sensi@ufmsecretariat.org		Vienna	

Annex 4: List of documents reviewed

Contract, budget and addenda:

- EU contribution agreement ENPI/2013/331-231
- Annex 1: description of Action
- Addendum 1 signed on April 2017
- Addendum 2 signed on April/May 2018
- Annex 3: initial budget and revisions

Interim and annual progress reports:

- 2014-2018 and draft final report

SWITCH-Med Steering Committee meetings :

- Annual reports over 2014 – 2018

SWITCH-MED Coordination group meetings:

- Annual reports over 2014 – 2018

Evaluations:

- ROM report for Algeria, Lebanon, Morocco, Tunisia; January 2017
- Final report of the “Evaluation of the EU support provided at regional and bilateral level in the field of environment in the Neighborhood South countries (2010-2017) », 2017.

Project’s outputs:

MED TEST: in the 8 countries

- MED-TEST Brochure in English and in French
- Case studies
- National publications
- Scaling-up roadmaps
- Videos
- MED TEST II project summary and achievements
- TEST guidelines in French and in English
- Report on sub-regional/regional TEST training activities (February 2016)

GEs & CSOs: in the 8 countries

- Supporting Green Entrepreneurs for a POPs free Mediterranean; SCP-RAC (December 2014)
- The Switchers programme: Regional and National Scaling Up Roadmaps
- “Building Green Entrepreneurship Ecosystem in the Mediterranean”; SCP-RAC

Networking Facility:

- Stakeholders databases
- SWITCH-Med Newspapers first, second and third editions.
- Open Innovation Platforms Desk Research (October 2015)

- Scaling-up Collaborative Business Models in the Mediterranean Region: Analysis of Case Studies on Collaborative Economy Projects in the Middle East and North Africa Region (December 2015)
- Green Paper on Scaling-Up of MED TEST II Activities (March 2016)
- Video: making circular economy happen in the Mediterranean region
- Video: supporting SMEs
- 10 Factsheets on “Business development success stories” (activities 4.3.1)
- Mission reports on “mapping financial actors”
- “Enabling access to finance for GEs in southern Mediterranean Countries: available options and potential innovations”; SCP-RAC, UfM
- “25 innovative and inspiring solutions to combat PLASTIC MARINE LITTER in the Mediterranean Region”, SCP-RAC, 2017
- Methodological notes on “SWITCH-Med Results Monitoring Framework”, January 2018
- SWITCH-MED website

Others:

- UfM Ministerial Declaration of May 13, 2014
- “Sustainable Consumption and Production: a handbook for policymakers”, UNEP (June 2015)
- “Regional Action Plan on Sustainable Consumption and Production in the Mediterranean”; UNEP- PAM;(December 2015)

ALGERIA:

- UNECA, “Green economy in Algeria: An Opportunity to Diversify and Stimulate Domestic Production”, no date
- SWITCH-Med, MED TEST II “Transfert des technologies écologiquement rationnelles vers la rive sud de la Méditerranée : Algérie ; no date
- SWITCH-Med, « Roadmap for Scaling up Resource Efficiency in Algeria », no date
- Government of Algeria , Décret exécutif n° 02-262 du 8 Joumada Ethania 1423 correspondant au 17 août 2002 portant création du centre national des technologies de production plus propre (CNTPP), 2002.
- Programme SWITCH-Med pour le renforcement des organisations de la société civile : atelier “ECO-INNOVATION SOCIALE” (ALGÉRIE, 26-29 FÉVRIER 2016).
- Gouvernement algérien/ UNEP ; « Modes de Consommation et de Production Durables (MCPD) en Algérie : Etat des lieux « ; 2016
- SWITCH-Med, « Rapport de mission « Démonstration : Identification de Projets Pilotes de CPD en Algérie », March 2016
- SWITCH-Med, « Overview of SCP-NAP process in Algeria », May 2016
- SWITCH-Med Magazine : Algeria (Winter 2018).
- SWITCH-Med, « La promotion de l’entrepreneuriat vert et de l’éco-innovation sociale en Algérie : État des lieux et recommandations des parties prenantes, 2018
- Délégation de l’UE, Cadre logique du projet « "Programme d'Appui à la Transition de l'Algérie vers une Economie Verte et Circulaire", 2019.
- Government of Algeria, Décret exécutif n° 19-11 du 16 Joumada El Oula 1440 correspondant au 23 janvier 2019 complétant le décret exécutif n° 02-262 du 8 Joumada Ethania 1423

correspondant au 17 août 2002 portant création du centre national des technologies de production plus propre ; 2019

- Algeria SWITCH-Med Stakeholder database
- CNTPP, Liste des contacts MED TEST, 2019

MOROCCO

- Government of Morocco, Amel Moufarreh, PowerPoint presentation « Vers une Économie Verte pour un Développement Durable du Maroc », no date
- UNECA, «The green economy in Morocco : a strategic goal involving partnership dynamics and intensified coordination of policies and initiatives » ; no date
- SWITCH-Med ,“Building Green Entrepreneurship Ecosystem in the Mediterranean: Training and Technical Support for Entrepreneurs Who Create Environmental, Social and Economic Value”, no date
- Royaume du Maroc, Rapport final « Stratégie Nationale de Développement Durable, 2015 – 2020 », August 2014
- SWITCH-Med, Mission report : « SWITCH-Med Demonstration Component: Identification of SCP Pilot Projects in Morocco, December 2015
- Royaume du Maroc-UNEP « Plan Cadre National pour la Consommation et la Production Durables » ; 2015
- SWITCH-Med, Mission report « Mapping the financial sector », April 2016
- SWITCH-Med, « La promotion de l’entrepreneuriat vert et de l’éco-innovation sociale au Maroc : Etat des lieux et recommandations des parties prenantes », 2017
- World Bank Group; « Igniting Climate Entrepreneurship in MOROCCO : Findings from the Climate Entrepreneurship and Innovation Ecosystem Diagnostic », April 2017
- SWITCH-Med, « Roadmap for Scaling-up Resource Efficiency in Morocco », 2018
- « SWITCH-Med Magazine : Morocco », Winter 2018
- Morocco SWITCH-Med stakeholders database

TUNISIA

- Mr. Allala Ben Hadj Youssef et Ms. Mariem Dziri ,“L’entrepreneuriat vert : mécanismes de mise en œuvre et motivations en Tunisie (cas d’un pays émergent) » , 2012
- UNECA, “L’économie verte en Tunisie : un outil de mise œuvre de la nouvelle stratégie de développement durable 2014-2020”, no date
- SWITCH-Med, Business network; Factsheet ABCO (B2B event),no date
- SWITCH-Med, Business network; Factsheet CETIBA (B2B event), no date
- SCP-NAP demo project: “Rapport du Programme SWITCH-Med à la Société Sabra Olive Oil », no date
- SCP- NAP demo project TunisiaEcotourism “Evaluation des Actions mise en œuvre du Programme SWITCH-Med: Composante & Besoin”, no date
- SWITCH-Med, “MED TEST II *Transfert des Technologies Écologiquement Rationnelles dans la rive sud de la Méditerranée* : Tunisie », no date
- SWITCH-Med Giorgio Monsangini, PowerPoint presentation « Entrepreneurs verts et initiatives d’éco-innovation de la société civile: agents de changement vers l’économie verte en Tunisie », no date
- RCP-RAC, “State of the Art Green Entrepreneurship in Tunisia”, December 2011
- APII, Rapport Elevator Pitch « Les startups vertes rencontrent les investisseurs », no date

- Caisse de Dépôts et de Consignation, Mondher Khanfir, “Guide de Financement de la Start Up Innovante », 2014
- GIZ, « Entreprenariat vert : Une voie prometteuse vers un futur durable en Tunisie et ailleurs », Octobre 2014
- Mission report “ SWITCH-Med Demonstration Component: Identification of SCP Pilot Projects in Tunisia », November 2015
- PowerPoint présentation “PROGRAMME SWITCH-MED POUR LE RENFORCEMENT DES ORGANISATIONS DE LA SOCIÉTÉ CIVILE LES PARTICIPANTS A L’ATELIER “ECO-INNOVATION SOCIALE-SWITCHLAB ” (TUNISIE, 20-23 NOVEMBRE 2015)
- Gouvernement tunisien, UNEP, “Plan d’Action National sur les Modes de Production et de consommation durables en Tunisie : Plan d’action décennal agroalimentaire 2016-2025 » ; 2016
- SWITCH-Med Mission report “Mapping the financial sector”, December 2016
- Maher Chaabane, Article interview Ministre de l’Environnement “Tunisie : La transition vers l’économie verte prévoit la création de 200.000 emplois en 2030 », December 2016
- SWITCH-Med, “ La promotion de l’entreprenariat vert et de l’éco-innovation sociale en Tunisie : État des lieux et recommandations des parties prenantes », 2017
- “SWITCH-Med magazine”, Winter 2018
- SWITCH-Med, “ Ecotourisme en Tunisie : Bonnes pratiques et leçons apprises des projets pilotes SWITCH-Med », 2018
- SWITCH-Med, « Feuille de route pour la mise en échelle de l’efficacité des ressources », février 2018
- Tunisia SWITCH-Med Stakeholders Database

EGYPT

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- Egypt Independent, Al-Masry Al-Youm, ‘Egypt’s government postpones abolishing electricity subsidies to 2022’, 2019.
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- Ministry of Planning, Monitoring and Administrative Reform (MPMAR), MPMAR, ‘Sustainable Development Strategy: Egypt’s Vision 2030’, 2016.
- Ministry of Trade and Industry (MTI), MTI, ‘Industry and Trade Development Strategy 2016 – 2020’, 2016.
- The United Nations Industrial Development Organization, The Egyptian National Cleaner Production Center (ENCPC), ‘Roadmap for Scaling up Resource Efficiency: Egypt’, 2018.
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- UNIDO MED TEST II, Dr.Shadia El-Shishini, Senior Policy Expert, Roadmap for Scaling up Resource Efficiency ENPC, April 2018
- MED TEST II, Subcomponent Exchange of Experience Workshop, 21st February 2018
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- MED TEST II, Subcomponent First Training Workshop for 5 DC Alexandria, 24th November 2016
- MED TEST II, Subcomponent First Training Workshop for 5 DC Cairo, 22nd November 2016
- MED TEST II, Subcomponent Second Training Workshop for 7 advanced DCs in Cairo, 13th April 2017
- MED TEST II, Subcomponent Second Training Workshop for 8 advanced DCs in Alexandria, 11th April, 2017
- MED TEST II, Subcomponent Second Training Workshop for 8 DCs Cairo, 14th November 2017
- MED TEST II, Subcomponent Second Training Workshop for 7 DCs Alexandria, 16th November 2017
- MED TEST II, Subcomponent First Training Workshop for 10 DC Cairo, 27th & 28th July 2016
- SWITCH-Med, Green Entrepreneurship final report Final report by ENPC for the Green Entrepreneurship activities in Egypt, 30th June 2016
- SWITCH-Med, Green Entrepreneurship final report Final report by ENPC for the Green Entrepreneurship activities in Egypt, 25th November 2018
- MED TEST II – Transfer of Environmentally Sound Technologies in the South Mediterranean Region Maysara Foua, August 2018
- MED TEST II Subcomponent Report on sub-regional/regional TEST training activities Deliverable D1.1.3 UNIDO, Vienna, Austria February 2016
- MED TEST II, ABCO United for Plastics and Chemicals Chemical sector
- MED TEST II, Alexandria Company for Industrial Packages (ACIP) Chemical sector
- MED TEST II, Alexandria Detergents and Chemicals Company (ADCO) Chemical sector
- MED TEST II, Arab French Company for Dairy and Cheese Products (AFDPL) Food and beverage sector
- MED TEST II, Al-Sakr Company for Food Industries Food and beverage sector
- MED TEST II, Alexandria Mineral Oils Company (AMOC) Chemical sector
- MED TEST II, BariQ Egypt Chemical sector
- MED TEST II, Borg Al-Arab for Industry Food and beverage sector
- MED TEST II, El-Abd Developed Chemical Industries (EDCI) Chemical sector
- MED TEST II, EL ASKARY Dott Jeans Company Textile sector
- MED TEST II, El Dawleya for modern food industries company Food and beverage sector
- MED TEST II, El-Marwa Food Industries Company Food and beverage sector
- MED TEST II, Sonbola Food and beverage sector
- MED TEST II, Farm Frites Company Food and beverage sector
- MED TEST II, Future Pipe Industries-SAE (FPI-Egypt) Chemical sector
- MED TEST II, Orion Food Industries Food and beverage sector

- MED TEST II, Oil Tec Company for Oils & Detergents Food and beverage sector
- MED TEST II, Misr Café Company Food and beverage sector
- MED TEST II, National Company for Maize Products Food and beverage sector
- MED TEST II, SESIC Chemical sector
- MED TEST II, Saudi Egyptian Company for Salt and Minerals Food and beverage sector
- MED TEST II, Sphinx Glass Company Chemical sector
- MED TEST II, Star Glass Company Chemical sector
- MED TEST II, Tiger Coatings Company Chemical sector
- MED TEST II, International Company for Agricultural Production and Processing Food and beverage sector
- MED TEST II, Pharmaplast Company Chemical sector
- UNIDO/SWITCH-Med, First interim report contract 3000043418 Building awareness and capacity regarding the PEF., Roberta di Palma, PRé Consultants bv ,Mark Goedkoop
- UNIDO, building awareness and capacity regarding PEF Facilitating access of ENPI South companies to the pilot phase of the EU's Single Market For Green Products Initiative, Roberta di Palma, Laura Golsteijn, Marisa Vieira, Mark Goedkoop, PRé Sustainability
- SWITCH-MED/MED TEST II, International Investment Promotion Expert– “Networking” Component, Antonino TRIMARCHI
- SWITCH-Med Demonstration Project, Center For Environment and Development for the Arab Region & Europe (CEDARE), Ghada Moghny
- Sustainable Consumption And Production (SCP) In Egypt, National Action Plan, 2015
- SWITCH-Med Workshop for Grassroots Initiatives on Social Eco-Innovation Sekem Eco-Village, El-Salam City, Egypt
- SEKEM Ecovillage (Egypt), Grassroots initiatives on social eco-innovation
- SWITCH-Med Assistance Activity: Networking Event & Launching Technical Assistance for Selected Grassroots Initiatives on Social Eco-Innovation CEDARE
- Promotion of Green Entrepreneurship and Social Eco-Innovation of Civil Society Organizations in Egypt

ISRAEL

Name of organization	Authors	Document title	Date
UNIDO		Contract ENPI/2013/331-231 (and PP-AP/2013/332-214); Annex I: Description of the action	
SWITCH-Med		SWITCH-Med Programme - Final Report	April 2019
SWITCH-Med	Roser Gasol (SCP/RAC), Ananda Alonso (SCP/RAC), Anna Ibañez de Arolas (SCP/RAC), Chang Yan (UN Environment), Claudia Pani (SCP/RAC), Fabiola Martínez (SCP/RAC), Michael Barla (UNIDO) and Roser Gasol (SCP/RAC)	SWITCH-Med Magazine Israel	Winter 2018

Name of organization	Authors	Document title	Date
Weitz Center for Sustainable Development		Roadmap for Scaling up Resource Efficiency - Israel	December 2017
Ministry of Environmental Protection	Ohad Carny, MoEP (Coordination and support by Luc Reuter SWITCH-Med Coordinator, UNEP-DTIE)	SCP National Action Plan: SUSTAINABLE CONSUMPTION AND PRODUCTION ROADMAP FOR ISRAEL 2015 – 2020	2015
SWITCH-Med		Israel SWITCH-Med Stakeholders-0802019 (XLS file with the list of stakeholders)	2019
Heschel		SWITCH-Med Programme for Civil Society Empowerment: Participants to the “Social Eco innovation” workshop (Israel, 23-26 March 2017)	2017
Regional Activity Centre for Sustainable Consumption and Production (SCP/RAC) United Nations Environment Programme –Mediterranean Action Plan Regional Centre Under the Stockholm Convention on Persistent Organic Pollutants		Social Eco-Innovation and Grassroots Initiatives on Sustainable Consumption and Production – The Handbook	November 2015
The MoEP		Towards Sustainable Consumption in Israel	May 2012
Weitz Center for Sustainable Development		MED TEST II Case Study – 7 summary sheets	
Regional Activity Centre for Sustainable Consumption and Production (SCP/RAC)		Building Green Entrepreneurship Ecosystem in the Mediterranean Training and Technical Support for Entrepreneurs Who Create Environmental, Social and Economic Value	

JORDAN

- UNEP and Ministry of Environment, “Towards a Green Economy in Jordan: Scoping Study”, August 2011.
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Annex 5: Survey's responses and analysis

The questionnaire available both in French and English was sent to 258 project stakeholders over a period of 7 weeks. 67 responses have been received that are distributed as follow:

Per country:

Algeria	Egypt	Israel	Jordan	Lebanon	Morocco	Palestine	Tunisia
10	7	0	25	9	3	4	9

Per category:

Implementing partners	Government	CSOs	Industries	Green entrepreneurs	Services providers	Other
3	6	1	8	19	23	7

Distribution of responses per question :

Question 3 : In your perception, to what extent was the project's approach relevant to the following:	Fully relevant	Partially relevant	Not relevant	Unsure
Reducing environmental degradation and resource depletion in the Mediterranean region	44	22	0	1
Addressing national development priorities and needs of the beneficiary countries	33	26	5	3
Addressing your sectoral needs	36	29	0	2
Addressing your personal needs	28	32	7	0
Raising awareness on Sustainable Consumption and Production practices, as well as Green and Circular Economy	54	12	0	1
Creating an enabling environment in countries for Sustainable Consumption and Production and Green and Circular Economy	43	17	6	1
Providing platforms for learning and information exchanges	29	33	4	1
Promoting / Introducing innovative tools, models and technologies	33	28	3	3

Question 4 : To what extent do you think the Project has achieved the following results:	Fully satisfactory	Partially satisfactory	Not satisfactory	Unsure
Raising awareness of national stakeholders (public sector, private sector, civil society) on Sustainable Consumption and Production and Green and Circular Economy	27	36	4	0
Building appropriate capacities among national stakeholders in your country	14	43	8	2

Question 4 : To what extent do you think the Project has achieved the following results:	Fully satisfactory	Partially satisfactory	Not satisfactory	Unsure
Increase in the supply of Sustainable Production services in your country	20	33	10	4
Increase in the demand for Sustainable Production services in your country	12	39	11	5
Demonstrating the effectiveness of environmentally sound technologies in industry	20	36	5	6
Communicating and sharing the project's results and achievements through the Project's website within your country and with the other beneficiary countries	22	30	10	5
Providing best practices and success stories from your country and from other recipient countries	31	27	6	3
Putting in place the conditions to ensure sustainability of the benefits achieved by the Project	9	29	16	13
Facilitating financial access for industries, green entrepreneurs, CSOs	18	36	5	9
Coordination and synergy seeking with other similar or complementary projects in your country	22	25	11	9
Efficient implementation of planned activities	31	30	3	3

Question 5 : To what extent do you think the Project (or its results) is (are) likely to contribute to the following expected changes:	Fully satisfactory	Partially satisfactory	Not satisfactory	Unsure
In being replicated/reproduced at a larger scale in your country	27	33	3	4
In being mainstreamed into national initiatives such as laws, policies, regulations, projects.	16	37	9	5
In introducing a new management culture	28	29	10	0
In improving the environment in your country	34	26	4	3
in bringing changes in the economic performance of individuals, groups, countries	28	29	7	3
In creating greater business opportunities and jobs	26	33	7	1

Question 6 : To what extent have you re-used the knowledge and expertise acquired in your daily work:	Fully re-used	Partially re-used	Not re-used	Unsure
Methodologies, tools and technologies transferred	26	31	10	0
Training materials and Guidelines produced	27	27	11	2

Question 6 : To what extent have you re-used the knowledge and expertise acquired in your daily work:	Fully re-used	Partially re-used	Not re-used	Unsure
Information available on the Project 's website	12	34	15	6
Discussions, exchange of experiences with key players	27	29	10	1
Databases of experts	13	27	21	6

Question 7: How would you rate the Project's on accomplishing the following:	Fully satisfactory	Partially satisfactory	Not satisfactory	Unsure
Engaging policy makers	17	32	16	2
Engaging private sector partners	18	32	13	4
Engaging the civil society	9	36	18	4
Engaging the financial sector	11	23	26	7
Engaging other UN or development partners	20	27	13	7
Building information and/or professional networks	26	32	6	3
Bringing value-added to existing efforts (related to SCP, Green and Circular economy)	23	31	7	6
Creating conditions for up-take, replication and/or up-scaling of pilot initiatives	16	32	12	7
Adapting to changing conditions and unexpected barriers	20	37	7	3
Disseminating and managing knowledge	19	24	13	11
Encouraging exchange between beneficiary countries and south-south cooperation	15	26	16	10
Taking into consideration the gender dimensions in its interventions and activities	26	29	9	3
Integrating the environment and socio-economic aspects	32	29	3	3
Reporting properly and sufficiently on results	19	30	13	6
Outreaching and raising awareness of the public	23	30	11	3
Mobilizing the adequate technical expertise	25	30	9	3
Coordinating the multiple stakeholders involved and the multiple activities of the Project	27	27	8	5
Mobilizing and managing the project's funds	17	27	12	11
Other	11	18	7	31

Question 8: In order to improve the performance of the Project's work, please rate whether you think there should be less, more or the same amount of the following:	Less	More	Same	Unsure
Communication	3	50	14	0
Demonstration projects	0	50	17	0
Engagement with the public sector	5	48	14	0
Engagement with the private sector	2	51	13	1
Engagement with civil society	3	46	14	4
Engagement with other regional, UN agencies or development organizations	3	48	12	4
Engagement with the financial sector	3	55	7	2
Inclusiveness in the Project's design	1	40	22	4

Question 8: In order to improve the performance of the Project's work, please rate whether you think there should be less, more or the same amount of the following:	Less	More	Same	Unsure
Inclusiveness in the Project's implementation	2	42	20	3
Consideration of Gender issues	3	24	32	8

A quick overview of the survey's results allows, based on the questions that were asked, to draw the following conclusions:

- The large majority of respondents are overall satisfied with the project's results but think that there is still a margin for improvement in terms of effectiveness, progress to impact and sustainability.
- With regards to project relevance, the majority of respondents is fully satisfied in particular regarding raising awareness on Sustainable Consumption and Production practices and Green and Circular Economy and reducing environmental degradation and resource depletion in the Mediterranean region.
- The project was perceived by most respondents as having been successful in providing best practices and success stories from their country and from other recipient countries and in having implemented planned activities in an efficient manner.
- A majority of persons think that the project will improve the environment in their country and to a lesser extent, change the mindset by introducing a new management culture and increase the economic performance both at the personal level and country level.
- National capacities have been built and knowledge and expertise acquired have been fully or partially reused by about 76% of the respondents, mainly the methodologies and tools provided by the project and information from discussions and exchanges with key players or peers.
- The project has been particularly appreciated for having integrated the environment and socio-economic aspects in a very satisfactory manner. However, much more effort must be done to engage the civil society as well as the financial sector.
- Regarding the last question relating to what we should have less, more, or the same, not surprisingly « the engagement with the financial sector » was rated « more », « engagement with the public sector » was the item for which the most respondents having said « less » and « same » was given for « consideration of gender issues" which reveals that this is not a strong concern among the respondents.

Annex 6: Terms of reference



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation

SWITCH-Med, Demonstration and Networking Components

UNIDO Project ID: 130163

DECEMBER 2018

Contents

- I. Project background and overview
 - 1. Project factsheet
 - 2. Project context 3
 - 3. Project objective
 - 4. Project implementation arrangements
 - 5. Main findings on project progress
 - 6. Budget information
- II. Scope and purpose of the evaluation
- III. Evaluation approach and methodology
 - 1. Data collection methods
 - 2. Evaluation key questions and criteria
- IV. Evaluation process
- V. Evaluation team composition
- VI. Time schedule
- VII. Evaluation deliverables
- VIII. Quality assurance

ANNEXES:

- Annex 1: Project results framework
- Annex 2: Detailed questions to assess evaluation criteria
- Annex 3: Job descriptions
- Annex 4: Outline of an in-depth project evaluation report
- Annex 5: Checklist on evaluation report quality
- Annex 6. Guidance and checklist on lessons learned quality criteria
- Annex 8. Rating tables

I. Project background and overview

1. Project factsheet

Project title	SWITCH-Med, Demonstration and Networking Components
UNIDO project No. and/or ID	130163
Region	Southern Mediterranean
Country(ies)	Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia
Planned implementation start date	1 February 2014
Planned implementation end date	31 December 2017
Actual implementation start date	1 February 2014
Actual implementation end date	31 December 2018
Implementing agency(ies)	UNIDO
Executing partner(s)/entity(ies)	Sustainable Consumption and Production - Regional Activity Center of the UNEP Mediterranean Action Plan (SCP-RAC/UNEP-MAP), and UN Environment – Economy Division (UNEP-Economy Division, previously DTIE)
Donor(s):	European Union (DG NEAR)
Total project allotment	20,000,000 EUR
Total co-financing at design (in cash and in-kind)	Cash: 1,000,000 EUR
Materialized co-financing at project completion	Cash: 1,000,000 EUR
Results Oriented Monitoring (ROM)	Oct-Nov. 2016

(Source: Project document)¹

2. Project context

Coordinating the ambitions of economic growth and environmental protection is a necessity in a world where natural resources are limited. The Southern Mediterranean region is greatly affected by water scarcity, population growth and rapid urbanization in coastal areas, growing waste generation, climate change and massive tourism. During the last few years, the region has experienced dramatic social and political changes. It has struggled during the economic crisis and governance remains a significant challenge. In spite of these challenges, this historical turning point presents opportunities to introduce and promote sustainable consumption and production practices through programs like the SWITCH-Med which can in turn support the development of a green economy.

¹ Project information data throughout these TOR are to be verified during the inception phase.

The region has shown its commitment to sustainable development through the adoption of the SDGs, Paris Agreement and Barcelona Convention, among others. Those various commitments are

supported by the regional dialogue within the Union for the Mediterranean concerning the environment, the water and the circular energy. The EU-funded SwitchMed goal was to facilitate the shift toward Sustainable Consumption and Production (SCP) in the Southern Mediterranean Region. To do so, the programme stimulated the demand and the supply side of sustainable consumption and production (SCP) in the southern Mediterranean countries, by acting on the key drivers and barriers, existing economic conditions and legislative frameworks. It supported the industry, emerging green entrepreneurs, civil society and policy makers through policy development, demonstration activities and networking.

The SWITCH-Med programme is a key action carried out under the EU-funded regional cooperation with the Mediterranean region to shift the region towards a Green Economy, and was implemented through collaborative efforts by the EU, UNIDO, UNEP/MAP-SCP/RAC and UN Environment Economy Division (formerly UNEP-DTIE). Project implementation started in February 2014 and the implementation end date is December 2018.

The SCP approach is at the core of the Green Economy and Green Industry concepts as it involves moving towards a transformation in the way goods and services are produced and consumed so that human development and the satisfaction of human needs is effectively decoupled from environmental degradation and resource depletion. Shifting toward a SCP approach calls for concerted efforts of all key actors in society: industry, civil society organisations (CSOs), consumers and policy makers. Each of these actors is facing specific problems and barriers in moving towards more sustainable consumption and/or production practices.

Industry of the Mediterranean Region is facing numerous challenges in its effort to be competitive while reducing its ecological footprint. Pressure from stakeholders throughout the supply chain is increasing, requiring internalization of the environmental costs associated to manufacturing, a more efficient use of resources and production inputs, compliance with national environmental regulation and adoption of international standards. However, businesses often lack technical skills in identifying resource efficiency initiatives, establishing integrated environmental management systems as a sound business strategy and delivering more sustainable goods & services. The local market of service providers that can provide industry technical assistance on sustainable production needs to be further developed and strengthened.

Green entrepreneurs are called to have a leading role in the transition to green economies. Nevertheless, several factors hinder the emergence of local green entrepreneurship and the creation of green jobs. Overall there is a lack of entrepreneurial culture, and potential new green entrepreneurs tend to lack the experience to start a business effectively and the capacity to develop the green business opportunities that already exist in the local market. Technical support to entrepreneurs is scarce, and access to finance represents a major barrier.

On the other hand market opportunities for green entrepreneurs mostly arise within societies that are characterized by empowered Civil Society Organizations and by a critical mass of citizens that are aware of the environmental and social impacts associated with current unsustainable models of consumption and production. The limited demand for sustainable products in the southern

Mediterranean countries is one of the core reasons for the still limited green entrepreneur's activity in the region.

Consumers/CSOs in the southern Mediterranean countries experience many challenges in shifting toward more sustainable lifestyles. For instance, they lack information to enable them to purchase, use and dispose of products in an environmentally sound way. There is a general lack of awareness of most citizens on the environmental and social impacts associated with consumption choices and a low interest for green products and services. Raising civil society's awareness on the links between environment degradation, social disparities and patterns of consumption and production and supporting further involvement of civil society organizations in the processes of governance is therefore a key leverage point for the move towards more sustainable production and consumption.

Policy makers and regulatory authorities are essential for stimulating both the supply and the demand side for sustainable products at country level, by creating the necessary enabling environment through policy and economic instruments, as well as regulatory standards and voluntary agreements. While most southern Mediterranean countries have a relevant basic policy and regulatory framework in place, there is frequently a lack of enforcement, or absence of concrete practical initiatives putting this into practice. Beyond a lack of societal pressure, there is a perception that environmental protection would hinder rather than support growth and job creation. Concrete demonstration of positive synergies between policy/regulatory initiatives/instruments and economic development will be important to change the situation

SWITCH-Med overall objective is to facilitate the shift toward Sustainable Consumption and Production (SCP) in the Southern Mediterranean region by demonstrating successful examples of how this can be done. The initiative consists of three main components: a) a policy component; b) a demonstration component and c) a networking facility component. The EU contract with UNIDO covered the demonstration and networking facility components; while a separate contract with UNEP-MAP was undertaken for the policy component.

The project document foresees regular monitoring of activities throughout the programme, as well as an independent, terminal evaluation (TE). In addition, the European Commission carried an independent Results-Oriented Monitoring (ROM) exercise focused on SWITCH- MED. The ROM was conducted in Oct-Nov. 2016 (ROM report, January 2017), it was contracted by DG NEAR and included a field mission to Algeria, Lebanon, Morocco and Tunisia. DG NEAR also conducted an independent evaluation of their regional and bilateral level programmes in the field of environment in the Neighbourhood South countries (2010- 2017). The evaluation focused on their broader environmental programme but included SwitchMed as part of the overall evaluation.

A second phase of SwitchMed has been approved by the donor and is expected to commence in the first quarter of 2019. SwitchMed II will retain the same overall structure, will involve the same implementing partners and work in the same eight countries. The objective is to stimulate the creation of new greater business opportunities and decent employment while reducing the environmental footprint of existing economic activities in the Southern Mediterranean. It will build on the results of the first phase to further support and scale up the transition towards Sustainable

Consumption and Production (SCP) practices which contribute to a green and circular economy in the region.

3. Project objective

The SWITCH-Med initiative is a multi-component programme supported by the EU. Its **overall objective** is to facilitate the shift toward Sustainable Consumption and Production (SCP) in the Southern Mediterranean region by demonstrating successful examples of how this can be done.

The **SWITCH-Med Policy component** aims at strengthening the regional environmental governance and policy frameworks provided by the Barcelona Convention and UNEP/MAP, with a focus on developing national SCP policy action plans in the beneficiary Mediterranean countries.

The **SWITCH-Med Demonstration component** focuses on the implementation of concrete actions tackling the barriers faced by key players responsible for the shift towards SCP patterns. It consists of three sub-components:

- **Subcomponent 1: Sustainable production - MED TEST² II:** increasing the demand and supply of sustainable production services to industry, including providing direct “TEST” technical assistance to industries.
- **Subcomponent 2: Green entrepreneurship and civil society empowerment:** strengthening Green Entrepreneurship in the Mediterranean Region; and empowering Mediterranean Civil Society Organizations towards more sustainable lifestyles.
- **Subcomponent 3: SCP National Action Plans demos:** implementing demonstration activities under the SCP National Action Plans (NAPs) developed with governments under the SWITCH Med policy component.

The **SWITCH-Med Networking Facility component** established a SCP regional platform which contributed to the visibility, effectiveness, long-term sustainability and impact of the Programme. This component also aimed at reinforcing the internationalization of start-ups and SMEs through closer cooperation between clusters, businesses and investment networks in Europe and four associated Mediterranean countries (Egypt, Lebanon, Morocco and Tunisia) with a specific focus on green business and resource efficiency.

The present project document describes solely the SWITCH-Med demonstration and networking facility components. The policy component was implemented by UNEP-MAP, under a separate contract with the European Commission, and executed by UNEP Economy Division and SCP/RAC.

² MED TEST I was a UNIDO project under the Med Partnership initiative – www.unido.org/MEDTEST

Following are the 4 main outcomes of the project, in addition to project management:

- **Outcome 1:** increased demand for and supply of sustainable production services among industries in the southern Mediterranean countries.
- **Outcome 2:** boost Green Entrepreneurship in the Mediterranean Region; to empower Mediterranean Civil Society Organizations towards more sustainable lifestyles and to leverage interactive initiatives between Mediterranean Green Entrepreneurs and CSOs
- **Outcome 3:** Pilot projects demonstrate how SCP can be integrated into the national policy
- **Outcome 4:** Contribute to the visibility, effectiveness, long-term sustainability and impact of the components of the SWITCH-Med Programme.

4. Project implementation arrangements

The SWITCH-Med initiative was conceived as a multi-stakeholder initiative involving different partners, namely UNIDO, SCP-RAC / UNEP-MAP and UN Environment Economy Division. Each organization had a direct responsibility for the management and monitoring of individual sub-components, as well as liaising with other partners to ensure synergies and cooperation. Responsibilities of each partner were as follow:

UNIDO was responsible for:

- The execution, including monitoring and reporting on progress for subcomponent 1 MED TEST II and for activities 4.3.1 and 4.3.2 of the NF component;
- Submission to the EC of snapshots reports every six months on the project's progress. This responsibility will consist of reporting on MED TEST II, and compilation and quality assurance of the contributions of partners for the other subcomponents and the NF;
- The submission of full fledge annual reports (technical and financial sections) to the EC, including compilation and quality assurance of the contributions from partners for the other subcomponents and the NF;
- Organization of periodical coordination meetings to be held every six months, including preparation of meeting reports;
- Organization of the Steering Committee meetings (the first SC meeting was organized by UNEP-MAP under the framework of the SWITCH-Med Policy Component);
- Provide active support to the Networking component, executed by SCP/RAC, by providing information on MED TEST II activities; to contribute to an effective coordination and synergies between partners and the project's components, including the Policy Component;
- Facilitate in-country coordination of activities between the MED TEST II and the other subcomponents.

In order to accomplish the above tasks, UNIDO established a project's management unit (PMU) formed by an UNIDO project manager, one full time administrative staff, an externally recruited project coordinator for day to day management of project's activities, a technical advisor for TEST subcomponent and a communication consultant.

SCP/RAC was responsible for:

- Execution, including monitoring, of subcomponent 2, GE/SC;

- Execution, including monitoring, of the Networking Facility component (excluding activities 4.3.1 and 4.3.2), including coordinating and maximizing synergies between agencies and the project's subcomponents as well as the Policy Component;
- Reporting on progress of GE/SC subcomponent and Networking component to UNIDO according to the defined format and schedule (snapshot report every 6 months and yearly full technical/financial report);
- Co-execute the SCP/NAPs subcomponent (covering 4 countries of 8) in coordination with UN Environment Economy Division, including monitoring and reporting of co-executed activities to UN Environment Economy Division;
- Participation to coordination meetings held every six months as well as SC meetings.

UNEP Economy Division was responsible for

- Co-execution, including monitoring, of subcomponent 3 (covering 4 countries of 8) SCP/NAPs in close cooperation with SCP/RAC;
- Reporting on progress of SCP/NAPs to UNIDO according the defined format and schedule (snapshot report every 6 months and yearly full technical/financial report);
- Participation to coordination meetings held every six months as well as SC meetings.

5. Main findings on project progress

The ROM expert conducted field missions covering four countries: Algeria, Lebanon, Morocco and Tunisia, at around the mid-point of the programme implementation. The following lists **some of the findings**:

Relevance: The expert considered the **project to be highly relevant** for regional development and found varying, but mostly satisfying links between SwitchMed and the country governments.

However, it was pointed out that in reality two things are principally missing:

- 1) There is very little exchange between national governments about the experiences of participating in SwitchMed.
- 2) National governments do not have a full overview of all donor initiatives and funding available for SCP.
- 3)

Efficiency: There was a delay due to many factors including the security situation in the region. While the project expenditures on activities, including the use of incidentals, are within initial estimates. Consequently, it pointed out that until that point, SwitchMed is delivering its outputs cost-efficiently, if with some delays.

Effectiveness: overall quality of the Switch Med's outputs as good. Delivery of project outputs is progressing, if somewhat delayed.

Sustainability: SwitchMed has a number of promising elements for achieving sustainability, but nothing has yet been achieved on the ground:

Further details can be obtained from the ROM report (January 2017).

6. Budget information

Table 1. Financing plan summary

Description	Project Preparation (in EUR)	Project (in EUR)	Total (in EUR)
Financing (EU)	0	19,000,000	19,000,000
Co-financing ³ (in cash and/or in-kind)	0	1,000,000	1,000,000
Total (EUR)	0	20,000,000	20,000,000

³ Co-financing types are grant, soft loan, hard loan, guarantee, in kind, or cash.

Table 2. Financing plan summary – project component breakdown

Project outcomes	EU grant amount Donor(s) (in EUR)	Co-financing (in EUR)	Total (in EUR)
1. TEST	7,602,934	400,154	8,003,088
2. GE/SC	4,100,778	215,830	4,316,608
3. SCP NAPs	2,617,060	137,740	2,754,800
4. Networking Facility Component	3,422,007	180,105	3,602,113
Project Management	429,657	22,615	452,271
Contingency	827,564	43,556	871,120
Total (in EUR)	19,000,000	1,000,000	20,000,000

Source: Project document

Table 3. Co-financing source breakdown

Name of co-financier (source)	Classification	Type (Specify: cash and/or in-kind)	Total (in EUR)
UNIDO	Implementing Agency	Cash	462,874
SCP/RAC	Implementing partner	Cash	410,927
UNEP-DTIE	Implementing partner	Cash	82,644
Contingency (<5%)			43,556
Total co-financing (in EUR)			1,000,000

Source: Project document

Table 4. UNIDO budget execution⁴ (Grant No.: 4000492 and 2000002549)

Items of Expenditure	2014	2015	2016	2017	2018	Total Exp.
Contractual Services	198,643	2,396,752	1,442,125	850,622	228,051	5,116,193
Equipment		16,706	790	3,172	-74	3,962
International Meetings		42,955	90,007	124,160	65,382	214,167
Local travel	25,872	23,968	44,282	72,589	36,997	116,871
Natl. Consult./Staff	89,318	146,986	271,606	228,034	213,358	735,944
Intl. Consult./Staff	174,826	486,512	645,316	823,436	642,599	1,468,752
Other Direct Costs	9,636	21,238	16,864	30,348	62,152	47,212
Staff Travel	13067	34678	26,612	36,254	12080	62,866
Train/Fellowship/Study			3,285	20,493	2021	23,778
Grand Total	287,961	2,543,738	1,442,915	2,189,108	228,051	7,789,745

Source: UNIDO. Financial system (UNIDO Project database, 1 October 2018)

⁴ Disbursement: Expenditure, incl. commitment

II. Scope and purpose of the evaluation

The terminal evaluation (TE) will cover the whole duration of the project from its starting date up to the date of the evaluation. It will assess project performance against the evaluation criteria: relevance, effectiveness, efficiency, sustainability and impact.

The TE has an additional purpose of drawing lessons and developing recommendations for UNIDO, the Government, Donors, the implementing partners, project stakeholders and local partners that may help improving the selection, enhancing the design and implementation of similar future projects and activities in the country and on a global scale upon project completion. The TE report should include examples of good practices for other projects in the focal area, country, or region. It should also provide recommendations to be taken into account for the phase two of the project, building on lessons learned and areas for improvement, in particular regarding sustainability of impact.

The TE should provide an analysis of the attainment of the project objective and the corresponding outputs and outcomes. Through its assessments, the Evaluation Team (ET) should enable the Government, counterparts, UNIDO, the implementing partners, key stakeholders and donors to verify prospects for development impact and sustainability, providing an analysis of the attainment of global environmental objectives, project objectives, delivery and completion of project

outputs/activities, and outcomes/impacts based on indicators. The assessment shall include reexamination of the relevance of the objectives and other elements of project design according to the project evaluation parameters defined in chapter III below.

The overall purpose of the TE is to assess whether the project has achieved or is likely to achieve its main objective [facilitate the shift toward Sustainable Consumption and Production (SCP) in the Southern Mediterranean region] and to what extent the project has also considered sustainability and scaling-up factors for increasing contribution to sustainable results and further impact.

The evaluation has three specific objectives:

- (i) Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability and progress to impact;
- (ii) Identify key learning to feed into the design and implementation of the forthcoming projects; and
- (iii) Develop a series of findings, lessons and recommendations for enhancing the design of new and implementation of ongoing projects by UNIDO.

III. Evaluation approach and methodology

The TE will be conducted in accordance with the UNIDO Evaluation Policy⁵ UNEG Norms and Standards for evaluation and the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle⁶.

The evaluation will be carried out as an independent in-depth evaluation using a participatory approach whereby all key parties associated with the project will be informed and consulted throughout the evaluation. The evaluation team leader will liaise with the UNIDO Independent Evaluation Division on the conduct of the evaluation and methodological issues.

In line with its objectives, the evaluation will have two main components. The first component focuses on an overall **assessment of performance** of the project, whereas the second one focuses on the **learning** from the successful and unsuccessful practices in project design and implementation.

The evaluation will use a theory of change approach and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The theory of change will identify causal and transformational pathways from the project outputs to outcomes and longer-term impacts, and drivers as well as barriers to achieve them. The learning from this analysis will be useful to feed into the design of the future projects so that the management team can effectively manage them based on results.

In those cases where baseline information for relevant indicators is not available, the evaluation team will aim at establishing a proxy-baseline through recall and secondary information.

⁵ UNIDO. (2018). Director General's Bulletin: Evaluation Policy (DGB/2018/08, dated 1 June 2018)

⁶ UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006)

1. Data collection methods

The ET will be required to use different methods to ensure that data gathering and analysis deliver evidence-based qualitative and quantitative information, based on diverse sources, as necessary: desk studies and literature review, statistical analysis, individual interviews, focus group meetings/discussions, surveys and direct observation. This approach will not only enable the evaluation to assess causality through quantitative means but also to provide reasons for why certain results were achieved or not and to triangulate information for higher reliability of findings. The specific mixed methodological approach will be described in the inception report.

Following are the main instruments for data collection:

- (a) **Desk and literature review** of documents related to the project, including but not limited to:
 - The original project document, monitoring reports (such as progress and financial reports), mid-term review report, output reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence
 - Notes from meetings of committees involved in the project
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussion. Key stakeholders to be interviewed include:
 - UNIDO Management and staff involved in the project; and
 - Representatives of donors and counterparts
- (c) **Field visit** to 3 of the 8 SWITCH MED countries
 - It is foreseen that the countries to be visited would be Algeria, Egypt and Jordan (to be confirmed)
 - On-site observation of results achieved by the project, including interviews of actual and potential beneficiaries of improved technologies
 - Interviews with the relevant UNIDO Country Office(s) representative to the extent that he/she was involved in the project, and the project's management members and the various national [and sub-regional] authorities dealing with project activities as necessary
- (d) **Implementing partners:** The evaluation will focus on the components and activities carried out by UNIDO but will also consider the work of the implementing partners in how the overall design and implementation contributed to attaining the objective of the programme, achievement of results and to provide recommendations for how to enhance the cooperation within the partnership.
- (e) Other interviews, surveys or document reviews as deemed necessary by the evaluation team and/or by the Independent Evaluation Division for triangulation purposes

2. Evaluation key questions and criteria

The evaluation team will develop interview guidelines. Field interviews can take place either in the form of focus-group discussions or one-to-one consultations.

The key evaluation questions are the following:

- (a) What are the key drivers and barriers to achieve the long term objectives? To what extent has the project helped put in place the conditions likely to address the drivers, overcome barriers and contribute to the long term objectives?

- (b) How well has the project performed? Has the project done the right things? Has the project done things right, with good value for money?
- (c) What have been the project's key results (outputs, outcome and impact)? To what extent have the expected results been achieved or are likely to be achieved? To what extent the achieved results will sustain after the completion of the project?
- (d) What lessons can be drawn from the successful and unsuccessful practices in designing, implementing and managing the project?

The evaluation will assess the likelihood of sustainability of the project results after the project completion. The assessment will identify key risks (e.g. in terms of financial, socio-political, institutional and environmental risks) and explain how these risks may affect the continuation of results after the project ends. Table 5 below provides the key evaluation criteria to be assessed by the evaluation. The detailed questions to assess each evaluation criterion are in annex 2. The **rating criteria** and table to be used is presented in annex 8.

Table 5. Summary of Project evaluation criteria

Index	Evaluation criteria	Mandatory rating
A	Progress to Impact	Yes
B	Project design	Yes
1	• Overall design	Yes
2	• Logframe	Yes
C	Project performance	Yes
1	• Relevance	Yes
2	• Effectiveness	Yes
3	• Efficiency	Yes
4	• Sustainability of benefits	Yes
D	Cross-cutting performance criteria	
1	• Gender mainstreaming	Yes
2	• Environment and socio-economic aspects	Yes
2	• M&E: (focus on Monitoring) ✓ M&E design ✓ M&E implementation	Yes
3	• Results-based Management (RBM)	Yes
E	Performance of partners	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Donor	Yes
F	Overall assessment	Yes

IV. Evaluation process

The evaluation will be implemented in phases which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- UNIDO Independent Evaluation Division (IED) identifies and selects the Evaluation Team members, in consultation with project manager

- Inception phase
 - ✓ Desk review and data analysis: The evaluation team will review project-related documentation and literature and carry out a data analysis
 - ✓ Briefing of consultant(s) at UNIDO Headquarters (HQ)
 - ✓ Preparation of inception report: The evaluation team will prepare the inception report providing details on the methodology for the evaluation and include an evaluation matrix with specific issues for the evaluation; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of project progress reports or mid-term reviews.
 - ✓ Interviews, survey
- Field phase
 - ✓ Country field visit(s)
 - ✓ ET Debriefing in the field to project stakeholders
- Reporting phase
 - ✓ After field mission, HQ debriefing with preliminary findings, conclusions and recommendations by the ET leader
 - ✓ Data analysis and draft report writing
 - ✓ Draft report submission
 - ✓ Sharing and factual validation of draft report with stakeholders
 - ✓ Final evaluation report Submission and QA/clearance by IED, and
 - ✓ Two pages summary take-away message
- IED Final report issuance and distribution with the respective management response sheet and further follow-up, and publication of evaluation report in UNIDO intra/internet sites

V. Evaluation team composition

A staff from the UNIDO Independent Evaluation Division will be assigned as Evaluation Manager and will coordinate and provide evaluation backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO Project Manager and national project teams will act as resourced persons and provide support to the evaluation team and the IED evaluation manager.

The evaluation team will be composed of at least one international evaluation consultant acting as the team leader and one national consultant per country visited. The evaluation team members will possess relevant strong experience and skills on evaluation and evaluation management. Expertise and experience in the related technical subject of the project is desirable. The evaluation consultants will be contracted by UNIDO.

In some specific cases (e.g. complex projects, regional projects, projects at risk), an IED evaluation officer could be also assigned to be part of the evaluation team and hence participate in the whole conduct as such.

The tasks of each team member are specified in the job descriptions in annex 3 to these terms of reference.

According to UNIDO Evaluation Policy, members of the evaluation team must not have been directly involved in the design and/or implementation of the project under evaluation.

VI. Time schedule

The evaluation is scheduled to take place from January 2019 to March 2019. The evaluation field mission is tentatively planned for end of January-February.

The Draft Evaluation report will be submitted 2 to 4 weeks after the end of the mission. The Final Evaluation report will be submitted 2 weeks after comments received.

VII. Evaluation deliverables

Inception report

This Terms of Reference (ToR) provides some information on the evaluation methodology, but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with the project manager, the International Evaluation Consultant will prepare, in collaboration with the national consultants, a short inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type of and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Manager.

The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework (“evaluation matrix”); division of work between the International Evaluation Consultant and the national consultant; mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable⁷.

Evaluation report and review procedures

The draft report will be delivered to UNIDO Independent Evaluation Division (the suggested report outline is in annex 4) and circulated to UNIDO staff and national stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report provided by the stakeholders will be sent to UNIDO Independent Evaluation Division for collation and onward transmission to the project evaluation team who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

⁷ The evaluator will be provided with a Guide on how to prepare an evaluation inception report and a Guide on how to formulate lessons learned (including quality checklist) prepared by the UNIDO Independent Evaluation Division.

The ET will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feed-back in preparing the evaluation report. A presentation of preliminary findings will take place at UNIDO HQ after the field mission.

The TE report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, exactly what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-

based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given in annex 4. The ET should submit the final version of the TE report in accordance with UNIDO Independent Evaluation Division standards.

VIII. Quality assurance

All UNIDO evaluations are subject to quality assessments by UNIDO Independent Evaluation Division. Quality assurance and control is exercised in different ways throughout the evaluation process (briefing of consultants on methodology and process of UNIDO Independent Evaluation Division, providing inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, review of inception report and evaluation report).

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality, attached as annex 5. UNIDO's Independent Evaluation Division should ensure that the evaluation report is useful for UNIDO in terms of organizational learning (recommendations and lessons learned) and is compliant with UNIDO's evaluation policy and these terms of reference. The draft and final evaluation report are reviewed by UNIDO Independent Evaluation Division, which will issue and circulate it within UNIDO together with a management response sheet, as well as submit to relevant stakeholders as required.

Annex 1: Project results framework

Intervention logic/ description		Objectively verifiable indicators	Sources of verification	Assumptions
Overall Objective: To facilitate the shift toward Sustainable Consumption and Production (SCP) in the Southern Mediterranean Region		<ul style="list-style-type: none"> Increased number resource efficiency and environmentally sustainable policies adopted by Governments. Increased number of industries and civil society organizations applying SCP principles. 	Final, independent evaluation report	
DEMONSTRATION COMPONENT				
Subcomponent 1 – Sustainable production: MED TEST II				
Outcome⁸ 1: Increased demand for and supply of sustainable production services among industry in the southern Mediterranean countries		<ul style="list-style-type: none"> At least 15-20 service providers of integrated SP services (TEST) for industry in the local market Turnover generated by SP service providers increases by 50% during project's lifetime Approx. 300-400 industries requesting SP services, out of which at least 130-150 receive assistance during the project. 	Annual reports/ list of references of service providers Industry co-financing List of industries/Industry requests for SP services M&E database	Political situation remains stable in the Mediterranean countries Economic crisis does not exacerbate in the region affecting private sector operations (manufacturing sector)
Outputs 1.1	SP service providers and stakeholders identified, engaged and capacitated for TEST scaling-up	<ul style="list-style-type: none"> 15- 20 national service providers (SP) selected through competitive bidding and framework contracts signed in each country National Advisory Boards and PMU set up and functional 50-60 national experts from SP trained in TEST 	Contractual documents Minutes of Meetings/List of participants/ CVs Training reports	National service providers, private and public organizations, with some experience in SP services (cleaner production, energy efficiency, ISO14001, etc.) exist in each country.

⁸ The terminology Outcome and Outputs, used throughout the document, correspond to the terms Purpose and Results defined in the (March 2004) EC Project Cycle Management Guidelines.

DEMONSTRATION COMPONENT				
Subcomponent 1 – Sustainable production: MED TEST II				
<p>Outputs 1.2</p>	<p>Integrated SP services delivered to a pool of demo industries – TEST demonstrated, hands on experience gained by local SP service providers and resource efficiency increased at demonstration sites</p>	<ul style="list-style-type: none"> • Approx. 130-150 companies have signed up for TEST • At least 100 companies (or 80%) have successfully completed TEST • Approx. 400 industry staff and 50/60 experts from SP capacitated on TEST • At least 1500 RECP measures identified in industry • 20% reduction in water/energy consumption and 10% BOD/COD pollution reduction identified in participating industries • 60% of identified RECP low cost measures implemented in participating industry 	<p>Contracts with companies</p> <p>List of company staff trained/involved in TEST</p> <p>Industry reports and baseline indicators for water, energy and pollution</p> <p>Field site visits and interviews with top management of industries</p>	<p>Industries are motivated to implement SP due to increasing cost for energy and raw materials, increasing pressure from supply chain and enforcement of environmental legislation</p> <p>At least 50% of TEST measures have Pay Back Period (PBP) of less than 6 months, as demonstrated by the MED TEST pilot initiative.</p>
<p>Outputs 1.3</p>	<p>TEST experience shared and enabling activities conducted for SP market uptake in the southern Mediterranean region</p>	<ul style="list-style-type: none"> • At least 1,000 people targeted by local dissemination events, including new industry • TEST industry fact sheets and regional achievements publication • Awareness of Institutional stakeholders (AB) in the Region raised on TEST 	<p>Meeting reports/ List of participants to dissemination/networking events</p> <p>N. of downloads of TEST publications/website visitors</p> <p>Institutional stakeholders interviews</p>	<p>National institutions are committed to incentivize the adoption of sustainable production practices in manufacturing in the short- medium term (transition phase toward fully commercially based TEST applications)</p>

Subcomponent 2 – Green Entrepreneurship and Civil Society Empowerment				
Outcome 2.1: Boosting Green Entrepreneurship in the Mediterranean Region		<ul style="list-style-type: none"> • 300 new Green Businesses projects, grassroots innovations, joint ventures are created • 30 receive technical and financial advice • 9 will be awarded with financial support 	Business Plans developed by Green Entrepreneurs Progress/annual reports	There is a market for green entrepreneurs which can in turn create green jobs opportunities. Awareness and demand for green products & services from society is increasing. Financing Organizations becoming more interested in Green and Social projects business ideas
Output 2.1	Strategic Local partners, Local trainers and Green entrepreneurs identified, capacitated, trained and supported to establish new Green Businesses projects in the target countries.	<ul style="list-style-type: none"> • 2850 new GE will be guided through an ad hoc training program • 300new GB projects will be created after the delivered training program • 30 GE will receive coaching and granting/access to financial mechanism • 90 local trainers capacitated 	Reports on GE training sessions Green Business plans developed Interviews with selected GEs Signed collaborative agreements	Locals are willing to be trained to create green businesses. Governments support local green entrepreneurs.
Outcome 2.2: Empowering Mediterranean Civil Society Organizations towards sustainable lifestyles		<ul style="list-style-type: none"> • SCP approaches provided by 5 supported civil society lead initiatives are successfully replicated, supported and participated by citizens 	ConsumpediaMED v2.0 Progress/annual reports List of participating CSO	CSOs are growing and becoming more proactive in finding solutions Citizens become more interested in SCP's lifestyle patterns to follow.
Output 2.2	Civil Society Organizations (CSOs) empowered to act as agent of change	<ul style="list-style-type: none"> • 150-200 change agents capacitated 	Progress/annual reports Plans/reports on	Green products & services demanded by society is

Subcomponent 2 – Green Entrepreneurship and Civil Society Empowerment				
	(to do awareness raising and to engage in governance processes) and to start up bottom-up community innovations	<ul style="list-style-type: none"> • 400 new local initiatives business opportunities identified by the strategic local partners, in coordination with CP/RAC-UNEP/MAP • 9 civil society led initiatives on ecological and social innovation established/supported (1 per country) • 3000 new users registered to ConsumpediaMED 	Grassroots Innovations that are developed	Increasing CSOs are interested in being trained on the application of good practices
Outcome 2.3 Leveraging interactive initiatives between Mediterranean Green Entrepreneurs and CSOs		<ul style="list-style-type: none"> • Interactive initiatives designed and facilitated 	Progress/annual reports on co-creation initiatives	Emerging interest in participatory and Collaborative approach among different sectors
Output 2.3	Joint GE/CSOs' events	<ul style="list-style-type: none"> • 9 synergy workshops organized • 9 co-creation workshops (1 per country) • Collaborative agreements among financing organizations to launch green credit line are signed 	Synergy workshop reports Co-creation workshop reports Co-financed projects	Public, Private and Civil society sitting together to get one common goal. Citizens and green entrepreneurs are willing to co-create together Financing Institutions are interested in supporting sustainable businesses
Subcomponent 3 – SCP National Action Plans Demos				
Outcome 3: Demo projects demonstrate how SCP can be integrated into the national policy		<ul style="list-style-type: none"> • At least one demo project per country is successfully implemented 	Progress/annual reports	Political situation remains stable in the Mediterranean countries Economic crisis does not reduce stakeholder engagement and investment in SCP policies and activities

Subcomponent 3 – SCP National Action Plans Demos

<p>Output 3.1</p>	<p>Pilot demo project selected and designed after consultation with governments and national stakeholders</p>	<ul style="list-style-type: none"> • Consultations with governments (9) and national stakeholders held • At least one demo project is identified per country • Needs assessment developed for at least 9 demo projects • Strategy/workplan for at least 9 demo projects is developed and approved by government and stakeholders 	<p>Progress/annual reports</p> <p>List of pilot demo projects</p> <p>Needs assessment and strategy reports for each (9) demo project</p> <p>Communication from government approving/validating strategy</p>	<p>Partners and stakeholders engaged and motivated to participate actively in the project. Engagement and commitment of all project partners for approving the needs assessment</p> <p>Pilot demo projects are able to respond to the needs identified</p> <p>Engagement and commitment of all project partners to agree upon the</p>
<p>Output 3.2</p>	<p>Implementation of demo projects</p>	<ul style="list-style-type: none"> • At least 9 demo projects successfully implemented 	<p>Progress/annual reports</p> <p>Workplans</p>	<p>Engagement and commitment of all project partners to agree</p>
<p>Output 3.3</p>	<p>Dissemination of lessons learned and good practices</p>	<ul style="list-style-type: none"> • Publications produced on lessons learned, good practices and other project outputs • One regional event • At least 9 national dissemination events organized 	<p>Publications and promotional material developed</p> <p>Minutes/report on dissemination events</p>	<p>Continued active interest of beneficiaries and participants in the demo projects.</p>

NETWORKING FACILITY ⁹ COMPONENT				
<p>Outcome 4: Contribute to the visibility, effectiveness, long-term sustainability and impact of the components of the SWITCH-Med Programme.</p>		<p>A regional platform bringing all the components of the SWITCH-Med Programme together.</p> <p>Effective dissemination and increased visibility of the outputs of the components of the SWITCH-Med Programme in the Med region.</p> <p>Increased links and synergies among the components of the SWITCH-Med Programme and with external initiatives beyond the SWITCH-Med Programme components.</p> <p>Scaling-up opportunities identified for long-term sustainability of the SWITCH-Med Programme activities.</p> <p>Opportunities for business partnerships and financial investment networks identified and promoted between organizations of EU and selected countries (Lebanon, Tunisia, Morocco and Egypt).</p>	<p>SWITCH-Med Platform/Website online: about 1,000 visits per month and 150 downloads per month</p> <p>SWITCH-Med Networking Events, seminars, workshops, side events with key external stakeholders</p> <p>Impact framework and communications</p> <p>Progress/annual reports</p> <p>Financial instruments for green business promoted</p> <p>Eco-innovative business partnerships established</p>	<p>Political situation remain stable in the Mediterranean countries</p> <p>The partners and strategic local partners (industry, intermediaries, GEs, CSOs, policy-makers) of the SWITCH-Med Programme are collaborative</p>
<p>Output 4.1</p>	<p>Exchange and synergise: Increase visibility of SWITCH-Med subcomponents, facilitate regular</p>	<ul style="list-style-type: none"> SWITCH-Med Platform/Website online: about 1,000 visits per month and 150 downloads per month 	<p>Performance analytics and reports for the platform/website,</p>	<p>Political situation remain stable in the Mediterranean countries.</p>

⁹ Hereafter in short: SWITCH-Med NF

NETWORKING FACILITY COMPONENT				
	exchange among all SWITCH-Med partners and connect with key external stakeholders	<ul style="list-style-type: none"> • 10 fact sheets prepared for each subcomponent and PSC¹⁰ as well as selected sectors (e.g. food, tourism) and SWITCH-Med target countries • Bi-monthly newsletter reaching 1,000 recipients • A SWITCH-Med social networking app (i.e. virtual community) with at least 500 users and social networking groups (e.g. Linked-in) • 3 networking events are organized with at least 150 participants • SWITCH-Med external stakeholders maps and engagement plans (regional one, country specific ones and component specific ones) • A database of SCP experts and service providers • A database of financing institutions • At least 3 side events, 3 thematic workshops and 3 webinars with a participants' satisfaction rate of at least 80% 	<p>newsletter and social networking groups</p> <p>Fact sheets printed and online</p> <p>Reports of networking events</p> <p>External stakeholder engagement plans</p> <p>Online searchable databases</p> <p>Reports of side events, thematic workshops and webinars</p> <p>Progress/annual reports</p>	<p>The executing partners and strategic local partners (industry, interme diaries, GEs, CSOs, policy-makers) of the SWITCH-Med Programme are collaborative and committed to deliver information on their progress to the Networking Facility. Technical infras tructure available to use social networks and apps.</p>
Output 4.2	Scale and impact: Harvest lessons learned for replicating demos, contributing to long-term sustainability of SWITCH-Med activities and making programme impact visible	<ul style="list-style-type: none"> • Inception workshop of the Scaling- up Action Learning experts • White papers on national level synthesis and 3 regional overarching scaling-up studies including roadmaps linked to green entrepreneurship, grass-root innovations and sustainable 	<p>SWITCH-Med scaling-up scope of work paper (annually updated)</p> <p>Inception workshop report</p> <p>Scaling-up studies work plan</p>	<p>The strategic local partners and partners of the components of the SWITCH- Med Programme deliver the information smoothly to the Networking</p>

NETWORKING FACILITY COMPONENT

		<p>manufacturing</p> <ul style="list-style-type: none"> • Key leverage points, interventions, partnerships, source of financing identified and initiated for long-term sustainability and replication of the demo components' actions (MED TEST, GE/CSO, SCP NAPs) • Comprehensive overview of service providers needs for sustainable production and consumption • SWITCH-Med impact framework including micro level (company/entrepreneur), meso level (sector/country) and macro level (regional) as well as a triple bottom line perspective and the long-term sustainability perspective. • At least 3 impact seminars (linked to the networking events) • At least 10 Impact briefs (country specific impact briefs i.e. for 9 countries and regional impact briefs per component on demand) • At least 5 impact videos (e.g. for 5 selected countries) 	<p>Desk-based study/white paper showing a draft list of leverage points for driving change towards SCP in the target countries to be used at the synergy workshops 3 overarching scaling-up studies including roadmaps published online and in 3 languages on paper SWITCH-Med impact framework guidelines Impact seminar reports online 10 impact briefs online and printed on paper 5 impact videos online (e.g. uploaded on YouTube or own SWITCH-Med video channel)</p>	<p>Facility</p> <p>The designated resource persons have the appropriate capacity and knowledge on scaling-up SCP actions</p> <p>Interviews and on-site visits are conducted without any disruption</p> <p>The partners and strategic local partners (industry, intermediaries, GEs, CSOs, policy-makers) of the SWITCH-Med Programme are collaborative and committed to deliver impact data to the Networking Facility.</p>
<p>Output 4.3</p>	<p>Reinforced internationalization of start-ups and SMEs through closer cooperation between clusters, businesses and investment networks in Europe and four associated Mediterranean countries (Egypt, Lebanon, Tunisia and Morocco) with a specific focus on green business and resource efficiency</p>	<ul style="list-style-type: none"> • At least 10 EU eco-innovative technologies/business models promoted for business partnerships • 4 national match-making/B2B events organized • 4 national dissemination workshops held to present the final outcomes of the Product Environmental Footprint pilots • At least 8 International Investment 	<p>Eco-innovation fact sheets</p> <p>Matchmaking events reports</p> <p>Business plans/pre-feasibility study</p>	<p>There are eco-innovative technologies and business solutions that are relevant and affordable for local SMEs and entrepreneurs.</p>

NETWORKING FACILITY COMPONENT

		<p><u>Networks</u> attend peer-to-peer seminars</p> <ul style="list-style-type: none"> • At least 12 national financial sector investors participate in peer-to-peer seminars 	<p>Workshop reports SWOT analysis and Business report on actions to promote investment networks</p>	<p>National financial sector and international investment networks are interested to develop and promote financial instruments for green business targeting SMEs and start-ups in the 4 countries</p>
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¹⁰ Policy Support Component

Annex 2: Detailed questions to assess evaluation criteria

The evaluation team will assess the project performance guided by the questions below.

No.	Evaluation criteria
A	Progress to impact
1	<ul style="list-style-type: none"> ✓ <u>Likelihood</u> to contribute to the expected impact ✓ Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended, including redirecting trajectories of transformational process and the extent to which conditions for trajectory change are being put into place. ✓ <u>Replication</u>: To what extent the project's specific results (e.g. methodology, technology, lessons, etc.) are reproduced or adopted ✓ <u>Mainstreaming</u>: To what extent information, lessons or specific results of the project are incorporated into broader stakeholder mandates and initiatives such as laws, policies, regulations and project? ✓ <u>Scaling-up</u>: To what extent the project's initiatives and results are implemented at larger geographical scale? ✓ What difference has the project made to the beneficiaries? ✓ What is the change attributable to the project? To what extent? ✓ What are the social, economic, environmental and other effects, either short-, medium- or long-term, on a micro- or macro-level? ✓ What effects are intended or unintended, positive or negative? <p>[The three UNIDO impact dimensions are:</p> <ul style="list-style-type: none"> ✓ <u>Safeguarding environment</u>: To what extent the project contributes to changes in the status of environment. ✓ <u>Economic performance</u>: To what extent the project contributes to changes in the economic performance (e.g. finances, income, costs saving, expenditure) of individuals, groups and entities? ✓ <u>Social inclusiveness</u>: To what extent the project contributes to changes in capacity and capability of individuals, groups and entities in society, such as employment, education, and training?]
B	Project design
1	<ul style="list-style-type: none"> • <u>Overall design</u> ✓ The project design was adequate to address the problems at hand? ✓ Is the project consistent with the Country's priorities, in the work plan of the lead national counterpart? Does it meet the needs of the target group? Is it consistent with UNIDO's Inclusive and Sustainable Industrial Development? Does it adequately reflect lessons learnt from past projects? Is it in line with the donor's priorities and policies? ✓ Is the applied project approach sound and appropriate? Is the design technically feasible and based on best practices? Does UNIDO have in-house technical expertise and experience for this type of intervention? ✓ To what extent the project design (in terms of funding, institutional arrangement, implementation arrangements...) as foreseen in the project document still valid and relevant?

No.	Evaluation criteria
	<ul style="list-style-type: none"> ✓ Does the project document include a M&E plan? Does the M&E plan specify what, who and how frequent monitoring, review, evaluations and data collection will take place? Does it allocate budget for each exercise? Is the M&E budget adequately allocated and consistent with the logframe (especially indicators and sources of verification)? ✓ Were there any changes in project design and/or expected results after start of implementation.

No.	Evaluation criteria
	<ul style="list-style-type: none"> ✓ Did the project establish a baseline (initial conditions)? Was the evaluation able to estimate the baseline conditions so that results can be determined? ✓ Risk management: Are critical risks related to financial, social-political, institutional, environmental and implementation aspects identified with specific risk ratings? Are their mitigation measures identified? Where possible, are the mitigation measures included in project activities/outputs and monitored under the M&E plan?
2	<ul style="list-style-type: none"> • <u>Logframe</u> ✓ Expected results: Is the expected result-chain (impact, outcomes and outputs) clear and logical? Does impact describe a desired long-term benefit to a society or community (not as a mean or process), do outcomes describe change in target group's behaviour/performance or system/institutional performance, do outputs describe deliverables that project will produce to achieve outcomes? Are the expected results realistic, measurable and not a reformulation or summary of lower level results? Do outputs plus assumptions lead to outcomes, do outcomes plus assumptions lead to impact? Can all outputs be delivered by the project, are outcomes outside UNIDO's control but within its influence? ✓ Indicators: Do indicators describe and specify expected results (impact, outcomes and outputs) in terms of quantity, quality and time? Do indicators change at each level of results and independent from indicators at higher and lower levels? Do indicators not restate expected results and not cause them? Are indicators necessary and sufficient and do they provide enough triangulation (cross-checking)? Are they indicators sex-disaggregated, if applicable? ✓ Sources of verification: Are the sources of verification/data able to verify status of indicators, are they cost-effective and reliable? Are the sources of verification/data able to verify status of output and outcome indicators before project completion?
C	Project performance
1	<ul style="list-style-type: none"> • <u>Relevance</u> ✓ How does the project fulfil the urgent target group needs? ✓ To what extent is the project aligned with the development priorities of the country (national poverty reduction strategy, sector development strategy)? ✓ How does project reflect donor policies and priorities? ✓ Is the project a technically adequate solution to the development problem? Does it eliminate the cause of the problem? ✓ To what extent does the project correspond to UNIDO's comparative advantages? ✓ Are the original project objectives (expected results) still valid and pertinent to the target groups? If not, have they been revised? Are the revised

No.	Evaluation criteria
	objectives still valid in today's context?
2	<ul style="list-style-type: none"> • <u>Effectiveness</u> ✓ What are the main results (mainly outputs and outcomes) of the project? What have been the quantifiable results of the project? ✓ To what extent did the project achieve their objectives (outputs and outcomes), against the original/revised target(s)? ✓ What are the reasons for the achievement/non-achievement of the project objectives? ✓ What is the quality of the results? How do the stakeholders perceive them? What is the feedback of the beneficiaries and the stakeholders on the project effectiveness? ✓ To what extent is the identified progress result of the project rather than external factors? ✓ What can be done to make the project more effective? ✓ Were the right target groups reached?

No.	Evaluation criteria
3	<ul style="list-style-type: none"> • <u>Efficiency</u> ✓ How economically are the project resources/inputs (concerning funding, expertise, time...) being used to produce results? ✓ To what extent were expected results achieved within the original budget? If no, please explain why. ✓ Are the results being achieved at an acceptable cost? Would alternative approaches accomplish the same results at less cost? ✓ What measures have been taken during planning and implementation to ensure that resources are efficiently used? Were the project expenditures in line with budgets? ✓ To what extent did the expected co-financing materialize, in cash or in-kind, grants or loan? Was co-financing administered by the project management or by some other organization? Did short fall in co-financing or materialization of greater than expected co-financing affected project results? ✓ Could more have been achieved with the same input? ✓ Could the same have been achieved with less input? ✓ How timely was the project in producing outputs and outcomes? Comment on the delay or acceleration of the project's implementation period. ✓ To what extent were the project's activities in line with the schedule of activities as defined by the Project Team and annual Work Plans? ✓ Have the inputs from the donor, UNIDO and Government/counterpart been provided as planned, and were they adequate to meet the requirements?
4	<ul style="list-style-type: none"> • <u>Sustainability of benefits</u> ✓ Will the project results and benefits be sustained after the end of donor funding? ✓ Does the project have an exit strategy? <p><i>Financial risks:</i></p> <ul style="list-style-type: none"> ✓ What is the likelihood of financial and economic resources not being available once the project ends?

No.	Evaluation criteria
	<p><i>Socio-political risks:</i></p> <ul style="list-style-type: none"> ✓ Are there any social or political risks that may jeopardize the sustainability of project outcomes? ✓ What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the project outcomes/benefits to be sustained? ✓ Do the various key stakeholders see that it is in their interest that project benefits continue to flow? ✓ Is there sufficient public/stakeholder awareness in support of the project's long-term objectives? <p><i>Institutional framework and governance risks:</i></p> <ul style="list-style-type: none"> ✓ Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize the sustainability of project benefits? ✓ Are requisite systems for accountability and transparency and required technical know-how in place? <p><i>Environmental risks:</i></p> <ul style="list-style-type: none"> ✓ Are there any environmental risks that may jeopardize the sustainability of project outcomes? ✓ Are there any project outputs or higher level results that are likely to have adverse environmental impacts, which, in turn, might affect the sustainability of project benefits?
5	<ul style="list-style-type: none"> • <u>Monitoring of long-term changes</u> The M&E of long-term changes is often incorporated in UNIDO projects as a separate component and may include determination of environmental

No.	Evaluation criteria
	<p>baselines; specification of indicators; and provisioning of equipment and capacity building for data gathering, analysis, and use. This section of the evaluation report will describe project actions and accomplishments towards establishing a long-term monitoring system. The evaluation will address the following questions:</p> <ul style="list-style-type: none"> ✓ Did the project contribute to the establishment of a long-term monitoring system? If it did not, should the project have included such a component? ✓ What were the accomplishments and shortcomings in establishment of this system? ✓ Is the system sustainable — that is, is it embedded in a proper institutional structure and does it have financing? How likely is it that this system continues operating upon project completion? ✓ Is the information generated by this system being used as originally intended?
D	Cross-cutting performance criteria
1	<ul style="list-style-type: none"> • <u>Gender mainstreaming</u> ✓ Did the project design adequately consider the gender dimensions in its interventions? Was the gender marker assigned correctly at entry? ✓ Was a gender analysis included in a baseline study or needs assessment (if any)? Were there gender-related project indicators? ✓ Are women/gender-focused groups, associations or gender units in partner organizations consulted/ included in the project?

No.	Evaluation criteria
	<ul style="list-style-type: none"> ✓ How gender-balanced was the composition of the project management team, the Steering Committee, experts and consultants and the beneficiaries? ✓ Do the results affect women and men differently? If so, why and how? How are the results likely to affect gender relations (e.g., division of labour, decision-making authority)? ✓ To what extent were socioeconomic benefits delivered by the project at the national and local levels, including consideration of gender dimensions?
2	✓ Environment and socio-economic aspects
3	<ul style="list-style-type: none"> • M&E: (focus on Monitoring) ✓ M&E design <ul style="list-style-type: none"> ○ Was the Monitoring plan at the point of project approval practical and sufficient? ○ Did it include baseline data and specify clear targets and appropriate indicators to track environmental, gender, and socio economic results? ○ Did it include a proper M&E methodological approach; specify practical organization and logistics of the M&E activities including schedule and responsibilities for data collection; ○ Did it include budget adequate funds for M&E activities? ✓ M&E implementation <ul style="list-style-type: none"> ○ How was the information from M&E system used during the project implementation? Was an M&E system in place and did it facilitate timely tracking of progress toward project results by collecting information on selected indicators continually throughout the project implementation period? Did project team and manager make decisions and corrective actions based on analysis from M&E system and based on results achieved? ○ Are annual/progress project reports complete and accurate? ○ Was the information provided by the M&E system used to improve performance and adapt to changing needs? Was information on project performance and results achievement being presented to the Project Steering Committee to make decisions and corrective actions? Do the

No.	Evaluation criteria
	<ul style="list-style-type: none"> ○ Project team and managers and PSC regularly ask for performance and results information? ○ Are monitoring and self-evaluation carried out effectively, based on indicators for outputs, outcomes and impact in the logframe? Do performance monitoring and reviews take place regularly? ○ Were resources for M&E sufficient? ○ How has the logframe been used for Monitoring and Evaluation purposes (developing M&E plan, setting M&E system, determining baseline and targets, annual implementation review by the Project Steering Committee...) to monitor progress towards expected outputs and outcomes? ○ How well have risks outlined the project document and in the logframe been monitored and managed? How often have risks been reviewed and updated? Has a risk management mechanism been put in place?
4	• <u>Project management</u>

	<ul style="list-style-type: none"> ✓ Review overall effectiveness of project management as outlined in the Project Document. Have changes been made and are they effective? Are responsibilities and reporting lines clear? Is decision-making transparent and undertaken in a timely manner? Recommend areas for improvement. ✓ Review whether the national management and overall coordination mechanisms have been efficient and effective? Did each partner have assigned roles and responsibilities from the beginning? Did each partner fulfil its role and responsibilities (e.g. providing strategic support, monitoring and reviewing performance, allocating funds, providing technical support, following up agreed/corrective actions)? ✓ The UNIDO HQ-based management, coordination, monitoring, quality control and technical inputs have been efficient, timely and effective (e.g. problems identified timely and accurately; quality support provided timely and effectively; right staffing levels, continuity, skill mix and frequency of field visits)? ✓ The project implemented outreach and public awareness campaigns. Outreach and public awareness materials produced are in line with the relevant UNIDO and donor advocacy guidelines?"
E	Performance of partners
1	<ul style="list-style-type: none"> • <u>UNIDO</u> ✓ Design <ul style="list-style-type: none"> ○ Mobilization of adequate technical expertise for project design ○ Inclusiveness of project design (with national counterparts) ○ Previous evaluative evidence shaping project design ○ Planning for M&E and ensuring sufficient M&E budget ✓ Implementation <ul style="list-style-type: none"> ○ Timely recruitment of project staff ○ Appropriate use of funds, procurement and contracting of goods and services ○ Project modifications following changes in context or after the Mid-Term Review ○ Follow-up to address implementation bottlenecks ○ Role of UNIDO country presence (if applicable) supporting the project ○ Engagement in policy dialogue to ensure up-scaling of innovations ○ Coordination function

No.	Evaluation criteria
	<ul style="list-style-type: none"> ○ Exit strategy, planned together with the government
	<ul style="list-style-type: none"> • <u>Implementing partners</u> ✓ Design <ul style="list-style-type: none"> ○ Mobilization of adequate technical expertise for project design ○ Inclusiveness of project design (with national counterparts)

No.	Evaluation criteria
	<ul style="list-style-type: none"> ✓ Implementation ○ Timely recruitment of project staff and local partners ○ Appropriate use of funds, procurement and contracting of goods and services ○ Project modifications following changes in context or after the ROM ○ Engagement in policy dialogue to ensure up-scaling of innovations ○ Coordination with partners
2	<ul style="list-style-type: none"> • <u>National counterparts</u> ✓ Design ○ Responsiveness to UNIDO's invitation for engagement in designing the project ✓ Implementation ○ Ownership of the project ○ Support to the project, based on actions and policies ○ Counterpart funding ○ Internal government coordination ○ Exit strategy, planned together with UNIDO, or arrangements for continued funding of certain activities ○ Facilitation of the participation of Non-Governmental Organizations (NGOs), civil society and the private sector where appropriate ○ Suitable procurement procedures for timely project implementation ○ Engagement with UNIDO in policy dialogue to promote the up-scaling or replication of innovations
3	<ul style="list-style-type: none"> ✓ Donor ✓ Timely disbursement of project funds ✓ Feedback to progress reports, including Mid-Term Evaluation ✓ Support by the donor's country presence (if applicable) supporting the project for example through engagement in policy dialogue
F	<p>Overall project achievement</p> <ul style="list-style-type: none"> ✓ Overarching assessment of the project, drawing upon the analysis made under Project performance and Progress to Impact criteria above but not an average of ratings.

Annex 3: Job descriptions

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	International evaluation consultant, team leader
Main Duty Station:	Home-based
Missions:	Missions to Vienna, Austria and 3 countries of the MENA regions
Start of Contract (EOD):	1 January 2019
End of Contract (COB):	31 March 2019
Number of Working Days:	70 working days spread over 3 months

ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Division (ODG/EIO/IED) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides factual information about result and practices that feed into the programmatic and strategic decision-making processes. Evaluation is an assessment, as systematic and impartial as possible, of a programme, a project or a theme. Independent evaluations provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. ODG/EIO/IED is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

PROJECT CONTEXT

Detailed background information of the project can be found the terms of reference (TOR) for the terminal evaluation.

The international evaluation consultant/team leader will evaluate the project in accordance with the evaluation-related terms of reference (TOR). He/she will perform, inter alia, the following main tasks:

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
Undertake a desk review of project documentation (incl. familiarization with the EU programmes and strategies, and with relevant EU policies such as those on project cycle, M&E, co- financing, etc.) and relevant country background information (national policies and strategies, UN strategies and general economic data); determine key data to collect in the field and adjust the key data collection instruments accordingly (if needed);	<ul style="list-style-type: none"> • Division of evaluation tasks with the National Consultant • An adjusted table of evaluation questions, depending on country specific context • A draft list of stakeholders to be interviewed during the evaluation field mission • A brief assessment of the adequacy of the country's legislative and regulatory framework 	12 days	Home- based

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
Assess the adequacy of legislative and regulatory framework relevant to the project's activities and analyze other background info.			
Prepare an inception report which streamlines the specific questions to address the key issues in the TOR, specific methods that will be used and data to collect in the field visits, detailed evaluation methodology confirmed, draft theory of change, and tentative agenda for field work	Inception report submitted to the evaluation manager	4	Home-based
Briefing with the UNIDO Independent Evaluation Division, project managers and other key stakeholders at UNIDO HQ.	<ul style="list-style-type: none"> Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to be interviewed and planned site visits) submitted to evaluation and project manager 	2 days	Vienna, Austria
3. Undertake evaluation field mission ¹¹ to consult field project stakeholders, partners and beneficiaries to verify and complete preliminary evaluation findings from desk review and assess the institutional capacities of the recipient country	<ul style="list-style-type: none"> Field mission conducted Evaluation/debriefing presentation of the evaluation's preliminary findings prepared, draft conclusions, recommendations and lessons learnt to stakeholders in the country, at the end of the mission Agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks 	18-20 days	[tentatively Algeria, Egypt, Jordan]
4. Debriefing mission: Present preliminary findings, recommendations and lessons learnt to project stakeholders at UNIDO HQ for factual validation and comments Hold additional meetings with and	<ul style="list-style-type: none"> Power point presentation Feedback from stakeholders obtained and discussed Additional meetings held as required 	2 days	Vienna, Austria

¹¹ The exact mission dates will be decided in agreement with the Consultant, UNIDO HQ, and the country counterparts.

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
obtain additional data from evaluation/project manager and other stakeholders as required			
5. Prepare the draft evaluation report, with inputs from the National Consultant, and in accordance with the evaluation TOR Submit draft evaluation report to the evaluation manager for feedback and comments	<ul style="list-style-type: none"> Draft evaluation report submitted to evaluation manager for review and comments 	20 days	Home-based
6. Revise the draft evaluation report based on comments and suggestions received through the evaluation manager and edit the language and finalize the evaluation report according to UNIDO Independent Evaluation Division standards Prepare a two pages summary of a take-away message from the evaluation	<p>Final evaluation report submitted to evaluation manager</p> <p>Two pages summary take-away message from the evaluation submitted to the evaluation manager</p>	10 days	Home-based
	TOTAL	70 days	

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced degree in environment, energy, engineering, development studies or related areas

Technical and functional experience:

- Minimum of 10 years' experience in environmental/energy project management and/or evaluation (of development projects), including social safeguards and gender
- Knowledge about relevant EU policies such as those on project life cycle, M&E, and fiduciary standards
- Experience in the evaluation of international cooperation projects and knowledge of UNIDO activities an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Working experience in developing countries

Languages: Fluency in written and spoken English and French is required.

Reporting and deliverables

- 1) At the beginning of the assignment the Consultant will submit a concise Inception Report that will outline the general methodology and presents a concept Table of Contents
- 2) The country assignment will have the following deliverables:
 - Presentation of initial findings of the mission to key national stakeholders
 - Draft report
 - Final report, comprising of executive summary, findings regarding design, implementation and results, conclusions and recommendations
- 3) Debriefing at UNIDO HQ:
 - Presentation and discussion of findings
 - Concise summary and comparative analysis of the main results of the evaluation report

All reports and related documents must be in English and presented in electronic format.

Absence of conflict of interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Division.

TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	International evaluation consultant
Main Duty Station:	Home-based
Missions:	Missions to Vienna, Austria and 2-3 countries of the MENA region
Start of Contract (EOD):	15 February 2019
End of Contract (COB):	30 April 2019
Number of Working Days:	40 working days spread over 2.5 months

ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Division (ODG/EIO/IED) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides factual information about result and practices that feed into the programmatic and strategic decision-making processes. Evaluation is an assessment, as systematic and impartial as possible, of a programme, a project or a theme. Independent evaluations provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. ODG/EIO/IED is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

PROJECT CONTEXT

Detailed background information of the project can be found the terms of reference (TOR) for the terminal evaluation.

The international evaluation consultant/team leader will evaluate the project in accordance with the evaluation-related terms of reference (TOR). He/she will perform, inter alia, the following main tasks:

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
Undertake a desk review of project documentation (incl. familiarization with the EU programmes and strategies, and with relevant EU policies such as those on project cycle, M&E, co-financing, etc.) and relevant country background information; determine key data to collect in the field and adjust the key data collection instruments accordingly (if needed); Assess the adequacy of legislative and regulatory framework relevant to the project's activities and analyze other background info.	<ul style="list-style-type: none"> • Division of evaluation tasks with the National Consultant • An adjusted table of evaluation questions, depending on country specific context • A draft list of stakeholders to be interviewed during the evaluation field mission • A brief assessment of the adequacy of the country's legislative and regulatory framework 	8 days	Home-based
Briefing with the UNIDO Independent Evaluation Division, project managers and other key	<ul style="list-style-type: none"> • Detailed evaluation schedule with tentative mission agenda (incl. list of 	2 days	Vienna, Austria

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
stakeholders at UNIDO HQ.	stakeholders to be interviewed and planned site visits) submitted to evaluation and project manager		
3. Undertake evaluation field mission ¹² to consult field project stakeholders, partners and beneficiaries to verify and complete preliminary evaluation findings from desk review and assess the institutional capacities of the recipient country	<ul style="list-style-type: none"> • Field mission conducted • Evaluation/debriefing presentation of the evaluation's preliminary findings prepared, draft conclusions, recommendations and lessons learnt to stakeholders in the country, at the end of the mission 	15 days	[tentatively Egypt, Jordan, Lebanon]
4. Debriefing mission: Present preliminary findings, recommendations and lessons learnt to project stakeholders at UNIDO HQ for factual validation and comments Hold additional meetings with and obtain additional data from evaluation/project manager and other stakeholders as required	<ul style="list-style-type: none"> • Power point presentation • Feedback from stakeholders obtained and discussed • Additional meetings held as required 	2 days	Vienna, Austria
5. Prepare the draft evaluation report for submission to evaluation manager, in coordination with team leader, and in accordance with the evaluation TOR.	<ul style="list-style-type: none"> • Draft evaluation report submitted to evaluation manager for review and comments 	8 days	Home- based
6. Revise the draft evaluation report based on comments and suggestions received through the evaluation manager and edit the language and finalize the evaluation report according to UNIDO Independent Evaluation Division standards	<ul style="list-style-type: none"> • Final evaluation report submitted to evaluation manager 	5 days	Home- based
	TOTAL	40 days	

¹² The exact mission dates will be decided in agreement with the Consultant, UNIDO HQ, and the country counterparts.

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced degree in environment, energy, engineering, development studies, economics or related areas.

Technical and functional experience:

- Minimum of 10 years' experience in environmental/energy project management and/or evaluation (of development projects), including social safeguards and gender
- Knowledge about relevant EU policies such as those on project life cycle, M&E, and fiduciary standards
- Experience in the evaluation of international cooperation projects and knowledge of UNIDO activities an asset
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Working experience in developing countries

Languages: Fluency in written and spoken English and Arabic is required.

Reporting and deliverables

- 1) At the beginning of the assignment the Consultant will submit a concise Inception Report that will outline the general methodology and presents a concept Table of Contents
- 2) The country assignment will have the following deliverables:
 - Presentation of initial findings of the mission to key national stakeholders
 - Draft report
 - Final report, comprising of executive summary, findings regarding design, implementation and results, conclusions and recommendations
- 3) Debriefing at UNIDO HQ:
 - Presentation and discussion of findings
 - Concise summary and comparative analysis of the main results of the evaluation report
 - All reports and related documents must be in English and presented in electronic format.

Absence of conflict of interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Division.

**TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT
(ISA)**

Title:	National evaluation consultant
Main Duty Station and Location:	Home-based
Mission/s to:	Not applicable
Start of Contract:	15 January 2019
End of Contract:	31 March 2019
Number of Working Days:	24 days spread over 2.5 months

ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Division (ODG/EIO/IED) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides factual information about result and practices that feed into the programmatic and strategic decision-making processes. Evaluation is an assessment, as systematic and impartial as possible, of a programme, a project or a theme. Independent evaluations provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. The UNIDO Independent Evaluation Division is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

PROJECT CONTEXT

Detailed background information of the project can be found the terms of reference (TOR) for the terminal evaluation.

As evaluation team member, the national evaluation consultant will evaluate the project according to the terms of reference (TOR) under the leadership of the team leader (international evaluation consultant). S/he will perform, inter alia, the following main tasks:

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected duration	Location
<p>Desk review Review and analyze project documentation (incl. familiarization with the EU programmes and strategies, and with relevant EU policies such as those on project cycle, M&E, co-financing, fiduciary standards, gender, and environmental and social safeguards) and relevant country background information; in cooperation with the team leader, determine key data to collect in the field and prepare key instruments in local language (questionnaires, logic models) as required If need be, recommend adjustments to the tools in order to ensure their understanding in the local context</p>	<ul style="list-style-type: none"> • A list of evaluation questions; questionnaires /interview guide; logic models adjusted to ensure understanding in the national context • A list of key data available; and to be collected • A brief assessment of the adequacy of the country's legislative and regulatory framework in the context of the project • Input to inception report 	7 days	Home-based

MAIN DUTIES	Concrete/measurable outputs to be achieved	Expected duration	Location
<p>Coordinate and lead interviews in local language and assist the team leader with translation where necessary</p> <p>Analyze and assess the adequacy of legislative and regulatory framework, specifically in the context of the project's objectives and targets</p>			
<p>Coordination of evaluation field mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, in close cooperation with project staff in the field</p> <p>Assist and provide detailed analysis and inputs to the team leader in the preparation of the inception report</p>	<ul style="list-style-type: none"> • Detailed evaluation schedule • List of stakeholders to be interviewed during the field mission 	5 days	Home- based (telephone interviews)
<p>Participation in interviews during evaluation field missions</p>	<ul style="list-style-type: none"> • Interview notes • Input to presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission 	5 days	Home based, including in-country project sites
<p>Draft evaluation report</p> <p>Prepare inputs and analysis to the evaluation report according to TOR and as agreed with the team leader</p>	<ul style="list-style-type: none"> • Inputs to the draft evaluation report submitted to evaluation team leader 	4 days	Home- based
<p>Final evaluation report and summary take-away message Contribute to the finalization of the evaluation report on basis of comments and suggestions received through the evaluation team leader</p> <p>Contribute to the preparation of a two pages summary of a take-away message from the evaluation</p>	<ul style="list-style-type: none"> • Inputs to the Final evaluation report submitted to evaluation team leader 	3 days	Home- based
<p>TOTAL</p>		24 days	

REQUIRED COMPETENCIES

Core values:

1. Integrity
2. Professionalism
3. Respect for diversity

Core competencies:

1. Results orientation and accountability
2. Planning and organizing
3. Communication and trust
4. Team orientation
5. Client orientation
6. Organizational development and innovation

Managerial competencies (as applicable):

1. Strategy and direction
2. Managing people and performance
3. Judgement and decision making
4. Conflict resolution

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education: Advanced university degree in environmental science, engineering or other relevant discipline like political science or developmental studies with a specialization in industrial energy efficiency and/or climate change.

Technical and functional experience:

- Minimum of 7 years' experience in environmental/energy project management and/or evaluation (of development projects).
- Exposure to the needs, conditions and problems in developing countries.
- Familiarity with the institutional context of the project is desirable.
- Experience in the field of environment and energy, including evaluation of development cooperation in developing countries and social safeguards and gender is an asset

Languages: Fluency in written and spoken English and Arabic is required.

Absence of conflict of interest:

According to UNIDO rules, the consultant must not have been involved in the design and/or implementation, supervision and coordination of and/or have benefited from the programme/project (or theme) under evaluation. The consultant will be requested to sign a declaration that none of the above situations exists and that the consultants will not seek assignments with the manager/s in charge of the project before the completion of her/his contract with the UNIDO Independent Evaluation Division.

Annex 4: Outline of an in-depth project evaluation report

Acknowledgement (incl. list of evaluation team members)

Abbreviations and acronyms

Glossary of evaluation-related terms

Executive summary

- Must provide a synopsis of the storyline which includes the main evaluation findings and recommendations
- Must present strengths and weaknesses of the project
- Must be self-explanatory and should be maximum 3-4 pages in length

I. Evaluation objectives, methodology and process

- Information on the evaluation: why, when, by whom, etc.
- Scope and objectives of the evaluation, main questions to be addressed
- Information sources and availability of information
- Methodological remarks, limitations encountered and validity of the findings

II. Country and project background

- Brief country context: an overview of the economy, the environment, institutional development, demographic and other data of relevance to the project
- Sector-specific issues of concern to the project¹³ and important developments during the project implementation period
- Project summary:
 - Fact sheet of the project: including project objectives and structure, donors and counterparts, project timing and duration, project costs and co-financing
 - Brief description including history and previous cooperation
 - Project implementation arrangements and implementation modalities, institutions involved, major changes to project implementation
 - Positioning of the UNIDO project (other initiatives of government, other donors, private sector, etc.)
 - Counterpart organization(s)

III. Project assessment

This is the key chapter of the report and should address all evaluation criteria and questions outlined in the TOR (see section VI Project Evaluation Parameters). Assessment must be based on factual evidence collected and analyzed from different sources. The evaluators' assessment can be broken into the following sections:

¹³ Explicit and implicit assumptions in the logical framework of the project can provide insights into key-issues of concern (e.g. relevant legislation, enforcement capacities, government initiatives, etc.)

A. Project design

- B. Implementation performance
- Ownership and relevance (Report on the relevance of project towards countries and beneficiaries, country ownership, stakeholder involvement)
 - Effectiveness (The extent to which the development intervention's objectives, outcomes and deliverables were achieved, or are expected to be achieved, taking into account their relative importance)
 - Efficiency (Report on the overall cost-benefit of the project and partner countries' contribution to the achievement of project objectives)
 - Likelihood of sustainability of project outcomes (Report on the risks and vulnerability of the project, considering the likely effects of sociopolitical and institutional changes in partner countries, and its impact on continuation of benefits after the project ends, specifically the financial, sociopolitical, institutional framework and governance, and environmental risks)
 - Project coordination and management (Report project management conditions and achievements, and partner countries commitment)
 - Assessment of monitoring and evaluation systems (Report on M&E design, M&E plan implementation, and budgeting and funding for M&E activities)
 - Monitoring of long-term changes
 - Assessment of processes affecting achievement of project results (Report on preparation and readiness / quality at entry, financial planning, UNIDO support, co-financing, delays of project outcomes/outputs, and implementation approach)
- C. Gender mainstreaming

At the end of this chapter, an overall project achievement rating should be developed as required in annex 8. The overall rating table should be presented here.

IV. Conclusions, recommendations and lessons learned

This chapter can be divided into three sections:

A. Conclusions

This section should include a storyline of the main evaluation conclusions related to the project's achievements and shortfalls. It is important to avoid providing a summary based on each and every evaluation criterion. The main conclusions should be cross-referenced to relevant sections of the evaluation report.

B. Recommendations

This section should be succinct and contain few key recommendations. They should:

- be based on evaluation findings
- be realistic and feasible within a project context
- indicate institution(s) responsible for implementation (addressed to a specific officer, group or entity who can act on it) and have a proposed timeline for implementation if possible
- be commensurate with the available capacities of project team and partners
- take resource requirements into account.

Recommendations should be structured by addressees:

- UNIDO
- Government and/or Counterpart Organizations
- Donor

C. Lessons learned

- Lessons learned must be of wider applicability beyond the evaluated project but must be based on findings and conclusions of the evaluation
- For each lesson, the context from which they are derived should be briefly stated

For further guidance on the formulation and expected quality of lessons learned, please consult the guidance document on lessons learned prepared by the UNIDO Independent Evaluation Division (annex 6). The document also includes a checklist on the quality of lessons learned.

Annexes should include the evaluation TOR, list of interviewees, documents reviewed, a summary of project identification and financial data, including an updated table of expenditures to date, and other detailed quantitative information. Dissident views or management responses to the evaluation findings may later be appended in an annex.

Annex 5: Checklist on evaluation report quality

Project title:

UNIDO Project ID:

Evaluation team

Evaluation team leader:

National evaluation consultant:

Evaluation manager (IED):

Quality review done by:

Date:

Report quality criteria	UNIDO Independent Evaluation Division assessment notes	Rating
A. Was the report well-structured and properly written? (Clear language, correct grammar, clear and logical structure)		
B. Was the evaluation objective clearly stated and the methodology appropriately defined?		
C. Did the report present an assessment of relevant outcomes and achievement of project objectives?		
D. Was the report consistent with the ToR and was the evidence complete and convincing?		
E. Did the report present a sound assessment of sustainability of outcomes or did it explain why this is not (yet) possible? (Including assessment of assumptions, risks and impact drivers)		
F. Did the evidence presented support the lessons and recommendations? Are these directly based on findings?		
G. Did the report include the actual project costs (total, per activity, per source)?		
H. Did the report include an assessment of the quality of both the M&E plan at entry and the system used during the implementation? Was the M&E sufficiently budgeted for during preparation and properly funded during implementation?		
I. Quality of the lessons: were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
J. Quality of the recommendations: did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can these be immediately implemented with current resources?		
K. Are the main cross-cutting issues, such as gender, human rights and environment, appropriately covered?		
L. Was the report delivered in a timely manner? (Observance of deadlines)		

Rating system for quality of evaluation reports

A rating scale of 1-6 is used for each criterion: Highly satisfactory = 6, Satisfactory = 5, Moderately satisfactory = 4, Moderately unsatisfactory = 3, Unsatisfactory = 2, Highly unsatisfactory = 1, and unable to assess = 0.

Annex 6. Guidance and checklist on lessons learned quality criteria

UNIDO evaluation lessons learned

Definition

The Organization for Economic Cooperation and Development's (OECD) Development Assistance Committee (DAC) (2002) defines lessons learned related to the evaluation of development assistance as follows: ***“Generalizations based on evaluation experiences with projects, programs, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.”***¹⁴

Focus
on
generalization

The International Labour Organization (ILO) provides one of the most comprehensive definitions of lessons learned with relevance for evaluations in the UN system (2014) ***“A lesson learned is an observation from project or programme experience which can be translated into relevant, beneficial knowledge by establishing clear causal factors and effects. It focuses on a specific design, activity, process or decision and may provide either positive or negative insights on operational effectiveness and efficiency, impact on the achievement of outcomes, or influence on sustainability. The lesson should indicate, where possible, how it contributes to 1) reducing or eliminating deficiencies; or 2) building successful and sustainable practice and performance”***¹⁵.

Focus
on
transferability
&
generalization

UNIDO evaluation lessons learned contain information about the context, challenges, causal factors, target users and success/failure, as also shown in below **Lessons learned quality criteria checklist**.

What is not a lesson learned?

<p>Lessons learned are not:</p>	<ul style="list-style-type: none"> • Simply restating or paraphrasing existing doctrine, policy, process, etc. This does not qualify as an appropriate and bona fide lessons learned¹⁶. • Just applicable to a specific situation but applicable to a generic situation¹⁷ • The same as recommendations. Recommendations usually refer to very specific situations including who should take action on what by when
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¹⁴ <http://www.oecd.org/dataoecd/29/21/2754804.pdf>

¹⁵ ILO Evaluation Unit, 2014: Guidance Note 3: Evaluation lessons learned and emerging good practices

¹⁶ www.dtic.mil/ndia/2004cmmi/CMMIT2Tue/LessonsLearnedtc3.pdf

¹⁷ www.globalhivmeinfo.org/Pages/Glossary.aspx

[globalhivmeinfo.org/DigitalLibrary/Digital%20Library/Glossary%20of%20Monitoring%20and%20Evaluation%20Terms.doc](http://www.globalhivmeinfo.org/DigitalLibrary/Digital%20Library/Glossary%20of%20Monitoring%20and%20Evaluation%20Terms.doc)

Examples of lessons learned

Source	Well-identified lessons learned in UNIDO evaluations
UNIDO, 2016: Independent UNIDO country evaluation: Thailand	<ul style="list-style-type: none"> A more effective collaboration between the government of Thailand and UNIDO (<i>context; target users</i>) will be more beneficial in developing a “country programme” that identifies the priority areas in which they should work together and then seek funding from potential sources (<i>success</i>) than the choice of the projects being driven by UNIDO on the basis of the financial support the latter is able to mobilize (<i>causal factor; challenge</i>).
UNIDO, 2017: Evaluación final independiente del proyecto: Centro de Automatización Industrial y Mecatrónica (Uruguay)	<ul style="list-style-type: none"> It is important that UNIDO projects get adequate technical in-house support (<i>context</i>). When this capacity is limited to persons that at a later stage get detached from the project the risk emerges (<i>challenge</i>) that UNIDO can’t adequately meet the expectations raised (<i>causal factor; failure</i>). UNIDO (<i>target user</i>) risks to lose its reputation as a strategic partner in such situations.
UNIDO, 2016: Independent Terminal Evaluation: Demonstration of BAT/BEP in fossil fuel-fired utilities and industrial boilers in response to the Stockholm Convention on POPs	<ul style="list-style-type: none"> To UNIDO programme managers (<i>target users</i>): The implementation of this regional project involving six countries (<i>context</i>) was very challenging and required more time and better planning to meet deadlines (<i>challenge</i>). One important lesson that emerged is that the design should be kept simple. For the same set of objectives, the design should consider to have smaller number of components meaning less administrative burden and more flexibility (<i>success</i>) resulting in a better and more successful implementation process (<i>causal factor</i>). <i>Lesson learned was amended for this guideline.</i>
UNIDO, 2016: Independent terminal evaluation. Industrial Energy Efficiency in Ecuador	<ul style="list-style-type: none"> To UNIDO country director (<i>target user</i>): Lack of synergies (<i>challenge</i>) between energy efficiency projects and Clean Production activities developed by UNIDO at local level (<i>context</i>) drives to lose opportunities (<i>failure</i>) for a more efficient achievement of shared goals (<i>causal factor</i>). <i>Lesson learned was amended for this guideline.</i>

Examples of statements that do not qualify as lessons learned

Statements identified in UNIDO evaluation reports in the lessons learned sections that are in fact no lessons learned
<ul style="list-style-type: none"> “Focus on product development innovation methods and tools”. <i>The context, challenge, causal factors, success/failure and target users are omitted. This statement resembles more to a recommendation with suboptimal formulation.</i>
<ul style="list-style-type: none"> “UNIDO, as the International executing Agency, was instrumental in: a) introducing new technologies such as the Vallerani System, the use of Zander in tree planting; b) linking environmental preservation to economic development; c) providing support to the HCEFLCD for upgrading its nursery network”. <i>The context, challenge, causal factors, success/failure and target users are omitted. This statement is a finding.</i>
<ul style="list-style-type: none"> “Include in the peer review process also other agencies, such as UNEP and UNDP, which also support countries in the implementation of Enabling Activities and NIP update projects for the Stockholm Convention”. <i>The context, challenge, causal factors, success/failure and target users are omitted. This statement resembles more to a recommendation with suboptimal formulation.</i>

Lessons learned quality criteria checklist

The evaluator should cite and explain the points below.

✓ **Context** – Explain the context from which the lesson has been derived (e.g. economic, social, political). If possible, point to any relevance to the broader UNIDO mandates or broader technical or regional activities.

✓ **Challenges** – Cite any difficulties, problems or obstacles encountered / solutions found - Positive and negative aspects should be described.

✓ **Causal factors** – Present evidence for “how” or “why” something did or did not work?

✓ **Target users affected by the lessons learned should be cited** (e.g. Management, programme managers, donors or beneficiaries)

✓ **Success or failure** – The lessons learned should cite any decisions, tasks, or processes that constitute reduced or eliminated deficiencies or built successful and sustainable practice and performance; or have the potential of success. Avoid repetition of failure

✓ **The lesson learned is not mistaken for a recommendation or conclusion**

(Source: ILO Evaluation Unit, 2014: Guidance Note 3: Evaluation lessons learned and emerging good practices, amended with UNIDO IEV)

For assessing the quality of evaluation lessons learned UNIDO uses a 6-point (with one point for each criterion) rating scheme:

Ratings 4-6 are satisfactory and meet quality criteria.

Ratings 1-3 are unsatisfactory and fail to meet quality criteria.

The criterion “The lesson learned is not mistaken for a recommendation or conclusion” **is an exclusion criterion**, i.e. when this criterion is met the lesson learned automatically fails the quality check regardless the quality in other criteria.

Annex 8. Rating tables

The following table should be used for rating the different key evaluation criteria:

Evaluation Rating Table

#	Evaluation criteria	Definition	Mandatory rating
A	Progress to impact	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended, including redirecting trajectories of transformational process and the extent to which conditions for trajectory change are being put into place.	Yes
B	Project design	Formulation of the intervention, the plan to achieve a specific purpose.	Yes
1	Overall design	Assessment of the design in general.	Yes
2	Logframe	Assessment of the logical framework aimed at planning the intervention.	Yes
C	Project performance	Functioning of a development intervention.	Yes
1	Relevance	The extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor.	Yes
2	Effectiveness	The extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance.	Yes
3	Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.	Yes
4	Sustainability of benefits	The continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.	Yes
D	Cross-cutting performance criteria	Other important criteria that cut across the UNIDO intervention.	
1	Gender mainstreaming	The extent to which UNIDO interventions have contributed to better gender equality and gender related dimensions were considered in an intervention.	Yes
2	M&E	Refers to all the indicators, tools and processes used to measure if a development intervention has been implemented according to the plan (monitoring) and is having the desired result (evaluation).	Yes
3	Results-based management (RBM)	Assessment of issues related to results-based work planning, results based M&E and reporting based on results.	Yes
E	Performance of partners	Assessment of partners' roles and responsibilities engaged in the intervention.	Yes
1	UNIDO	Assessment of the contribution of partners to project design, implementation, monitoring and reporting, supervision and backstopping and evaluation. The performance of each partner will be assessed individually, based on its expected role and responsibilities in the project life cycle.	Yes
2	National counterparts		Yes
3	Donor		Yes
F	Overall assessment	Overarching assessment of the project, drawing upon the analysis made under Project performance and Progress to Impact criteria above but not an average of ratings.	Yes

It is acknowledged that some issues covered by one criterion might overlap with others. Yet to enable UNIDO to learn from the deeper evaluation analyses and lessons on a number of areas,

separate criteria are included such as those on Monitoring and Evaluation and Results- Based Management. The consistent use of the criteria pertinent to the evaluation object allow for comparability of UNIDO’s performance over time. Evaluation questions are formulated around those evaluation criteria in UNIDO, as specified in the following section.

Rating systems and criteria

UNIDO introduced a six-point rating system for the evaluation criteria in 2015, in line with the practice adopted by other development agencies, including the GEF. The aim of the system is to quantify the judgment of evaluators, identify good and poor practices, to facilitate aggregation within and across projects and enable tracking performance trends over a period. The six-point rating system, with six (6) representing the best and one (1) the worst score, allows for nuanced assessment of performance and results. The same rating scale is used for all rating areas as shown below.

UNIDO evaluation rating scale

Score		Definition*	Category
6	Highly satisfactory	Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).	SATISFACTORY
5	Satisfactory	Level of achievement presents minor shortcomings (70% - 89% achievement rate of planned expectations and targets).	
4	Moderately satisfactory	Level of achievement presents moderate shortcomings (50% - 69% achievement rate of planned expectations and targets).	
3	Moderately unsatisfactory	Level of achievement presents some significant shortcomings (30% - 49% achievement rate of planned expectations and targets).	UNSATISFACTORY
2	Unsatisfactory	Level of achievement presents major shortcomings (10% - 29% achievement rate of planned expectations and targets).	
1	Highly unsatisfactory	Level of achievement presents severe shortcomings (0% - 9% achievement rate of planned expectations and targets).	

Note: * For impact, the assessment will be based on the level of *likely* achievement, as it is often too early to assess the long-term impacts of the project at the project completion point.

Table below contains the formula applied to transform the results of UNIDO’s six-point rating scale to the GEF’s four-point scale for sustainability¹⁸.

Formula transforming UNIDO ratings into GEF ratings

UNIDO rating	UNIDO rating: sustainability	GEF rating: sustainability
6	Highly likely (HL)	Likely (L)
5	Likely (L)	Moderately Likely (ML)
4	Moderately likely (ML)	Moderately Likely (ML)
3	Moderately Unlikely (MU)	Moderately Unlikely (MU)
2	Unlikely (U)	Moderately Unlikely (MU)
1	Highly unlikely (HU)	Unlikely (U)

6 = Highly satisfactory; 5 = Satisfactory; 4 = Moderately satisfactory; 3 = Moderately unsatisfactory; 2 = Unsatisfactory; 1 = Highly unsatisfactory

This formula underscores the distinction of ratings into “satisfactory” and “unsatisfactory”, both in applying UNIDO’s six-point rating scale and the transformation into the GEF four-point rating scale for sustainability. To ensure coherence in ratings, the rating is defined above. The use of benchmarks like the performance of peers for the same criteria helps to facilitate the interpretation of ratings.

Project design

Criteria for rating project design are related to the logical framework approach and the quality of overall project design. These criteria include:

Overall design quality

- Pertinence to country priorities, needs of target groups and UNIDO strategies
- Consideration and use of lessons and evaluative evidence from other projects
- Technical feasibility and validity of project design
- Budgeted M&E plan with clear timelines, roles, and responsibilities
- Adequacy of risk assessment (for example financial, sociopolitical, institutional, environmental and implementation aspects)

Logframe/logframe-like matrix based on the project’s theory of change

- Clarity and logic of results-chain, including impacts, outcomes and outputs
- SMART indicators
- Adequacy of Means of Verification and Assumptions

Implementation performance

Implementation performance criteria correspond broadly to DAC criteria and need to be customized according to the context of the intervention to be evaluated.

- Relevance
- Effectiveness
- Efficiency
- Progress to Impact
- Sustainability of benefits

¹⁸ GEF uses a four-point scale for the criterion of sustainability.

Partners' performance

UNIDO's projects are characterized by a group of main partners with specific roles and responsibilities. UNIDO itself acts as project implementer and supervisor. Though supplemented by implementation performance criteria listed above, the criteria to assess UNIDO as a partner are more specific and help to address frequent issues in its performance. Governments are local executors, and owners of the project and donors provide project funding. Hence, rating the partners is a key part of UNIDO project evaluations¹⁹. The six-point rating scale applies²⁰.

The key issues to be addressed to rate **UNIDO's performance** are:

Project design

- Mobilization of adequate technical expertise for project design
- Inclusiveness of project design (with national counterparts)
- Previous evaluative evidence shaping project design
- Planning for M&E and ensuring sufficient M&E budget

Implementation

- Timely recruitment of project staff
- Project modifications following changes in context or after the Mid-Term Review
- Follow-up to address implementation bottlenecks
- Role of UNIDO country presence (if applicable) supporting the project
- Engagement in policy dialogue to ensure up-scaling of innovations
- Coordination function
- Exit strategy, planned together with the government
- Overall effectiveness of project management as outlined in the Project Document
- Project's governance system
- National management and overall coordination mechanisms
- UNIDO HQ-based management, coordination, monitoring, quality control and technical input

To assess the **performance of national counterparts**, the evaluation looks into the following issues:

Project design

- Responsiveness to UNIDO's invitation for engagement in designing the project

Implementation

- Ownership of the project
- Financial contributions (cash or in-kind)
- Support to the project, based on actions and policies
- Counterpart funding
- Internal government coordination
- Exit strategy, planned together with UNIDO, or arrangements for continued funding of certain activities
- Facilitation of the participation of Non-Governmental Organizations (NGOs), civil society and the private sector where appropriate

¹⁹ As practiced by the World Bank and the International Fund for Agriculture Development.

²⁰ 6 = Highly satisfactory; 5 = Satisfactory; 4 = Moderately satisfactory; 3 = Moderately unsatisfactory; 2 = Unsatisfactory; 1 = Highly unsatisfactory

- Suitable procurement procedures for timely project implementation
- Engagement with UNIDO in policy dialogue to promote the up-scaling or replication of innovations

For the assessment of **donor performance**, the following issues require ratings:

- Timely disbursement of project funds
- Feedback to progress reports, including Mid-Term Evaluation, if applicable
- Support by the donor's country presence (if applicable) supporting the project for example through engagement in policy dialogue

Gender mainstreaming

The UNIDO Policy on gender equality and the empowerment of women, issued initially in April 2009, and revised in March 2015 (UNIDO/DGB/(M).110/Rev.), provides the overall guidelines for establishing a gender mainstreaming strategy and action plans to guide the process of addressing gender issues in the Organization's industrial development interventions. It commits the organization that evaluations will demonstrate effective use of the UNEG guidance on evaluating from a human rights and gender equality perspective, as indicated by the Organization's meta-evaluation scores according to the UNEG Evaluation Scorecard.

In line with the UNIDO Gender Equality and Empowerment of Women Strategy, 2016-2019, all UNIDO technical assistance projects post-2015 are to be assigned a gender marker and should go through a gender mainstreaming check-list before approval. UNIDO's gender marker is in line with UN System-wide action plan (SWAP) requirements, with four categories: 0 — no attention to gender, 1 — some/limited attention to gender, 2a — significant attention to gender, 2b — gender is the principal objective²¹.

Besides, Guides on Gender Mainstreaming for Inclusive and Sustainable Industrial Development (ISID) Projects in different areas of UNIDO's work have been developed and published during 2015²², which have specific guidance on suitable outputs/activities/ indicators per technical area.

If the project design and gender analysis/existing indicators are not sufficient to allow for an accurate appraisal at the final evaluation, specific indicators could be created during the evaluation planning stage (preparing and revising the inception report) and assessed during the evaluation process. Together with the budget, the time required to adequately carry out a gender responsive evaluation will need to be taken into account. The evaluation time depends on the questions the assessment needs to answer, on how deep the analyses are requested to be, and on financial and human resources available as well as other external factors.

²¹ http://intranet.unido.org/intra/Gender_Mainstreaming_Tools_and_Guides

²² www.unido.org/en/what-we-do/cross-cutting-issues/gender/publications.html

For terminal evaluations of projects that have been approved after 2015, evaluations should assess if the rating was correctly done at entry, if appropriate outputs/activities/indicators and monitoring were put in place during implementation and what results can be actually observed

at the time of terminal evaluation (in line with UNIDO's organizational results reporting to SWAP). The Gender Mainstreaming six-point rating scale should then be used accordingly.

For projects that have **2a** or **2b ratings** at project design/entry at least one evaluation team member should have demonstrated/significant experience in evaluating GEEW projects. For other projects, evaluators are encouraged to further familiarize themselves with the key gender aspects and impacts of UNIDO projects, both through the foundation modules of "I know Gender" online course of UN Women and the UNIDO's Guides on Gender Mainstreaming ISID Projects.