



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

TERMS OF REFERENCE

Independent terminal evaluation of the project:

SwitchMed II

UNIDO ID: 180228

03/2024

Abbreviations and Acronyms

BDSP	Business Development Service Providers
CE	Circular Economy
CPs	Contracting Parties
CSO	Civil Society Organization
DG NEAR	Directorate General for Neighbourhood and Enlargement
EBRD	European Bank for Reconstruction and Development
EC	European Commission
EIO/IEU	Office of Evaluation and Internal Oversight /Independent Evaluation Unit
ESS	Environmental and Social Safeguards
EU	European Union
EUD	EU Delegation
EUR	Euro
GE	Green Employment
HQ	Headquarters
MAP	Mediterranean Action Plan
MENA	Middle East and North Africa
MoE	Ministry of Environment
Mol	Ministry of Industry
MorSEFF	Morocco Sustainable Energy Financing Facility
MSME	Micro, Small and Medium Enterprises
MTR	Mid-term Review
OECD-DAC	Organization for Economic Co-operation & Development/ Development Assistance Committee
OSCE	Organization for Security and Cooperation in Europe
PEF	Product Environmental Footprint
PM	Project Manager
PR	Public Relations

RBM	Results-based Management
RECP	Resource Efficient and Cleaner Production
RECP SP	Resource Efficient and Cleaner Production Service Providers
ROM	Results-oriented monitoring
SCP	Sustainable Consumption and Production
SCP-NAPs	Sustainable Consumption and Production National Action Plans
SCP-RAC	Sustainable Consumption and Production Regional Activity Center
SDG	Sustainable Development Goal
SMEs	Small and Medium sized Enterprises
TE	Terminal Evaluation
TEST	Transfer of Environmentally Sound Technologies
TOR	Terms of Reference
UfM	Union for the Mediterranean
UN	United Nations
UNEP	United Nations Environment Programme
UNEP/MAP	United Nations Environment Programme-Mediterranean Action Plan
UNIDO	United Nations Industrial Development Organization
USD	United States Dollar

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I. PROJECT BACKGROUND AND CONTEXT

1. Project factsheet¹

Project title	SwitchMed II
UNIDO ID	180228
Countries	Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine, and Tunisia
Project donor(s)	EU (main donor) Catalan Waste Agency, Italian Development Cooperation (co-financiers)
Project approval date	Internal approval by online Executive Board: 14-18.12.2018 Agreement entry into force upon UNIDO signature: 19.12.2018
Planned project start date (as indicated in project document)	20.12.2018
Actual project start date (First PAD issuance date)	10.01.2019
Planned project completion date (as indicated in project document)	30.06.2024
Actual project completion date (as indicated in UNIDO ERP system)	30.06.2024
Project duration (year): Planned: Actual:	2018-2024 4 years (48 months) 5.5 years (66 months plus 11 days)
Implementing agency	UNIDO
Government coordinating agency	Ministries of Industry and Environment of the eight beneficiary countries
Executing Partners	UNEP Industry and Economy Division and MedWaves (formerly SCP-RAC)
Donor funding	European Commission, DG NEAR
UNIDO input (in kind, USD)	N/A
Total project cost (USD), excluding support costs	€20,082,000
Mid-term review date	19.08.2021 (EU Results-oriented monitoring review)
Planned terminal evaluation date	(tentative) 01.03.2024-31.08.2024

(Source: Project document, UNIDO ERP system)

2. Project context

In 2018, the European parliament formally adopted an ambitious new Circular Economy Package and an Action Plan to help European businesses and consumers make the transition to a stronger and more circular economy where resources are used in a more sustainable way, wastes are reduced to a minimum as well as re-using, repairing, refurbishing and recycling existing materials and products. Moving towards a more circular economy will reduce pressure on the environment, enhance security for the supply of raw materials, increase competitiveness, innovation and growth, and create jobs.

¹ Data to be validated by the Consultant.

As part of the transition toward circular economy, the European Union (EU) has also adopted a strategy for plastics to help protect the environment, decrease marine litter and reduce the dependence from fossil fuels. Within the framework of the EU circular economy framework, the European Commission (EC) supports multilateral initiatives to harness global actions, for instance to prevent plastic waste and marine litter in the Mediterranean Region in support of the Barcelona convention. The EU strategy makes available EU funds for policy dialogue and economic diplomacy through bilateral, regional and thematic funding including 'Switch to Green' and the External Investment Plan instruments established in September 2017 to boost investments in partner countries in Africa. The SwitchMed II initiative responds to the objectives of the EU strategy on plastics that solicits EU players to engage toward harnessing Global Actions related to non-EU countries.

The private sector has a pivotal role in the transition towards a Green and Circular Economy, with the small and medium sized enterprises (SMEs) and informal businesses accounting for 60% of the GDP in the Middle East and North Africa (MENA) region. According to the World Bank Group's brief on SMEs finance (2015), 45% of total formal employment is made up by SMEs, with much larger percentages when considering the informal sector as well. In developing and emerging markets employment is however strongly influenced by the ability to adapt to and adopt technological change to compete in the global trade and comply with new, evolving regulations. Thus, coupled by the experience and results from SwitchMed I, the European Commission and the implementing partners are refocusing the scope of phase II to address this sector in a more targeted manner and support at country level the development of enabling policies that foster sustainable consumption and production patterns.

SwitchMed II built upon the results of the first phase with the aim of further supporting and scaling up the transition towards Sustainable Consumption and Production (SCP) practices in the Southern Mediterranean region. It supported the private sector as a key driver of inclusive, economic development through the promotion of SCP practices which contribute to a Green and Circular Economy. Through an integrated approach the different outputs support the greening of the economies by targeting and involving different actors, thereby addressing the transition at various levels. It worked with both private and public sector partners in building capacity on SCP, sharing best practices, facilitating strategic partnerships, and developing and applying policy tools that support an enabling policy environment for the adoption, mainstreaming and implementation of SCP.

Furthermore, technical assistance to businesses and policy makers were complemented by the involvement of business support organizations/service providers, civil society, academia, and finance institutions, as the involvement of all actors is crucial to ensure ownership at country level as well as a better understanding of the social, economic and environmental benefits offered by a Circular and Green Economy.

The programme continued to work in the 8 countries of the Southern Mediterranean region, including Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia. The implementation of the initiative was under the coordination of the United Nations Industrial Development Organization (UNIDO) and was executed in collaboration with the United Nations Environment Programme (UNEP) Industry and Economy Division; and the Regional Activity Centre for Sustainable Consumption and Production (SCP-RAC, renamed MedWaves in 2022) a component of the United Nations Environment Programme-Mediterranean Action Plan (UNEP/MAP), in close coordination with the Directorate General for Neighbourhood and Enlargement (DG NEAR). The project also collaborated with other relevant EU Directorates (DG ENV, DEVCO, etc.) and the European Union Delegations (EUD) in the beneficiary countries.

At the end of 2018, DG NEAR signed a delegation agreement (ENI/2018/402-618) with UNIDO to implement SwitchMed II. It was endowed with an EU contribution of EUR 15,000,000 and a co-financing of EUR 1,430,000 from the Catalan Waste Agency². The total project budget was EUR 16,430,000. The activities started in January 2019.

In parallel, at the beginning of 2019, the EC published the second edition of the EU Blue Economy report. The report outlines the negative economic impact of marine litter and the need to counteract to prevent such litter. The report also mentions circular economy models as efficient tools to preserve natural resources and boost economic activities for enterprises that bet on sustainable development.

In this context, the EC added a component on Blue Economy to SwitchMed II. The Catalan Waste Agency also decided to co-finance the Blue Economy activities and the Italian Government provided additional funds to boost the MED TEST III (Transfer of Environmentally Sound Technologies) activities. A first addendum was signed in December 2019. It included a first set of activities on Blue Economy to support more sustainable seafood value chains in two pilot countries (Tunisia and Morocco) for an additional EU financing of EUR 1,082,000. The project total amount after Addendum I was EUR 17,512,000 (EUR 16,082,000 from EC and EUR 1,430,000 from the Catalan Waste Agency).

A second addendum was signed in December 2020. It expanded the activities under the Blue Economy component and extended programme implementation for an additional six months to enable the realization of additional activities for a total implementation period and contracting deadline of sixty months. The total value of the SwitchMed II programme was thus raised to EUR 22,012,000 after Addendum II (EUR 2,500,000 from EC, EUR 500,000 from the Catalan Waste Agency and EUR 1,500,000 from the Italian Government).

During the first half of 2022, the need to extend the implementation period and contracting deadline by an additional six months until the end of June 2024 was discussed among the implementing partners and with DG NEAR, in order to complete the project's activities, making up for the delays incurred due to the COVID-19 pandemic. A third addendum, signed in May 2023, materialized this extension. It was followed by a fourth addendum, signed in December 2023, extending the implementation period by 11 days until 30 June 2024. The reason for this minor extension is that a 19 June 2024 end-date implied avoidable administrative complications.

3. Project objective and expected outcomes

The overall objective of the project is to stimulate the creation of new greater business opportunities and decent employment while reducing the environmental footprint of existing consumption and production activities. The action contributes to developing an enabling environment, including institutional, fiscal and business environment conducive to the development of green businesses and the dissemination of sustainable consumption, thus facilitating sustainable consumption and production patterns. The implementation of the **Sustainable Consumption and Production National Action Plans** (SCP-NAPs) will assure the strong linkages between the demand and supply side and will continue to support drivers of change including - among others - sustainable public procurement and eco-labels linking efforts of the public sector with the creation of business opportunities and market demand.

The intended impact of the proposed programme is that the micro, small and medium enterprises (MSME) ecosystem is more conducive to entrepreneurship, growth and to job creation in the green economy. By

² No co-funding from the Catalan Waste Agency is transferred to UNIDO. Rather, it is managed directly by the Agency, which hosts MedWaves.

supporting MSMEs directly and indirectly to improve productivity, resource efficiency, eco-innovation and growth, by enhancing the employability of young women and men in targeted sectors, and by mainstreaming green growth approaches into government policies and strategies, more MSMEs can be created in the green economy, and existing MSMEs in the green economy will grow. In turn, these MSMEs will create new jobs and will hire adequately trained people. All this assumes that the MSMEs are cooperative and responsive to innovative support schemes, that young women and men are interested in the jobs offered, and that the Government effectively supports the process, including by advancing its Vision 2030, and mobilizes adequate resources.

This initiative promotes sustainable consumption and production practices that contribute to the development of green businesses and support a transition toward new circular economy models. As a result, this action provides for employment opportunities, in particular new opportunities for women and younger workers, and it contributes directly to reducing pollution, waste generation and recycling from the private sector. The new and durable business opportunities, including green and decent jobs, generated contribute to promote stability and economic growth in the MENA region.

Expected results/outcomes:

1. Enhanced economic opportunities for industry and start-ups following new green and circular business models
2. Enabling policy environment for Resource Efficient and a Circular Economy created at national and regional level
3. Facilitate knowledge and information sharing for accelerating the uptake of green and circular economy

4. Project implementation arrangements

SwitchMed II is a multi-stakeholder initiative involving different implementing partners, namely the United Nations Industrial Development Organization (UNIDO), the UNEP Industry and Economy Division; and the Sustainable Consumption and Production Regional Activity Center (SCP-RAC, renamed MedWaves in 2022) of the United Nations Environment Programme - Mediterranean Action Plan (UNEP/MAP). The partners carried out the implementation of the first phase and have developed activities that build on the results and experiences from SwitchMed I. Engaging the same partners contributed to the continuity of the actions and helped ensure that momentum was not lost from one phase to the next.

The sharing of outputs between implementing partners is presented in the table below:

Item	Implementing entity	Beneficiary countries and selected value chains (UNIDO only)
COMPONENT 1 Direct support to the private sector	UNIDO and SCP-RAC/MedWaves	
<i>Output 1: Greener and circular industry – MED TEST III</i>	<i>UNIDO</i>	

Output 1.1: Resource Efficient and Cleaner Production (RECP) best practices rolled out in manufacturing processes	UNIDO	<ul style="list-style-type: none"> • Algeria;³ • Jordan; • Lebanon; and • Palestine.
Output 1.2: Resource productivity opportunities for circular value chains localized and promoted	UNIDO	<ul style="list-style-type: none"> • Egypt (textile value chain); • Israel (plastics value chain); and • Morocco and Tunisia (textile value chain).
<i>Output 2: Support for the creation and development of circular and Green Economy businesses</i>	<i>SCP-RAC/MedWaves</i>	
Output 2.1: Enhanced business support services for creation, incubation and acceleration of green and circular business models in the Southern Mediterranean Countries	SCP-RAC/MedWaves	N/A
Output 2.2: Improved financial deals between green entrepreneurs and financial actors	SCP-RAC/MedWaves	N/A
COMPONENT 2 Creation of an Enabling Environment	SCP-RAC/MedWaves and UNEP Industry and Economy Division	
<i>Output 3: Improved regional policy framework under the Barcelona Convention for the development of circular and green economy businesses</i>	<i>SCP-RAC/MedWaves</i>	
<i>Output 4: Support the implementation of the Sustainable Consumption and Production National Action Plans (SCP-NAPs)</i>	<i>UNEP Industry and Economy Division</i>	
Output 4.1: Monitoring and review of the Sustainable Consumption and Production National Action Plans	UNEP Industry and Economy Division	N/A

³ The national implementation activities of the UNIDO component (MED TEST III) in Algeria are implemented under the *Programme d'Appui à la Transition de l'Algérie vers une Economie Verte et Circulaire* (Ecovertec – UNIDO ID 180115).

Output 4.2: Enabling policy frameworks established at national level through successful implementation of projects	UNEP Industry and Economy Division	N/A
COMPONENT 3 Coordination, networking and communication	SCP- RAC/MedWaves and UNIDO	
<i>Output 5: Networking and Communications Facility</i>	<i>SCP- RAC/MedWaves</i>	
Output 5.1: Enhanced dissemination of the SwitchMed Programme results	SCP- RAC/MedWaves	N/A
Output 5.2: Increased support to the consumption of sustainable products and services	SCP- RAC/MedWaves	N/A
Output 5.3: Networking Facility for Blue Economy in the Mediterranean	SCP- RAC/MedWaves	N/A
Output 5.4: Increased support to the consumption of sustainable products and services for the Blue Economy	SCP- RAC/MedWaves	N/A
<i>Output 6: Programme management</i>	<i>UNIDO</i>	
COMPONENT 4 Blue Economy	UNIDO, SCP- RAC/MedWaves and UNEP Industry and Economy Division	
<i>Output 7: Blue Economy</i>	<i>UNIDO, SCP- RAC/MedWaves and UNEP Industry and Economy Division</i>	
Output 7.1: Increased sustainability of the seafood value chain	UNIDO	<ul style="list-style-type: none"> • Morocco (fish processing value chain); and • Tunisia (aquaculture value chain).
Output 7.2: Promotion of Sustainable Entrepreneurship in the Blue Economy Sectors	SCP- RAC/MedWaves	N/A
Output 7.3: Integration of circular economy principles in Blue Economy sectors within the Barcelona Convention framework	SCP- RAC/MedWaves	N/A

Output 7.4: Mainstreaming SCP and circular economy into Blue Economy in selected port cities/countries	UNEP Industry and Economy Division	N/A
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This action is coordinated by the United Nations Industrial Development Organisation by indirect management with the European Commission.

UNIDO and the European Commission signed a Delegation Agreement for the implementation of the Action. Subsequently, as lead partner, UNIDO signed Cooperation Agreements with the implementing partners. The agreement with UN Environment is based on the standard UN Agency to UN Agency Contribution Agreement, while UNIDO signed a subcontract with SCP-RAC/MedWaves. As the Action has been developed jointly among all partners, and in agreement with the EC, UNIDO issued Agreements/contracts directly with the implementing partners, without a tender.

The programme involves a range of actors including Government officials, industries, entrepreneurs, business support organizations and civil society, among others. The following table summarizes the main stakeholders of the project.

Stakeholders	Type and level of involvement in the project	Capacity Gaps	Desired future outcomes
Ministries responsible for industry and/or economy	A representative from the Ministry of Industry (or Ministry of Economy) is one of the two National Focal Points of the programme and is a member of the Steering Committee. The line ministries are be involved in activities such as trainings and awareness raising (among other). They are kept informed of the project progress and results, and will be consulted in key decision making, such as the identification and prioritization of beneficiaries or key stakeholders.	Cross-sectoral cooperation and information sharing is weak among Ministries. Lack of integration of environmental aspects in economic development policies.	Improved cooperation across sectors. Increased capacity for better informed decision-making to introduce SCP principles and best practices into regulatory framework. Increased capacities to implement SCP actions in the country.

Ministries responsible for environmental matters	A representative from the Ministry of Environment is one of the two National Focal Points and a member of the Steering Committee. Environment ministries are the key actors regarding the development and implementation SCP NAPs. They are kept informed of the project progress and results, and will be consulted in key decision making, such as the identification and prioritization of beneficiaries or key stakeholders.	Departments/ units within the Ministries face a lack of human/expert capacities and financial resources therefore cannot fully fulfil their role of enforcement of environmental regulations or the development of policies that create and enabling environment for SCP in the private sector.	Improved cooperation across sectors. Increased capacity for better informed decision-making to introduce SCP principles and best practices into regulatory framework. Increased capacities to implement SCP actions in the country.
Other line ministries, regional governments and municipalities	Have been involved in awareness raising, training and consultation activities, as relevant.	Lack awareness on SCP practices, as well as principles of Circular and Green Economy.	Broader national ownership of actions to transition towards a Circular and Green Economy.
Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)	Potential national partners for project execution, based on experience from first phase; dissemination of information and knowledge products through networks.	Lack of capacity to offer resource efficient solutions to businesses on a commercial basis.	Increased understanding and capacity to provide technical and other support to SMEs on implementing RECP
Business Development Service Providers (BDSP)	Partners for project execution. The selected BDSP have been comprehensively strengthened through capacity building and the transfer of green business development methodologies and tools applied during the first phase of SwitchMed.	Limited capacity or knowledge on how to incorporate SCP or environmental best practices in business development programmes.	Integrate eco-design, eco-innovation and life cycle assessment in their business development services and tools.
Union for the Mediterranean (UfM)	The UfM are a member of the Steering Committee as such close cooperation is carried out with their activities, including relevant regional	Not applicable.	Strengthened collaboration through relevant regional dialogues and initiatives.

	dialogues and initiatives.		
Non-state sector, especially civil society, women or youth groups, etc.	Local partner institutions for workshops and capacity building activities; dissemination of information and knowledge products through networks; and partner institutions for awareness raising campaign and consultation processes; possible implementing partners for projects.	Lack of understanding, experience and expertise on SCP/Circular Economy(CE) Limited capacity to effectively raise awareness on SCP/CE beyond 'green' groups.	Increased involvement and engagement in supporting countries' transition to more sustainable practices. Enhanced, national level, ownership of activities by a more diverse group of stakeholders.
Chambers of Commerce and Business	Representation of members and participation in consultations / workshops; dissemination of information and knowledge products through networks.	Lack of experience/ knowledge of SCP and resource efficiency approaches.	Increased ability to offer innovative services to members to make them more competitive and contribute to a Green Economy and reaching the SDGs.
Schools and Universities	Local partner for the development and adoption of SCP material in curricula and dissemination of the materials available.	Limited awareness, knowledge and capacity for development and launch of SCP/CE courses.	Increased understanding, capacity and support for integration of SCP and CE elements into education curriculum and courses.
National, regional and international financiers	Relevant financial actors have been identified and engaged in the programme. Match-making activities brings together financiers and green and circular businesses.	Limited support to MSMEs and lack of knowledge of potential for investments in green technologies. Lack of knowledge about cases of investor-ready green start-ups operating in different green economy sectors	Stronger support to finance green investments in industries and green entrepreneurs/start-ups.

5. Main findings of the Mid-term review (MTR)

I) SwitchMed I terminal evaluation

The terminal evaluation of SwitchMed I, focusing on demonstration and networking components, made the following conclusions and recommendations:

CONCLUSIONS

- The SwitchMed 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 Sustainable Development Goals (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 efficiency and circular production models have been estimated and demonstrated in selected industries using UNIDO's TEST (Transfer of Environmentally Sound Technologies) methodology. 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 service 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 valorise 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 favoured 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 Product Environmental Footprint (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 work plans 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-labelling 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.

II) SwitchMed II EU results-oriented monitoring review (ROM)

EXECUTIVE SUMMARY

SwitchMed supports the European Commission priorities on circular economy, the Union for the Mediterranean (UfM) priorities (concerning the environment, including circular economy, the water, the Climate Change and the energy) discussed within the Environmental Task Force and the Regional action plan on Sustainable Consumption and Production of the Barcelona convention.

The objective of SwitchMed II is to facilitate the shift toward Sustainable Consumption and Production (SCP) in the Southern Mediterranean Region (eight countries). To do so, the project stimulates both the demand and the supply side of SCP in the countries involved, by acting on the key drivers and barriers, existing economic conditions and legislative frameworks.

SwitchMed II initiative supports the whole process of implementing the Sustainable Consumption and Production pattern:

- 1) it provides a direct support to the private sector to implement the SCP concept at the Small and Medium Enterprises (SME) level (at existing industry level and at green entrepreneur level),
- 2) it provides support to the creation of an enabling environment to facilitate the transition towards SCP at all the level. To do that the project supports the national action plans and the regional action plan to be developed in the context of the Barcelona convention,
- 3) it facilitates the knowledge sharing and information sharing through the implementation of a strong networking facility.

The programme is highly relevant for the Mediterranean regions where countries share a number of challenges to their environment.

The intervention is coordinated by UNIDO on the basis of a contribution agreement; UNIDO subsequently has signed a collaboration agreement with United Nations Environment Programme (UNEP) and a subcontract with the Regional Activity Centre for Sustainable Consumption and Production (SCRAC).

The intervention logic is sound and clear. The multiple indicators are of good quality. However, many of them are activity oriented. Key assumptions and risks refer to beneficiaries' willingness to participate in the action; stakeholders' commitment to the intervention; willingness of youth and women to establish green businesses. Risks include: lack of enforcement of environmental norms by Mediterranean countries; limited access to finance for SMEs to implement the identified resource efficiency options; political instability. The risks related to Covid-19 could not be imagined during the design phase of the programme.

The overall budget of the project is EUR 22,012,000. After two years of project implementation an overall execution rate of 26% has been reached. Financial data per 30.5.2021 or 30.6.2021 are not available.

The project activities experienced delays mainly due to the Covid-19 crisis, however the adaption capacity of partners to the new situation was high.

The annual report informs about the progress achieved per sub-sub activity (in percentage), which varies between 0% and 100% for certain activities. The very detailed information provided, does not permit to get an overview of the real progress achieved in each component. However, local Results Oriented Monitoring (ROM) consultants' report on important activities implemented (especially in the textile sector) and well appreciated by beneficiary enterprises (Tunisia, Egypt).

A draft paper of the regional measures is under preparation and it will be submitted at the 26th United Nations (UN) Climate Change Conference of Parties (COP), in November 2021.

The Mediterranean Sustainability Award, 'WeMed Award', was launched.

The SCP status reports are expected to be completed by end of 2021. Around 60 factsheets as well as a guiding document for mainstreaming gender in project implementation and management were developed. About 329,000 persons have been reached (2020). Key sectors baseline assessments have been drafted to promote consumption of sustainable products/services in target value chains.

In general, the quality of outputs is such that if they are completed, they would most certainly contribute towards the achievement expected results.

Governments are key partners for assuring the sustainability of SwitchMed. They have already been involved in SwitchMed I through the development of Sustainable Consumption and Production National Action Plan and through the development of Demonstration projects. Whether the achievements of the project are likely to be maintained at the level of the four countries visited is difficult to foresee, considering that the political context is very variable. Benefits generated by the intervention will likely be affordable for target groups over the long term.

The online platform (<https://switchmed.eu/>), will be maintained beyond the project life. However, Sustainable consumption and production will trigger investment costs for the enterprises and industries to adapt their production. The private sector and especially the SMEs are beneficiaries of the online platform.

The SwitchMed Connect (<https://switchmed.eu/networking-facility/switchmed-connect/>) is designed to allow interaction among business community.

However, it is important to note that SwitchMed II is not only limited to private sector and SMS. The sustainability of the project will also depends on policy measures and behavioural changes from consumers.

Conclusions

- The design is complex and ambitious. There is a risk that although a big number of persons is reached, they all receive a very punctual benefit only. However, punctual benefits can together contribute to real change at national level, especially through calling for and fostering policy changes.
- The project logframe and indicators could be improved and made more focused. The management set-up involves a large number of individually established organisations at central and national level. UNIDO is coordinating and monitoring the progress of implementation of the different outputs, implemented by other partners, on the basis of their reports.
- Information collected from national consultants shows that local partner organisations are overall performing well, and stakeholder ownership is high.
- The Switchers website is working well and gives a high visibility to the Programme and to circular and green economy in general.
- A key problem which may affect the achievements of the project at the level of the enterprises and industries is related to financial return on investments in green/blue/circular economy and to access to sources of finance. This challenge seems not yet tackled sufficiently.

Summary of key recommendations and DG NEAR Programme Manager comments

ROM recommendation	Agreed	DG NEAR comments
(i) Revise the logframe – choosing better focused indicators;	No	When outcome indicators have been proposed at the beginning of the project, it is not normal to reduce the ambition of the indicators. We should rather keep them as proposed and then explained why there are not reached.
(ii) Restructure reports in a way that permits to verify the real progress per indicator and country;	Partially	Good advice but this will have to be discussed with the project to see if this is feasible.
(iii) Verify at the end of 2021 if a no-cost extension is needed, and ;	Partially	We should definitely check if the delays in implementation have been recovered. But maybe too early to envisage a no-cost extension. But this has indeed to be discuss with the project.
(iv) Pay more attention to the viability issues of supported enterprises.	Partially	Yes, this is an important advice and the project is already working on facilitating access to credits.

6. Budget information

Table 1. Financing plan summary - Outcome breakdown

Project outcomes/components	Donor (\$)	Co-Financing (\$)	Total (\$)
Output 1	/	/	€6,725,784
Output 2	/	/	€3,498,219
Output 3	/	/	€916,983
Output 4	/	/	€3,298,810
Output 5	/	/	€2,247,107
Output 6	/	/	€1,401,733
Output 7	/	/	€3,923,364
Total (\$)	€18,582,000	€3,430,000	€22,012,000

Source: Project document as revised by Addendum III. 7 per cent indirect costs are included. Donor/Co-financier disaggregation is not included in the agreement.

Table 2. Co-Financing source breakdown

Name of Co-financier (source)	In-kind	Cash	Total Amount (\$)
Catalan Waste Agency*	/	€1,930,000	€1,930,000
Italian Development Cooperation	/	€1,500,000	€1,500,000
Total Co-financing (\$)	/	€3,430,000	€3,430,000

Source : Project document as revised by Addendum III. 7 per cent indirect costs are included.

*The Catalan Waste Agency's contribution do not get transferred to UNIDO, but is internally utilised by MEDWAVES.

Table 3. UNIDO budget allocation and expenditure by budget line

Budget line	Items by budget line	Y1 2019 to Y4 2022 EUR	Y5 2023 EUR	Y6 2024 EUR	Total expenditure (at completion)		Total allocation (at approval)	
					(EUR)	%	(USD/EUR)	%
2100	Contractual Services	2,838,141	246,409	0	3,013,488.09	40	3,084,550	36
4500	Equipment	16,699	5,300	€2,000	17,484.50	0.2	23,999	0.3
1500	Local travel	130,924	114,000	€108,000	200,684.89	3	352,924	4
1700	Nat. Consult./Staff	681,560	286,200	42,000	1,117,967.06	15	1,336,652	12
5100	Other Direct Costs	94,283	107,000	53,400	142,118.14	2	254,683	3
4300	Premises	31,333	16,000	4,500	60,187.21	0.8	51,833	0.6
1100	Staff & Intern Consultants	2,029,942	960,579	642,631	2,975,474.92	39	3,633,153	43
3000	Train/ Fellowship/ Study	31,339	80,000	6,000	33,386.98	0.4	117,339	1.4
Total		5,854,221	1,799,488	854,031	7,560,791.79	100	8,528,241	100

Source: Project document as revised by Addendum III and UNIDO Project Management ERP database as of 29/01/2024. 7 per cent indirect costs are not included

Table 4. UNIDO budget allocation and expenditure by component

#	Project components	Total allocation (at approval) ⁴		Total expenditure (at completion)	
		USD/Euro	%	USD/Euro	%
1	Output 1	6,285,779	69	5,915,269.52	75
2	Output 6 (Project Management)	1,310,030	14	838,150.28	10
3	Output 7.1	1,497,648	16	1,204,367.60	15
Total		9,093,458	100	7,957,787.40	100

Source: Project document and UNIDO Project Management ERP database as of 29/01/2024. 7 per cent indirect costs are not included

⁴ Source: Addendum III. 7 per cent direct costs are included.

II. SCOPE AND PURPOSE OF THE EVALUATION

The purpose of the evaluation is to independently assess the project to help UNIDO improve performance and results of ongoing and future programmes and projects. The terminal evaluation (TE) will cover the whole duration of the project from its starting date in December 2018 to the estimated completion date in June 2024.

The evaluation has two specific objectives:

- (i) Assess the project performance in terms of relevance, effectiveness, efficiency, sustainability, coherence, and progress to impact; and
- (ii) 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, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle⁶, and UNIDO [Evaluation Manual](#).

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

The evaluation will use a theory of change approach⁷ 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 depict the causal and transformational pathways from project outputs to outcomes and longer-term impacts. It also identifies the drivers and barriers to achieving results. Learning from this analysis will be useful for the design of future projects so that the management team can effectively use the theory of change to manage the project based on results.

1. Data collection methods

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, technical reports, back-to-office mission report(s), end-of-contract report(s) and relevant correspondence.
 - Notes from the meetings of committees involved in the project.
- (b) **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussions. Key stakeholders to be interviewed include:
 - UNIDO Management and staff involved in the project; and
 - Representatives of donors, counterparts, and other stakeholders.

⁵ UNIDO. (2021). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2021/11)

⁶ UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGA1.17/Rev.1, 24 August 2006)

⁷ For more information on Theory of Change, please see UNIDO [Evaluation Manual](#).

- (c) **Field visit** to project sites in Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine, and Tunisia.
- On-site observation of results achieved by the project, including interviews of actual and potential project beneficiaries.
 - Interviews with the relevant UN Resident Coordinator and UNIDO Country offices' 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) **Online data collection** methods will be used to the extent possible.

2. Key evaluation questions and criteria

The key evaluation questions (corresponding to the six OECD/DAC criteria) are the following:

- 1) **Relevance:** Is the intervention doing the right things? To what extent do the project/programme's objectives respond to beneficiaries, global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change?
- 2) **Coherence:** How well does the intervention fit? How compatible is the project/programme with other interventions in the country, sector or institution?
- 3) **Effectiveness:** Is the project/programme achieving its objectives?
- 4) **Efficiency:** How well are resources being used? Has the project/programme delivered results in an economic and timely manner?
- 5) **Impact:** What difference does the intervention make? To what extent has the project/programme generated significant positive or negative, intended or unintended, higher-level effects? Has the project/programme had transformative effects?
- 6) **Sustainability:** Will the benefits last? To what extent will the net benefits of the project/programme continue, or are likely to continue?

The table below provides the key evaluation criteria to be assessed by the evaluation. The detailed questions to assess each evaluation criterion are in annex 2 of UNIDO [Evaluation Manual](#).

Table 5. Project evaluation criteria

#	Evaluation criteria	Mandatory rating
A	Progress to Impact	Yes
B	Project design	Yes
1	• Overall design	Yes
2	• Project results framework/log frame	Yes
C	Project performance and progress towards results	Yes
1	• Relevance	Yes
2	• Coherence	Yes
3	• Effectiveness	Yes
4	• Efficiency	Yes
5	• Sustainability of benefits	Yes
D	Gender mainstreaming	Yes
E	Project implementation management	Yes
1	• Results-based management (RBM)	Yes
2	• Monitoring and Evaluation, Reporting	Yes

F	Performance of partners	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Implementing partner (if applicable)	Yes
4	• Donor	Yes
G	Environmental and Social Safeguards (ESS), Disability and Human Rights	Yes
1	• Environmental Safeguards	Yes
2	• Social Safeguards, Disability and Human Rights	Yes
H	Overall Assessment	Yes

These topics should be covered as applicable:

The terminal evaluation will assess the following topics, for which ***ratings are not required:***

- Need for follow-up:** e.g. in instances of financial mismanagement, unintended negative impacts or risks.
- Materialization of co-financing:** e.g. the extent to which the expected co-financing materialized, whether co-financing was administered by the project management or by some other organization; whether and how shortfall or excess in co-financing affected project results.
- Environmental and Social Safeguards:** appropriate environmental and social safeguards were addressed in the project's design and implementation, e.g. preventive or mitigation measures for any foreseeable adverse effects and/or harm to environment or to any stakeholder.

3. Rating system

In line with the practice adopted by many development agencies, the UNIDO Independent Evaluation Unit uses a six-point rating system, where 6 is the highest score (highly satisfactory) and 1 is the lowest (highly unsatisfactory) as per the table below.

Table 6. Project rating criteria

Score		Definition
6	Highly satisfactory	Level of achievement presents no shortcomings (90% - 100% achievement rate of planned expectations and targets).
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).
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).

IV. EVALUATION PROCESS

The evaluation will be conducted from March 2024 to August 2024. The evaluation will be implemented in five phases, which are not strictly sequential, but in many cases iterative, conducted in parallel and partly overlapping:

- 1) Inception phase: The evaluation team will prepare the inception report providing details on the evaluation methodology and include an evaluation matrix with specific issues for the evaluation to address; the specific site visits will be determined during the inception phase, taking into consideration the findings and recommendations of the mid-term review.
- 2) Desk review and data analysis;
- 3) Interviews, survey and literature review;
- 4) Country visits (whenever possible) and debriefing to key relevant stakeholders in the field;
- 5) Data analysis, report writing and debriefing to UNIDO staff at the Headquarters; and
- 6) Final report issuance and distribution with management response sheet, and publication of the final evaluation report in UNIDO website.

V. TIME SCHEDULE AND DELIVERABLES

The evaluation is scheduled to take place from March 2024 to August 2024. The evaluation field mission is tentatively planned for April 2024. At the end of the field mission, the evaluation team will present the preliminary findings for key relevant stakeholders involved in this project in the country. The tentative timelines are provided in the table below.

After the evaluation field mission, the evaluation team leader will arrange a virtual debriefing and presentation of the preliminary findings of the terminal evaluation with UNIDO Headquarters. The draft TE report will be submitted 4 to 6 weeks after the end of the mission. The draft TE report is to be shared with the UNIDO Project Manager (PM), UNIDO Independent Evaluation Unit, and other stakeholders for comments. The Evaluation team leader is expected to revise the draft TE report based on the comments received, edit the language and submit the final version of the TE report in accordance with UNIDO EIO/IEU standards.

Table 7. Tentative timeline

Timelines	Tasks
15 March-15 April 2024	Desk review and writing of inception report
18 April 2024	Online briefing with UNIDO project manager and the project team
29 April-24 May 2024	Field visit by national evaluators and travel to 2-3 countries by lead evaluator
27 May-14 June 2024	Preparation of first draft evaluation report
15-25 June 2024	Internal peer review of the report by UNIDO's Independent Evaluation Unit and other stakeholder comments to draft evaluation report
25 June 2024	HQ debriefing at PSC Meeting in Vienna
19 July 2024	Final evaluation report

VI. EVALUATION TEAM COMPOSITION

The evaluation team will be composed of one international evaluation consultant acting as the team leader and 8 national evaluation consultants – one per country. The evaluation team members will possess a mixed skill set and experience including evaluation, relevant technical expertise, social and environmental safeguards and gender. All consultants will be contracted by UNIDO. Given the size and scope of the evaluation, two research assistants will be recruited to support the evaluation team.

The tasks of each team member are specified in the job descriptions annexed 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.

The UNIDO Project Manager and the project management team in project countries will support the evaluation team.

An evaluation manager from UNIDO Independent Evaluation Unit will provide technical backstopping to the evaluation team and ensure the quality of the evaluation. The UNIDO Project Manager and national project teams will act as resource persons and provide support to the evaluation team and the evaluation manager.

VII. REPORTING

Inception report

These Terms of Reference (TOR) provide 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 Team Leader will prepare, in collaboration with the team member, a short inception report that will operationalize the TOR relating to the evaluation questions and provide information on what type 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”); Unit of work between the evaluation team members; field mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted; and a debriefing and reporting timetable.⁸

Evaluation report format and review procedures

The draft report will be delivered to UNIDO Independent Evaluation Unit (with a suggested report outline) and circulated to UNIDO staff and key 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 will be sent to UNIDO’s Independent Evaluation Unit for collation and onward transmission to the 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.

The evaluation team will present its preliminary findings to the local stakeholders at the end of the field visit and take into account their feedback in preparing the evaluation report. A presentation of preliminary findings will take place at UNIDO HQ afterwards.

⁸ The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO Independent Evaluation Unit.

The evaluation report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, 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 by UNIDO Independent Evaluation Unit.

VIII. QUALITY ASSURANCE

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

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO Independent Evaluation Unit 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 Unit, which will circulate it within UNIDO together with a management response sheet.

Annex 1: Project Logical Framework

Revised SwitchMed II logical framework as per Addendum III:

Intervention logic/description	Objectively verifiable indicators	Baseline	Targets	Sources of verification	Assumptions
<p>Overall Objective: To stimulate the creation of new greater business opportunities and decent employment while reducing the environmental footprint of existing consumption and production activities</p>	<ul style="list-style-type: none"> I.G.1. Amount of resources saving generated by demonstration companies involved in the project (% saved in terms of water, energy and raw material) I.G.2. Sustainable consumption and production (SCP) mainstreamed into policies, regulations, or legislation through the enactment of at least 10 priority instruments or government initiatives. I.G.3. Increased number of businesses and start-ups applying SCP principles. 	<ul style="list-style-type: none"> 0 (water) 0 (energy) 0 (raw materials) 4 0 	<ul style="list-style-type: none"> 20% 24% 5% 14 128 	<ul style="list-style-type: none"> Company baselines for water, energy and material use Final report Independent evaluation report 	<p>All beneficiaries will participate in the programme.</p> <p>Ministry of Industry (Mol)/Ministry of Environment (MoE) creates the necessary business framework for enabling SCP.</p> <p>Host governments maintain their commitment to support the implementation of the project.</p>
Component 1 - Direct support to the private sector					
<p>Outcome 1: Enhanced economic opportunities for industry and start-ups following new green and circular business models</p>	<ul style="list-style-type: none"> I.R.1.1. # of resource efficient and cleaner production service providers (RECP SP) that have increased their capacity to offer qualified services to private sector in 	<ul style="list-style-type: none"> 44 (by end of SwitchMed I) 	<ul style="list-style-type: none"> 80 (by end of Switched II) 	<ul style="list-style-type: none"> RECP SP survey and annual reports, project's reports (training/workshops, publications) 	<p>Service providers are committed to integrate RECP into their portfolio of</p>

	green industry and resource efficiency				services to companies. Institutional stakeholders effectively support the process and assume ownership by advancing their vision to 2030, mobilizing adequate resources. Market opportunities for Mediterranean sustainable products and services are developing.
	<ul style="list-style-type: none"> • I.R.1.2. # of collaborations and programmes established by national institutions and international development partners stakeholders involved in green resource efficiency and circular value chains development • I.R.2.1. 40-80 business development service providers (BDSP) have increased their capacities and resources to support green business development in 8 southern Mediterranean countries • I.R.2.2. 80 green businesses created in 8 southern Mediterranean countries • I.R.2.3. Volume of funding mobilised within The Switchers Fund through third party agreements (grants, loans, equity, etc.) 	<ul style="list-style-type: none"> • 2 (Israel and Algeria) • 0 BDSP • 0 green business created • 0€ mobilised within the Switchers Fund 	<ul style="list-style-type: none"> • 10 • 40-80 BDSP • 80 green businesses created • 250,000€ mobilised within the Switchers Fund 	<ul style="list-style-type: none"> • Field survey, monitoring and evaluation reports • BDSP's survey • Performance report • Switchers' survey • Reports on the creation of the green businesses • Signed agreements 	

Output 1: Greener and circular industry – MED TEST III					
<p>Output 1.1: RECP best practices rolled out in manufacturing processes</p>	<ul style="list-style-type: none"> • I.O.1.1.1. # of industries sensitized and introduced to RECP business case • I.O.1.1.2. # of RECP experts trained (disaggregated by gender) • I.O.1.1.3. # of academia including RECP into their curricula • I.O.1.1.4. # of companies adopting RECP solutions • I.O.1.1.8. Amount of investments leveraged by private sector for implementing RECP • I.O.1.1.9. # of policy makers trained on Circular Economy (CE) policies and tools 	<ul style="list-style-type: none"> • 1,687 (by end of SwitchMed I) • 95 male; 47 female • 0 • 125 (by end of SwitchMed I) • EUR 86,000,000 (by end of SwitchMed I) • 0 	<ul style="list-style-type: none"> • 2,687 • 145 male; 50 female • 4 • 165 • EUR 110,000,000 • 40 	<ul style="list-style-type: none"> • Project's reports (e.g. training/workshops/events, project's publications, annual reports, training assessments) • Field survey, monitoring and evaluation reports • Financial association, business organizations, Mol and its affiliated institutions reports, action plans, investment maps 	<p>Target beneficiaries are willing to participate in the project.</p> <p>Local counterparts are capable and effectively support the process. Individuals, employees, students and institutions are interested in the knowledge and methodologies disseminated.</p> <p>Financing instruments are available.</p> <p>Policy makers have boosted their skills and effectiveness in designing and implementing policies on CE.</p>
<p>Output 1.2: Resource productivity opportunities</p>	<ul style="list-style-type: none"> • I.O.1.2.1. # circular value chain analysis 	<ul style="list-style-type: none"> • 0 	<ul style="list-style-type: none"> • 3 	<ul style="list-style-type: none"> • Project's reports (e.g. training/workshops/events, project's 	<p>Target beneficiaries are willing to</p>

<p>for circular value chains localized and promoted</p>	<ul style="list-style-type: none"> • I.O.1.2.2. # amount of investment (euro) promoted for circular investment • I.O.1.2.3. # of business linkages for circularity facilitated (e.g. contracts/partnership between two economic players along value chain) • I.O.1.2.4. # tons of waste to be valorised • I.O.1.2.5. # % of joint circular initiatives started vs. those identified/promoted • I.O.1.2.6. # of new job opportunities created in circular value chains 	<ul style="list-style-type: none"> • 0 • 0 • 0 • 0 • 0 	<ul style="list-style-type: none"> • EUR 55,000,000 • 30 • 10,000 • 20% • 200 	<p>publications, training assessments, etc.)</p> <ul style="list-style-type: none"> • Field survey, monitoring and evaluation reports • Financial association, business organizations, Ministry of industry and its affiliated institutions reports, action plans, investment maps • Company Baselines for water, energy and material use • Field survey, monitoring and evaluation reports 	<p>participate in the project.</p> <p>Local counterparts are capable and effectively support the process.</p> <p>Individuals, employees, students and institutions are interested in the knowledge and methodologies disseminated.</p> <p>Financing instruments are available.</p>
Output 2: Support for the creation and development of circular and green economy businesses					
<p>Output 2.1: Enhanced business support services for creation, incubation and acceleration of green and circular business models in the southern Mediterranean countries</p>	<ul style="list-style-type: none"> • I.O.2.1.1. 8 Switchers Support National Partnerships (SSNPs) have been established bringing together 40-80 Green BDSP 	<ul style="list-style-type: none"> • 0 SSNP 	<ul style="list-style-type: none"> • 8 SSNPs 	<ul style="list-style-type: none"> • Collaboration agreements signed by the members of the SSNP • Work plans of the SSNP 	<p>A significant number of Business Development Service Providers are committed to promote the creation of green</p>

	<ul style="list-style-type: none"> • I.O.2.1.2. 40-80 BDSP have been provided with a full set of green business development tools and trained to use them • I.O.2.1.3. 800 Switchers Starters have developed and tested their green business models (at least 40% are women) • I.O.2.1.4. 80 Switchers Incubated have developed their green business plans and have been supported to launch their green businesses (at least 40% are women) • I.O.2.1.5. A full set of online software applications and tools for green business development is available • I.O.2.1.6. At least 1,000 BDSP and green entrepreneurs use the online platform providing software applications and tools for green business development 	<ul style="list-style-type: none"> • 0 BDSPB • 0 Switchers Starters • 0 Switchers incubated • 0 online platform • 0 BDSP and green entrepreneurs use the online platform 	<ul style="list-style-type: none"> • 40-80 BDSP • 800 Switchers Starters • 80 Switchers incubated • A full set of online software applications and tools • At least 1,000 BDSP and green entrepreneurs use the online platform 	<ul style="list-style-type: none"> • List of BDSP trained • Green business model canvas • Green business plans • Online platform • # of platform users 	<p>businesses in the target countries.</p> <p>Local entrepreneurs, and particularly young people and women, are willing to create green businesses.</p>
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<p>Output 2.2: Improved financial deals between green entrepreneurs and financial actors</p>	<ul style="list-style-type: none"> • I.O.2.2.1. 96-128 investor-ready Switchers have been trained in access to finance and have pitched their green business projects in front of a pool of local investors • I.O.2.2.2. 40-80 financial actors have been put in contact with Switchers to promote financial deals • I.O.2.2.3. Volume of funding mobilised through financial deals • I.O.2.2.4. At least 3 regional actors have supported the Switchers Fund 	<ul style="list-style-type: none"> • 0 investor-ready Switchers • 0 financial actors • EUR 0 mobilised through financial deals • 0 regional actor has supported the Switchers Fund 	<ul style="list-style-type: none"> • 96-128 investor-ready Switchers • 40-80 financial actors • EUR 1,000,000 mobilised through financial deals • At least 3 regional actors have supported the Switchers Fund 	<ul style="list-style-type: none"> • List of Switchers trained • Performance report of the Switchers Meet Investors' Event • Green start-ups portfolio • List of financial actors Performance report • Signed agreements 	<p>Financial actors in the target countries are willing to learn about green businesses project and to invest in the most promising green start-ups.</p> <p>Relevant public and private regional organizations are willing to build alliances to promote the creation of green businesses in the Mediterranean region</p>
<p>Component 2: Creation of an enabling environment</p>					
<p>Outcome 2: Enabling environment for resource efficient and a Circular Economy created at national and regional level</p>	<ul style="list-style-type: none"> • I.R.3.1. 21 Contracting Parties (CPs) to the Barcelona Convention decided to strengthen the regional policy framework for green and circular businesses in the Mediterranean 	<ul style="list-style-type: none"> • 0 CP 	<ul style="list-style-type: none"> • 21 CPs 	<ul style="list-style-type: none"> • Progress/annual reports • National Action Plans 	<p>Political situation remains stable in the Mediterranean countries.</p> <p>Economic crisis does not reduce stakeholder</p>

	<ul style="list-style-type: none"> • I.R.3.2. Best Mediterranean Circular Economy businesses award established beyond duration of project • I.R.3.3. Updated version of SCP trends agreed at the regional level • I.R.4.1. At least 6 enabling national policies/national initiatives (laws, bylaws) approved by national governments • I.R.4.2. 8 Sustainable Consumption Production National Action Plans (SCP-NAPs) monitored and reviewed • I.R.4.3. At least 8 pilot projects successfully implemented 	<ul style="list-style-type: none"> • 0 second edition of the award planned • 0 recent SCP trends overview for the region • 4 policies/national initiatives in Egypt, Israel and Jordan on plastic reduction and waste management initiated • 8 SCP-NAPs developed during SwitchMed I • 8 pilot projects developed and implemented in SwitchMed I 	<ul style="list-style-type: none"> • 1 second edition of the award planned • 1 overview of SCP trends in the Mediterranean region • 14 national policies/national initiatives approved by national governments • 16 monitoring/review reports on NAPs • 16 pilot projects developed and implemented 	<ul style="list-style-type: none"> • Official communications on new national enabling policies, laws or initiatives • National monitoring and reporting documents • Completed project profiles 	<p>engagement and investment in SCP policies and activities.</p>
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<p>Output 3: Improved regional policy framework under the Barcelona Convention for the development of circular and green economy businesses</p>	<ul style="list-style-type: none"> • I.O.3.1.1. A Decision on the development of green businesses and green employment (GE) in the region prepared for adoption by the Barcelona Convention CPs • I.O.3.1.2. 25 SCP indicators analysed for all countries and connected with the MEAL system, providing a better vision of the situation and progress in the region 	<ul style="list-style-type: none"> • 0 Decision on GE measures • 0 analysis of the adopted SCP indicators 	<ul style="list-style-type: none"> • 1 Decision on GE • 2 initiatives supporting the implementation of the Decision launched (updated as of Addendum III) • 25 SCP indicators analysed for all countries • SCP indicators' list updated and uploaded within the MapX tool of the World Environment Situation Room (WESR) (updated as of Addendum III) 	<ul style="list-style-type: none"> • Decision of the CPs to the Barcelona Convention • Working documents of the MedWaves (former SCP/RAC) National Focal Points meeting • Website of the Switchers Policy Hub (updated as of Addendum III) • Website of the Euro-Med Week for Waste Reduction (updated as of Addendum III) • Conclusions of the MedWaves (former SCP/RAC) National Focal Points meeting • Report of the Mediterranean Action Plan (MAP) Focal Points 	<p>The Contracting Parties to the Barcelona Convention decide to strengthen their support to green and circular economies and recognize the essential role of circular businesses for the sustainable future of the region</p>

	<ul style="list-style-type: none"> • I.O.3.1.3. 1 Mediterranean Business Award celebrated with a special emphasis on businesses led by women • I.O.3.1.4. 1 strategy for the long-term sustainability of the Award validated with the Barcelona Convention CPs 	<ul style="list-style-type: none"> • 0 Mediterranean Business Award • 0 strategy 	<ul style="list-style-type: none"> • 1 Mediterranean Business Award • 1 strategy for the long term sustainability 	<ul style="list-style-type: none"> • Report of the Mediterranean Commission on Sustainable Development (MCSD) Meeting • Candidates' forms for the business award • Resolution on the winner/s of the business award • Progress/annual reports • Legal basis of the new calls for candidates of the Mediterranean Business Award (updated as of Addendum III) 	
Output 4: Support and implementation of SCP NAPs					
<p>Output 4.1: Monitoring and review of the Sustainable Consumption and Production National Action Plans (SCP-NAPs)</p>	<ul style="list-style-type: none"> • I.O. 4.1.1. Review interviews or workshops organized at country level (updated as of Addendum III) 	<ul style="list-style-type: none"> • 0 workshops 	<ul style="list-style-type: none"> • 8 methodology reports of interviews or workshops with at least 20 stakeholders & gender data included (updated as of Addendum III) 	<ul style="list-style-type: none"> • Interview/workshop reports including gender reference (updated as of Addendum III) 	<p>SwitchMed national focal points continue to be actively involved in putting SCP on the national agenda.</p> <p>SCP needs to remain a national priority.</p>

	<ul style="list-style-type: none"> • I.O. 4.1.2. 8 SCP-NAPs monitored and reviewed (updated as of Addendum III) • I.O. 4.1.3. At least 8 national dissemination workshops/roundtables for government officials organized (updated as of Addendum III) 	<ul style="list-style-type: none"> • 8 NAPs developed during SwitchMed I • 0 workshop 	<ul style="list-style-type: none"> • 8 SCP-NAPs status reports delivered (updated as of Addendum III) • 8 workshops/roundtables delivered with at least 40 participants per workshop, with gender data included (updated as of Addendum III) 	<ul style="list-style-type: none"> • Status report on SCP-NAPs (updated as of Addendum III) • Reports and list of participants of national dissemination activities 	<p>Governments agree to mobilize resources for implementing the SCP-NAPs.</p> <p>Continuous engagement of SCP committees in the process of monitoring and review of the SCP-NAPs.</p>
<p>Output 4.2: Enabling policy frameworks established at national level through successful implementation of pilot projects at national level</p>	<ul style="list-style-type: none"> • I. O. 4.2.1.b. At least one implementing project is identified per country 	<ul style="list-style-type: none"> • 4 projects in SwitchMed I stage with Egypt, Israel, Jordan and Palestine 	<ul style="list-style-type: none"> • Additional 8 pilot projects identified 	<ul style="list-style-type: none"> • Collaboration agreements signed 	<p>Engagement and commitment of all project partners for approving the needs assessment and the implementation roadmap and work plan.</p>
	<ul style="list-style-type: none"> • I. O. 4.2.2. Needs assessment developed for at least 8 demo projects • I. O. 4.2.3. Implementing strategies/work plans for at least 8 implementing projects are developed and approved by government and stakeholders 	<ul style="list-style-type: none"> • 4 need assessment reports developed in SwitchMed I • 4 work plans developed and implemented in SwitchMed I 	<ul style="list-style-type: none"> • Additional 8 assessment reports developed • Additional 8 work plans developed and implemented 	<ul style="list-style-type: none"> • Needs assessment reports for each demonstration project • Communication from government approving/validating implementing strategies 	<p>Projects respond to the needs identified by the countries and have been selected upon their expressed interest</p>

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| | <ul style="list-style-type: none"> • I.O. 4.2.4. At least two national training/capacity building workshops per country effectively delivered with min 90 national stakeholders per countries trained (including trainings of trainers (ToTs)) (updated as of Addendum III) • I.O. 4.2.5. The technical assistance and advisory services provided to national stakeholders through field missions, policy advocacy and working sessions | <ul style="list-style-type: none"> • 50 workshops/trainings carried out during SwitchMed I • Services delivered through at least 2 missions per year to countries (updated as of Addendum III) | <ul style="list-style-type: none"> • At least 16 additional training/capacity building workshops delivered (updated as of Addendum III) • At least 16 missions in total to 8 countries for services delivering (updated as of Addendum III) | <ul style="list-style-type: none"> • Training reports with gender reference • Mission reports | |
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	<ul style="list-style-type: none"> • I.O. 4.2.6. Tools, methodologies and guidelines adapted to national contexts (including translation into national languages) <ul style="list-style-type: none"> • I.O. 4.2.7. At least 6 enabling national policies/national initiatives (laws, bylaws, ...) approved by national governments 	<ul style="list-style-type: none"> • Tools, methodologies, principles and guidelines such as on gender mainstreaming and extended producer responsibility (EPR) developed and translated national languages (updated as of Addendum III) <ul style="list-style-type: none"> • 3 laws/bylaws in Egypt, Israel and Jordan on plastic reduction and waste management initiated 	<ul style="list-style-type: none"> • At least additional 4 tools/methodologies and guidelines developed and/or adapted to national context (updated as of Addendum III) <ul style="list-style-type: none"> • 6 national laws/bylaws approved by national governments 	<ul style="list-style-type: none"> • Adapted tools, methodologies and guidelines <ul style="list-style-type: none"> • Government approved national policies (laws, bylaws) 	
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	<ul style="list-style-type: none"> • I.O. 4.2.8. At least 8 publications produced on lessons learned, good practices and other project outputs, with gender reference reflected • I.O. 4.2.9. At least 8 national/regional/international/dissemination and knowledge sharing events organized 	<ul style="list-style-type: none"> • 4 national project reports and briefs developed under SwitchMed I • 5 events organized at country and regional level during SwitchMed I 	<ul style="list-style-type: none"> • At least additional 8 publications produced on project lessons learned, good practices with gender data and reference reflected • At least additional 8 events organized at national/regional/international level with at least 30 participants/stakeholders with gender data included 	<ul style="list-style-type: none"> • Publications and promotional material developed • Minutes/report on dissemination and knowledge sharing events 	
Component 3: Networking, communication & coordination					
<p>Outcome 3: Facilitate knowledge and information sharing for accelerating the uptake of green and Circular Economy</p>	<ul style="list-style-type: none"> • I.R.5.1. Information and knowledge sharing about the SCP practices facilitated • I.R.5.2. Demand for sustainable products stimulated 	<ul style="list-style-type: none"> • No visits on the new SwitchMed web platform • 7,000 likes on social media accounts • No simulation of demand for SwitchMed products and services 	<ul style="list-style-type: none"> • 100,000+ visits on the new SwitchMed platform • 10,000 likes on social media accounts • Simulation of demand for 100+ SwitchMed products and services 		

	<ul style="list-style-type: none"> • I.R.6.1. Governance structure set in place through establishment of the Steering Committee 	<ul style="list-style-type: none"> • No Steering Committee established 	<ul style="list-style-type: none"> • 1 steering committee established 		
Output 5: Networking Facility					
<p>Output 5.1: Enhanced dissemination of the SwitchMed Programme results</p>	<ul style="list-style-type: none"> • I.O.5.1. Fully functional new SwitchMed web platform: 100,000+ new total visits • I.O.5.2. Quarterly SwitchMed newsletters (new) reaching to 1,000+ recipients • I.O.5.3. Fully functional SwitchMed social media channels: 10,000+ likes (from the region) • I.O.5.4. 3 side events • I.O.5.5. 2 Regional Dissemination Networking Events (SwitchMed Connect) organized with at least 248 regional participants 	<ul style="list-style-type: none"> • 2018 version of the SwitchMed web platform • 0 recipients • Circa 7,000 likes on social media accounts (SwitchMed I) • 0 side events • 0 events with 0 participants 	<ul style="list-style-type: none"> • 1 newly established SwitchMed web platform • 1,000+ new recipients • 10,000+ likes on social media accounts • 3 side events • 2 SwitchMed Connect with at least 248 participants each 	<ul style="list-style-type: none"> • The revised SwitchMed Communications Strategy • Performance analytics for the platforms and the social media channels • Newsletters published on the platform and the dissemination plan • Side events news items • Session summaries of the SwitchMed Connect posted on the platform and the dissemination plan • Participants list and the post-event survey results of the SwitchMed Connect 	<p>Political situation remains stable in the Mediterranean countries.</p> <p>The regional and strategic partners of the SwitchMed Programme are collaborative.</p> <p>Technical infrastructure is available to use the social media apps.</p>

	<ul style="list-style-type: none"> • I.O.5.6. At least 200 satisfied participants on the knowledge acquired about how to support green and circular businesses and how to create and enabling environment for those businesses in the Mediterranean region 	<ul style="list-style-type: none"> • 0 participants 	<ul style="list-style-type: none"> • At least 200+ satisfied participants on the knowledge acquired 	<ul style="list-style-type: none"> • Progress/annual reports 	
<p>Output 5.2: Increased support to the consumption of sustainable products and services</p>	<ul style="list-style-type: none"> • I.O.5.2.1. Stimulation of demand for 100 sustainable products and services on the SWITCH-products platform • I.O.5.2.2. 4 sustainable product retailers and distributors engaged • I.O.5.2.3. 4 successful matches on the open innovation platform 	<ul style="list-style-type: none"> • No activities for stimulation of demand for the SwitchMed products and services • 0 retailers and distributors engaged • 0 matches on the open innovation platform 	<ul style="list-style-type: none"> • 4 workshops and online platform for stimulation of demand for SwitchMed products and services • 4+ retailers and distributors engaged • 4+ successful matches on the open innovation platform 	<ul style="list-style-type: none"> • Performance analytics of the SWITCH-products platform • 4 letters of intent (LoI) signed by product retailers and distributors • Performance analytics of the open innovation platform • 4 memoranda of understanding (MoU) signed between the seekers and the provider possibly including seed money 	<p>Political situation remains stable in the Mediterranean countries.</p> <p>The regional and strategic partners of the SwitchMed Programme are collaborative.</p>

<p>Output 5.3: Networking Facility for Blue Economy in the Mediterranean</p>	<ul style="list-style-type: none"> • I.O.5.3.1. Fully functional new SwitchMed web platform: 3,000+ new total visits on Blue Economy pages • I.O.5.3.2. Quarterly SwitchMed newsletters reaching to 250+ Blue Economy actors • I.O.5.3.4. Fully functional SwitchMed social media channels: 1,500+ likes (from Blue Economy actors) • I.O.5.3.5. 1 Blue Economy side event 	<ul style="list-style-type: none"> • No visits from Blue Economy actors on the SwitchMed web platform • 0 Blue Economy actors receiving the newsletter • Circa 0 likes on social media accounts by Blue Economy actors • 0 side events 	<ul style="list-style-type: none"> • 3,000+ new total visits on Blue Economy pages • Newsletters reaching to 250+ Blue Economy actors • 1,500+ likes (from Blue Economy actors) • 2 Blue Economy side events 	<ul style="list-style-type: none"> • The revised SwitchMed Communications Strategy • Performance analytics for the platforms and the social media channels • Newsletters published on the platform and the dissemination plan • Side events news items 	<p>Political situation remains stable in the Mediterranean countries.</p> <p>The regional and strategic partners of the SwitchMed Programme are collaborative.</p> <p>Technical infrastructure is available to use the social media apps.</p>
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	<ul style="list-style-type: none"> • I.O.5.3.6. 1 Regional dissemination and networking events (SwitchMed Connect) organized with participation of 10 Blue Economy implementing partners and beneficiaries 	<ul style="list-style-type: none"> • 0 events with 0 Blue Economy participants 	<ul style="list-style-type: none"> • 2 editions of SwitchMed Connect with participation of 20 Blue Economy implementing partners and beneficiaries 	<ul style="list-style-type: none"> • Session summaries of the SwitchMed Connect posted on the platform and the dissemination plan • Participants list and the post-event survey results of the SwitchMed Connect • Progress/annual reports 	
<p>Output 5.4: Increased support to the consumption of sustainable products and services for the Blue Economy</p>	<ul style="list-style-type: none"> • I.O.5.4.1. Stimulation of demand for 20 sustainable products and services from the Blue Economy sectors on the SWITCH-products platform • I.O.5.4.2. 2 sustainable product retailers and distributors engaged 	<ul style="list-style-type: none"> • No activities for stimulation of demand for the Blue Economy products and services • 0 retailers and distributors engaged 	<ul style="list-style-type: none"> • 2 workshops and enhanced online platform for stimulation of demand for sustainable products and services from the Blue Economy sectors • 2+ retailers and distributors engaged 	<ul style="list-style-type: none"> • Performance analytics of the SWITCH-products platform • 2 Lol signed by product retailers and distributors 	<p>Political situation remains stable in the Mediterranean countries.</p> <p>The regional and strategic partners of the SwitchMed Programme are collaborative.</p>

	<ul style="list-style-type: none"> • I.O.5.4.3. At least 1 successful match on the open innovation platform 	<ul style="list-style-type: none"> • 0 matches on the open innovation platform 	<ul style="list-style-type: none"> • 1+ successful match on the open innovation platform 	<ul style="list-style-type: none"> • Performance analytics of the open innovation platform • 1 MoU signed between the seekers and the Blue Economy product and service provider possibly including seed money 	
Output 6: Programme management	<ul style="list-style-type: none"> • I.O.6.1. Steering Committees held • I.O.6.2. Bi-annual coordination group meetings held • I.O.6.3. Six-monthly progress reports submitted • I.O.6.4. Annual reports submitted • I.O.6.5. Independent, terminal evaluation completed 	<ul style="list-style-type: none"> • 0 • 0 • 0 • 0 • 0 	<ul style="list-style-type: none"> • 6 (updated as of Addendum III) • 11 (updated as of Addendum III) • 5 • 5 • 1 	<ul style="list-style-type: none"> • Meeting minutes • Progress/annual reports • Terminal evaluation report 	<p>Active engagement from the National Focal Points in the SCM</p> <p>Timely reporting from all partners</p>
Component 4: Blue Economy					
Outcome 4: Increase efficiency and competitiveness of key marine sectors and reduce	<ul style="list-style-type: none"> • I.R.7.1. # resource efficiency and best practices business cases in the seafood/aquaculture industry demonstrated using the 	<ul style="list-style-type: none"> • 0 	<ul style="list-style-type: none"> • 5 	<ul style="list-style-type: none"> • Progress/annual reports • Terminal evaluation report 	<p>Economic crisis does not reduce stakeholder engagement and</p>

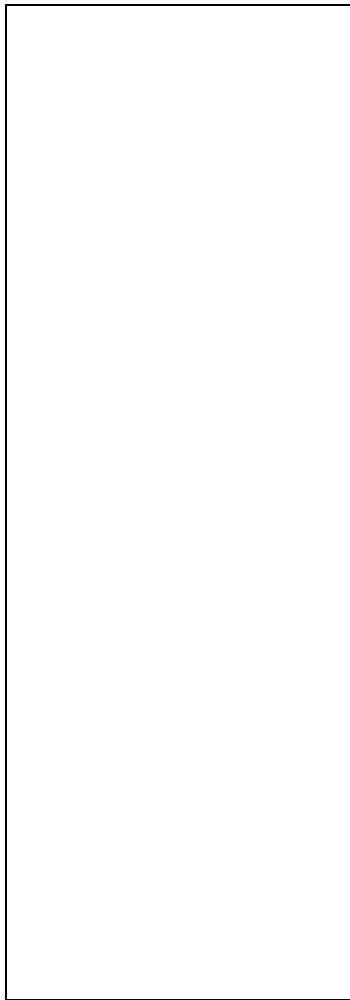
<p>their negative environmental impacts on the marine ecosystem</p>	<p>UNIDO Transfer of Environmentally Sound Technologies (TEST) methodology</p> <ul style="list-style-type: none"> • I.R.1.1. # of collaborations (such as private sector partnership) established with national institutions and international organizations involved in Blue Economy 	<ul style="list-style-type: none"> • 0 	<ul style="list-style-type: none"> • 5 		<p>investment in SCP policies and activities related to the Blue Economy</p>
<p>Output 7.1: Increased sustainability of the seafood value chain in Tunisia and Morocco</p>	<ul style="list-style-type: none"> • I.O.7.1. Stakeholders and service providers engaged and partnerships established • I.O.7.2. Mapping of seafood/aquaculture value chains completed in each country • I.O.7.3. At least 3 pilot projects implemented 	<ul style="list-style-type: none"> • 0 • 0 • 0 	<ul style="list-style-type: none"> • At least 15 stakeholders engaged • 3 mapping exercises completed • At least 3 pilot projects implemented 	<ul style="list-style-type: none"> • Progress/annual reports • Completed reports from mapping exercises 	<p>Target beneficiaries are willing to participate in the project.</p> <p>Local counterparts are capable and effectively support the process.</p> <p>Individuals, employees, students and institutions are interested in the</p>

	<ul style="list-style-type: none"> • I.O.7.4. Results of pilot projects disseminated • I.O.7.5. Policy recommendations developed on removing existing barriers in the business environment for scaling up circular Blue Economy solutions 	<ul style="list-style-type: none"> • 0 • 0 	<ul style="list-style-type: none"> • At least 10 best practices for sustainable seafood value chains promoted within the pilots • At least 30 professionals trained in sustainable seafood and aquaculture best practices • At least 1 publication produced and disseminated on results of pilot projects • At least 3 roadmaps/guidelines with policy recommendations developed and/or adapted to national context 	<ul style="list-style-type: none"> • Government approved national policies (laws, bylaws,) • Terminal evaluation report 	<p>knowledge and methodologies disseminated.</p>
<p>Output 7.2: Promotion of Sustainable Entrepreneurship in the Blue Economy Sector</p>	<ul style="list-style-type: none"> • I.O.7.2.1. 8 Switchers Support National Partnerships have included activities related with Blue Economy sustainable entrepreneurship in their work plans (WP) 	<ul style="list-style-type: none"> • 0 Switchers Support National Partnerships include BE activities in WP 	<ul style="list-style-type: none"> • 8 Switchers Support National Partnerships include BE activities in WP 	<ul style="list-style-type: none"> • WP of the SSNP 	<p>Business Support Organizations members of the SSNPs are willing to support BE entrepreneurs.</p>

	<ul style="list-style-type: none"> • I.O.7.2.2. 80-160 Blue Economy Switchers Starters have developed and tested their Green Business Models (at least 40% are women) • I.O.7.2.3. 8 Blue Economy Switchers incubated have developed their Green Business Plans and have been supported to launch their sustainable businesses (at least 40% are women) • I.O.7.2.4. 8 investor-ready Blue Economy Switchers have been trained in access to finance and have pitched their sustainable business projects in front of a pool of local investors 	<ul style="list-style-type: none"> • 0 BE Switchers Starters • 0 BE Switchers incubated • 0 investor-ready BE Switchers 	<ul style="list-style-type: none"> • 80-160 BE Switchers Starters • 8 BE Switchers incubated • 8 investor-ready BE Switchers 	<ul style="list-style-type: none"> • Green Business Model Canvas • Green Business Plans • List of Switchers trained • Performance report of the Switchers Meet Investors' Event 	<p>Local entrepreneurs are willing to create green businesses in BE sectors.</p> <p>Financial Actors in the target countries are willing to learn about BE green business projects.</p>
<p>Output 7.3: Integration of Circular Economy principles in Blue Economy sectors within the Barcelona Convention framework</p>	<ul style="list-style-type: none"> • I.O.7.3.1. # of studies measuring the strategic opportunities for the integration of Circular Economy principles in the Blue Economy sector 	<ul style="list-style-type: none"> • 0 specific study on the integration of Circular Economy principles in the Blue Economy sector in the Mediterranean 	<ul style="list-style-type: none"> • 1 set of recommendations on the integration of Circular Economy principles in selected Blue Economy sectors in the Barcelona Convention framework 	<ul style="list-style-type: none"> • MAP meetings' documents (SCP/RAC FP Meeting, MCSD, COP) 	<p>Important opportunities will be identified by looking at Blue Economy sectors with a Circular Economy perspective.</p> <p>Efficient coordination with Plan Bleu and the</p>

					<p>Mediterranean Blue Growth Economy.</p> <p>Political situation remains stable in the Mediterranean countries and COVID-19 crisis allows the organisation of international events in 2021.</p> <p>The first edition of the Mediterranean green business award is a success and there is a favourable environment to continue with the second edition.</p>
	<ul style="list-style-type: none"> • I.O.7.3.2. # of activities aiming at sharing the findings on the way forward for Blue and Circular Economy in the Mediterranean shared by key stakeholders of the MAP system • I.O.7.3.3. At least 20 candidatures promoting Blue Economy solutions are received and at least 1 is awarded 	<ul style="list-style-type: none"> • 0 specific event/session on Blue and Circular Economy in the Mediterranean • 0 	<ul style="list-style-type: none"> • 5 activities aiming at disseminating and discussing the findings of Activity 7.3.1. organized (specific sessions within MAP meetings, side event, expert meeting, webinar) • At least 20 Blue Economy solutions recognized by the green business • At least 1 Blue Economy awarded award 	<ul style="list-style-type: none"> • Agenda of the meetings • News items • Reports of the meetings • News items • Online platform for the presentation of candidatures • Report on the selection of the awardees by the jury 	

<p>Output 7.4: Mainstreaming SCP and CE into Blue Economy in selected port cities/countries (updated as of Addendum III)</p>	<ul style="list-style-type: none"> • I.O.7.4.1.a. At least 8 workshops to identify and select Blue Economy implementing projects organized at country level • I.O.7.4.1.b. At least 8 implementing projects identified in 8 countries, 1 project per country • I.O.7.4.1.c. Needs assessment developed for at least 8 demonstration projects • I.O.7.4.1.d. Implementing work plans for at least 8 implementing projects are developed and approved by government and stakeholders • I.O.7.4.2. At least 1 national training/capacity building workshop per country effectively delivered with min. 90 national stakeholders per country trained (including ToTs) 	<ul style="list-style-type: none"> • 0 workshops • 4 projects on SCP in SwitchMed I stage with Egypt, Israel, Jordan and Palestine • 4 needs assessment reports developed in SwitchMed I • 4 work plans developed and implemented in SwitchMed I • 50 workshops/trainings carried out during SwitchMed I 	<ul style="list-style-type: none"> • 8 reports of workshops with at least 20 stakeholders and gender data included • 8 additional pilot projects identified • 8 additional assessment reports developed • 8 additional work plans developed and implemented • At least 8 additional training/capacity building workshops delivered 	<ul style="list-style-type: none"> • Workshop report • Collaboration agreements signed • Needs assessment reports for each demonstration project • Work plans developed • Training reports with gender reference 	<p>SwitchMed national focal points continue to be actively involved in putting SCP on the national agenda.</p> <p>Engagement and commitment of all project partners for approving the needs assessment and the implementation roadmap and work plan.</p> <p>Projects respond to the needs identified by the countries and have been selected upon their expressed interest.</p>
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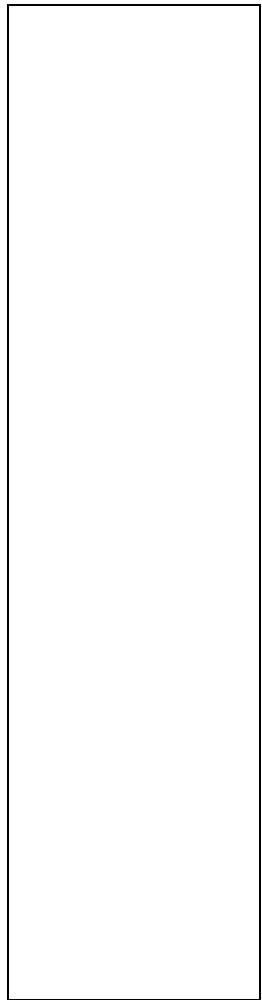


- **I.O.7.4.3.** Tools, methodologies and guidelines adapted to national contexts (including translation into national languages)
- **I.O.7.4.4.** At least 8 documentation/reports produced on project outputs and outcomes, lessons learned, good practice and possible upscaling and replication strategies with gender reference reflected

- Tools, methodologies and guidelines on eco-innovation and LCA developed and translated national languages
- 4 national project reports and briefs developed under SwitchMed I

- At least 1 additional tools/methodologies and guidelines developed and/or adapted to national context (**updated as of Addendum III**)
- At least 8 additional publications produced on project lessons learned, good practices with gender data and reference reflected

- Adapted tools, methodologies and guidelines
- Publications and promotional material developed



	<ul style="list-style-type: none"> • I.O.7.4.5. At least 2 national/regional/international dissemination and knowledge sharing events organized 	<ul style="list-style-type: none"> • 5 events organized at country and regional level during SwitchMed I 	<ul style="list-style-type: none"> • At least 2 additional events organized at national/regional/international level with at least 30 participants/stakeholders with gender data included 	<ul style="list-style-type: none"> • Minutes/report on dissemination and knowledge sharing events 	
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Annex 2: Job descriptions



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
TERMS OF REFERENCE FOR PERSONNEL UNDER INDIVIDUAL SERVICE AGREEMENT (ISA)

Title:	Senior evaluation consultant, team leader
Main Duty Station and Location:	Home-based
Missions:	Missions to Vienna, Austria and possibly 2-3 SwitchMed II countries
Start of Contract (EOD):	03/2024
End of Contract (COB):	08/2024
Number of Working Days:	60 working days spread over the above-mentioned period

1. ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Unit (EIO/IEU) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides evidence-based analysis and assessment on result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide credible, reliable and useful assessment that enables the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. EIO/IEU is guided by the UNIDO Evaluation Policy, which is aligned to the norms and standards for evaluation in the UN system.

2. 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). S/he will perform, inter alia, the following main tasks:

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<p>1. Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data). Define technical issues and questions to be addressed by the national technical evaluator prior to the field visit. Determine key data to collect in the field and adjust the key data collection instrument if needed. In coordination with the project manager, the project management team and the national technical evaluator, determine the suitable sites to be visited and stakeholders to be interviewed.</p>	<ul style="list-style-type: none"> Adjusted table of evaluation questions, depending on country specific context. Draft list of stakeholders to interview during the field missions. Identify issues and questions to be addressed by the local technical expert 	7 days	Home-based
<p>2. 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, confirm the evaluation methodology, draft theory of change, and tentative agenda for fieldwork. Provide guidance to the national evaluator to prepare initial draft of output analysis and review technical inputs prepared by national evaluator, prior to field mission.</p>	<ul style="list-style-type: none"> Draft theory of change and Evaluation framework to submit to the Evaluation Manager for clearance. Guidance to the national evaluator to prepare output analysis and technical reports. 	7 days	Home based
<p>3. Briefing with the UNIDO Independent Evaluation Unit, project managers and other key stakeholders at UNIDO HQ (included in preparation of presentation).</p>	<ul style="list-style-type: none"> Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning. Unit of evaluation tasks with the National Consultant. 	1 day	Through skype
<p>4. Conduct field mission to XXX⁹.</p>	<ul style="list-style-type: none"> Conduct meetings with relevant project 	20 days	(specific project)

⁹ 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
	stakeholders, beneficiaries, etc. for the collection of data and clarifications. <ul style="list-style-type: none"> • Agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks. • Evaluation presentation of the evaluation’s preliminary findings, conclusions and recommendations to stakeholders in the country, at the end of the mission. 		site to be identified at inception phase)
5. Present overall findings and recommendations to the stakeholders at UNIDO HQ.	<ul style="list-style-type: none"> • After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed. 	1 day	Vienna, Austria
6. Prepare the evaluation report, with inputs from the National Consultant, according to the TOR. Coordinate the inputs from the National Consultant and combine with her/his own inputs into the draft evaluation report. Share the evaluation report with UNIDO HQ and national stakeholders for feedback and comments.	<ul style="list-style-type: none"> • Draft evaluation report. 	20 days	Home-based
7. Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Unit and stakeholders and edit the language and form of the final version according to UNIDO standards.	<ul style="list-style-type: none"> • Final evaluation report. 	4 days	Home-based

MINIMUM ORGANIZATIONAL REQUIREMENTS

Education:

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

Technical and functional experience:

- Minimum of 15-20 years' experience in evaluation of development projects and programmes
- Good knowledge of circular economy and resource efficiency
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks
- Familiarity with gender analysis tools and methodologies an asset
- Working experience in developing countries

Languages:

Fluency in written and spoken English is required. 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 Unit.

REQUIRED COMPETENCIES

Core values:

WE LIVE AND ACT WITH INTEGRITY: work honestly, openly and impartially.

WE SHOW PROFESSIONALISM: work hard and competently in a committed and responsible manner.

WE RESPECT DIVERSITY: work together effectively, respectfully and inclusively, regardless of our differences in culture and perspective.

Core competencies:

WE FOCUS ON PEOPLE: cooperate to fully reach our potential –and this is true for our colleagues as well as our clients. Emotional intelligence and receptiveness are vital parts of our UNIDO identity.

WE FOCUS ON RESULTS AND RESPONSIBILITIES: focus on planning, organizing and managing our work effectively and efficiently. We are responsible and accountable for achieving our results and meeting our performance standards. This accountability does not end with our colleagues and supervisors, but we also owe it to those we serve and who have trusted us to contribute to a better, safer and healthier world.

WE COMMUNICATE AND EARN TRUST: communicate effectively with one another and build an environment of trust where we can all excel in our work.

WE THINK OUTSIDE THE BOX AND INNOVATE: To stay relevant, we continuously improve, support innovation, share our knowledge and skills, and learn from one another.



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

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

Title:	National evaluation consultant
Main Duty Station and Location:	Home-based
Mission/s to:	Travel to potential sites within country name
Start of Contract:	03/2024
End of Contract:	08/2024
Number of Working Days:	30 days spread over the above-mentioned period

ORGANIZATIONAL CONTEXT

The UNIDO Independent Evaluation Unit (EIO/IEU) is responsible for the independent evaluation function of UNIDO. It supports learning, continuous improvement and accountability, and provides evidence-based analysis and assessment on result and practices that feed into the programmatic and strategic decision-making processes. Independent evaluations provide credible, reliable and useful assessment that enables the timely incorporation of findings, recommendations and lessons learned into the decision-making processes at organization-wide, programme and project level. EIO/IEU 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 national evaluation consultant will evaluate the projects according to the terms of reference (TOR) under the leadership of the team leader (international evaluation consultant). S/he will perform the following tasks:

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
Desk review Review and analyze project documentation and relevant country background information; in cooperation with the Team Leader, determine key data to collect in the	Evaluation questions, questionnaires/interview guide, logic models adjusted to ensure understanding in the national context.	5 days	Home-based

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
<p>field and prepare key instruments in English (questionnaires, logic models).</p> <p>If need be, recommend adjustments to the evaluation framework and Theory of Change in order to ensure their understanding in the local context.</p>	<p>A stakeholder mapping, in coordination with the project team.</p>		
<p>Carry out preliminary analysis of pertaining technical issues determined with the Team Leader.</p> <p>In close coordination with the project staff team verify the extent of achievement of project outputs prior to field visits.</p> <p>Develop a brief analysis of key contextual conditions relevant to the project.</p>	<ul style="list-style-type: none"> • Report addressing technical issues and question previously identified with the Team leader. • Tables that present extent of achievement of project outputs • Brief analysis of conditions relevant to the project 	5 days	Home-based
<p>Coordinate the evaluation 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>	<ul style="list-style-type: none"> • Detailed evaluation schedule. • List of stakeholders to interview during the field missions. 	2 days	Home-based
<p>Coordinate and conduct the field mission with the team leader in cooperation with the Project Management Unit, where required.</p> <p>Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p> <p>Conduct the translation for the Team Leader, when needed.</p>	<p>Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission.</p> <p>Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p>	10 days (including travel days)	In
<p>Follow up with stakeholders regarding additional information promised during interviews.</p> <p>Prepare inputs to help fill in information and analysis gaps (mostly related to technical issues) and to prepare of tables to be included in the evaluation report as agreed with the Team Leader.</p>	<p>Part of draft evaluation report prepared.</p>	8 days	Home-based

<u>MAIN DUTIES</u>	Concrete/measurable outputs to be achieved	Expected duration	Location
Revise the draft project evaluation report based on comments from UNIDO Independent Evaluation Unit and stakeholders and proofread the final version.			

MINIMUM ORGANIZATIONAL REQUIREMENTS

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

Technical and functional experience:

- Excellent knowledge and competency in the field of circular economy, energy efficiency
- Evaluation experience, including evaluation of development cooperation in developing countries is an asset.
- Exposure to the development needs, conditions and challenges in their country and region.
- Familiarity with gender analysis tools and methodologies and asset
- Familiarity with the institutional context of the project is desirable.

Languages: Fluency in written and spoken English and in local language 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 Unit.

REQUIRED COMPETENCIES

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Annex 3: Outline of an in-depth project evaluation report

Abstract

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Acknowledgements

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Annex 4: Quality checklist

Quality criteria		UNIDO EIO/IEU assessment notes	Rating
1	The inception report is well-structured, logical, clear, and complete.		
2	The evaluation report is well-structured, logical, clear, concise, complete and timely.		
3	The report presents a clear and full description of the 'object' of the evaluation.		
4	The evaluation's purpose, objectives, and scope are fully explained.		
5	The report presents a transparent description of the evaluation methodology and clearly explains how the evaluation was designed and implemented.		
6	Findings are based on evidence derived from data collection and analysis, and they respond directly to the evaluation criteria and questions.		
7	Conclusions are based on findings and substantiated by evidence and provide insights pertinent to the object of the evaluation.		
8	Recommendations are relevant to the object and purpose of the evaluation, supported by evidence and conclusions, and developed with the involvement of relevant stakeholders.		
9	Lessons learned are relevant, linked to specific findings, and replicable in the organizational context.		
10	The report illustrates the extent to which the evaluation addressed issues pertaining to a) gender mainstreaming, b) human rights, and c) environmental impact.		
<p><u>Rating system for quality of evaluation reports</u></p> <p>A number rating 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.</p>			