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INDUSTRIAL DEVELOPMENT ORGANIZATION



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# Independent Terminal Evaluation of SwitchMed II

Office of Evaluation and Internal Oversight

# Independent Terminal Evaluation of SwitchMed II



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION

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## Abstract

The SwitchMed II programme, implemented from January 2019 to June 2024 by UNIDO, UNEP, and MedWaves, aimed to support the transition to a green, blue, and circular economy in eight Southern Mediterranean countries: Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine, and Tunisia. Funded by the EU, the programme also received co-financing from the Catalan Waste Agency and the Italian Government. The programme demonstrated high alignment with global and national sustainable development goals, notably contributing to SDGs 8, 9, 12, and 17, and national environmental priorities. However, gaps in project design flexibility and access to financial markets were identified. While the programme's coherence with national policies was strong, coordination across project components and regional integration remained limited, reducing potential synergies. Administrative and financial challenges, including complex partnership agreements and delays in funding disbursements, hindered project efficiency, though results were delivered cost-effectively by leveraging existing resources. In terms of effectiveness, 76% of outcome indicators were fully met, with substantial progress in resource efficiency, circular economy, and green business development, supporting the creation of 121 new businesses. However, institutional gaps and economic instability posed challenges. The programme also generated positive impacts on policymaking and sustainable business ecosystems, though its transformative impact on job creation and entrepreneurship remained moderate. Sustainability was evidenced through lasting benefits, particularly in policy integration and institutional changes. Key recommendations for future programmes include enhancing stakeholder engagement, regional-national integration, and project governance, along with improving financial management, collaboration, and support for green entrepreneurs. The evaluation emphasized scaling SwitchMed II's achievements to further promote sustainable economic growth in the region.

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## Abbreviations and acronyms

Abbreviation	Meaning
AFD	Agence française de développement
ALI	Association of Lebanese Industrialists
ANGED	Agence Nationale de Gestion des Déchets / National Waste Management Agency
ANPT	Agence Nationale de Promotion et de Développement des Parcs Technologiques / National Agency for the Promotion and Development of Technology Parks
BDC	Business Development Centre
BDSP	Business Development Service Providers
BSO	Business support organisation
CBAM	Carbon Border Adjustment Mechanism
CCG	Caisse Centrale de Garantie / Central Guarantee Fund
CE	Circular Economy
CIBEL	Complexe Industriel Belhassan
CITET	Centre International des Technologies de l'Environnement de Tunis / International Center for Environmental Technologies of Tunis
CNTPP	National Cleaner Production Center
CNRS	Conseil National de la Recherche Scientifique / Centre for national Scientific Research
COI	Chamber of Industry
COP	Conference of parties
COVAD	Coalition pour la Valorisation des Déchets / Coalition for Waste Recovery
CPs	Contracting Parties
CSO	Civil Society Organization
CTPES	Centre des Toutes Petites Entreprises Solidaires / Center for Very Small Solidarity Enterprises
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
EPR	Extended Producer Responsibility
EQA	Environmental Quality Authority-Palestine
ESS	Environmental and Social Safeguards
ESSA	Energy Sector Support Activity
EU	European Union
EUD	EU Delegation



EUR	Euro
FADES	Fonds Arabe pour le Développement Economique et Social/ Arab Fund for Economic and Social Development
FCCIAL	Federation of the Chambers of Commerce, Industry and Agriculture
FENIP	Fédération des Industries de la Pêche/ Federation of Fishing Industries
GAIN	Green Action in Entreprises
GCF	Green Climate Fund
GDP	Gross Domestic Product
GE	Green Employment
GEF	Global Environment Facility
HQ	Headquarters
IGG	Inclusive Green Growth
INSTM	Institut National des Sciences et Technologies de la Mer/ National Institute of Marine Sciences and Technologie
IP	Implementing Partner
KOICA	Korean International Cooperation Agency
LNOB	Leave No One Behind
MAP	Mediterranean Action Plan
MEAL	Monitoring, Evaluation, Accountability, and Learning
MENA	Middle East and North Africa
MoE	Ministry of Environment
MoENV	Ministry of Environment-Jordan
MoET	Ministry of Economy and Trade
MoI	Ministry of Industry
MoT	Ministry of Tourism
MIT	Ministry of Industry, Trade and Supply
MorSEFF	Morocco Sustainable Energy Financing Facility
MoNE	Ministry of National Economy-Palestine
MOOC	Massive Online Open Course
MSME	Micro, Small and Medium Enterprises
MSMEDA	Micro, Small and Medium Enterprises Development Agency
MSSD	Mediterranean Strategy for Sustainable Development
MTR	Mid-term Review
NAB	National Advisory Board
NDA	non-disclosure agreement
NDC	Nationally Determined Contribution
NFP	National Focal Point

NGO	Non-Governmental Organization
OECD-DAC	Organization for Economic Co-operation & Development/ Development Assistance Committee
OFPTT	Office de la Formation Professionnelle et de la Promotion du Travail / Office of Vocational Training and Work Promotion
OSCE	Organization for Security and Cooperation in Europe
PAGE	Partnership for Action on Green Economy
PEF	Product Environmental Footprint
PM	Project Manager
PMU	Project Management Unit
PNS	Partenaire National des Switchers/ National Switchers Partner
PR	Public Relations
PwDs	People with Disabilities
RBM	Results-based Management
RECP	Resource-Efficient and Cleaner Production
RECP SP	Resource Efficient and Cleaner Production Service Providers
ROM	Results-oriented Monitoring
RSS	Royal Scientific Society
S2G	Switch 2 Green
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
SII	Standards Institution of Israel
SM	SwitchMed
SMEs	Small and Medium sized Enterprises
SSNP	Switchers Support National Partnerships
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TE	Terminal Evaluation
TEST	Transfer of Environmentally Sound Technologies
TOC	Theory of Change
TOR	Terms of Reference
ToT	Training of Trainers
UfM	Union for the Mediterranean
UN	United Nations
UNEG	United Nations Evaluation Group
UNEP	United Nations Environment Programme
UNEP/MAP	United Nations Environment Programme-Mediterranean Action Plan

UNIDO	United Nations Industrial Development Organization
UNSSC	United Nations System Staff College
USD	United States Dollar
VTC	Vocational Training Corporation
WECA	Water Efficiency and Conservation Activity
WES	Water and Environment Support
WMRA	Waste Management Regulatory Authority

## Glossary of Evaluation Related Terms

Term	Definition
Assumptions	The conditions that need to be in place to achieve the results as will or may affect progress or success at different levels of an intervention's causal pathway. The assumptions can be internal or external to UNIDO or the particular programme or project and usually connect outputs to outcomes, and outcomes to impact.
Baseline	The situation, prior to an intervention, against which progress can be assessed or comparisons made.
Coherence	The compatibility of the intervention with other interventions in a country, sector or institution. The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa.
Effect	Intended or unintended change due - directly or indirectly - to an intervention.
Effectiveness	The extent to which the objectives of a development intervention were or are expected to be achieved.
Efficiency	A measure of how economically resources/inputs (funds, expertise, time, etc.) are converted to results.
Environmental and social safeguards (ESS)	The extent to which environmental, climate change and social risks and impacts of a UNIDO product, service or process have been assessed and addressed (in line with respective administrative issuances).
Evaluand	The object of an evaluation, typically an intervention, organizational programme of work, or system.
Gender mainstreaming	The extent to which an adequate gender analysis has been conducted for a UNIDO product, service or process, its findings have been included in its design and monitoring and reporting data is sex-disaggregated where feasible.
Impact	Positive and negative, primary and secondary, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Independent evaluation	Independent evaluations provide an independent, credible and evidence-based assessment on a given entity under evaluation, such as a project, programme, or an entire strand of activities under a thematic, geographical or institutional heading. Independent evaluations are conducted and/or managed by staff members of the UNIDO Independent Evaluation Unit and conducted by external independent evaluation consultants.
Indicator	Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development actor. Means by which a change will be measured.

Intervention	An external action to assist a national effort to achieve specific development goals.
Lessons learned	Generalizations based on evaluation experiences that abstract from specific to broader circumstances. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact.
Logframe (logical framework approach)	Management tool used most often at the project level. It involves identifying strategic elements (activities, outputs, outcomes, impact) and their causal relationships, indicators, and the assumptions or risks that may influence success and failure. It thus facilitates designing, planning, execution, monitoring and evaluation of a development cooperation intervention. System based on MBO (management by objectives) also called RBM (results-based management) principles.
Mainstreaming/sustaining	Initiatives are reproduced/adopted in other geographical areas or regions.
Market change	Initiatives catalyze market transformation by influencing the supply and demand for goods and services contributing to global environmental, economic and social benefits.
Means of verification	Data sources for indicators; reliable and cost-effective.
Outcome	The achieved or likely short-term and medium-term effects of an intervention's outputs.
Outputs	The products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.
Policy	A set of ideas or a plan of what to do in particular situations that has been agreed to officially by a group of people, an organization, a business organization, a government, or a political party.
Programme	<p>A collection of organizational resources that is geared to accomplish a certain major result or a set of results in a coordinated manner. Therefore, it is used in the context of development cooperation interventions as well as the organizational programme of work:</p> <p>a) A programme contributing to the organizational programme of work: An official plan of action within the Organization, which is aimed at accomplishing a clear organizational objective, and includes details on what work is to be done, by whom, when, and what means or resources will be used.</p> <p>b) Development cooperation programme: A group of complementary projects or activities designed and managed in a coordinated and coherent way, simultaneously or sequentially, to obtain broader benefits and long-term results (impact) not directly attainable from managing the projects individually. A programme is further typically characterized as a systematic and complex intervention to address a development problem or need to attain specific sectoral, national, regional or global development objectives.</p>

Progress to impact	Positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended, including redirecting trajectories of transformational process and the extent to which conditions for trajectory change are being put into place.
Progress- and performance measurement and monitoring, reporting & evaluation systems (M, R & E)	The extent to which indicators and means of verification (data sources) as well as M, R & E plans are fit to inform adaptive management and decision-making.
Project	A development cooperation intervention, which is designed to achieve specific objectives (outputs and outcomes) contributing to a higher objective (impact) within a given budget and a specific period of time, i.e. it has a beginning and an end.
Project/programme design	Formulation of the intervention, the plan to achieve a specific purpose.
Project/programme performance	Functioning of a development intervention
Quality	Products, services and processes being free of deficiencies or, in other words, satisfactory in terms of meeting established requirements (i.e. principles, standards and criteria).
Recommendations	Proposals aimed at enhancing the effectiveness, quality, or objectives; and/or at the reallocation of resources.
Relevance	The extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities and partners' and donor's policies. Note: Retrospectively, the question of relevance often becomes a question as to whether the objectives of an intervention or its design are still appropriate given changed circumstances.
Replication	Initiatives are reproduced/adopted in other geographical areas or regions.
Result	Specific and measurable change (output, outcome and impact) that is derived from a cause-and-effect relationship. The causality relationship between the changes is as important as the results themselves as it reflects the theory of change (see below) and the roles of UNIDO and its partners.
Results-Based Management (RBM)	A management strategy – at project and programme, portfolio, organizational, country, and global levels – based on managing for the achievement of intended results within a given context by integrating a results philosophy and principles into all aspects of management and by integrating good practices and lessons learned from past performance into management decision-making.
Results chain	The causal sequence for a development intervention that stipulates the necessary sequence to achieve desired results – beginning with inputs, moving through activities and outputs, and culminating in individual outcomes and those that influence outcomes for the community, goal/impacts



	and feedback. It is based on a theory of change, including underlying assumptions.
Review	A systematic and evidence-based self-assessment of the performance of a programme or project, aiming at determining performance against established criteria. The vehicle for steering corrective action by line management, and therefore a management responsibility (under 1st and 2nd Line of the UNIDO Three Lines Model of Defence (3LM)). It can be conducted internally, i.e. by personnel directly involved in a programme or project, or externally, i.e. by personnel hired specifically for the purpose of conducting the review (good practice), whereby the overall responsibility for the review rests with the programme or project management. Reviews can be carried out at different stages of the programme or project life cycle, i.e. for programmes and projects with start and end dates as mid-term reviews (MTRs) and terminal self-evaluations, and for open-ended programmes periodically.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Scale-up	Scale-up is defined as the multiplication of an achieved result from an intervention, in which a greater number of beneficiaries (people or institutions) benefit more lastingly from the results. The scaling-up process may be: a) horizontal, expanding geographical reach to cover more people through replication and adaptation; and/or b) vertical, expanding institutional reach to guide principles of practice through mainstreaming. Scaling-up of results may require an integrated approach of horizontal and vertical scaling-up
Self-evaluation	Self-evaluations are reviews (see above).
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed. The probability of continued long-term benefits. The resilience to risk of the net benefit flows over time.
Target group	The specific individuals or organizations for whose benefit an intervention is undertaken.
Theory of change	Theory of change or programme theory is similar to a logic model but includes key assumptions behind the causal relationships and sometimes the major factors (internal and external to the intervention) likely to influence the outcomes.
Transformational Change	Deep, systemic, and sustainable change with large-scale impact.

## Executive summary

This report presents the independent terminal evaluation of the SwitchMed II programme. SwitchMed II was implemented by UNIDO, UNEP and MedWaves during the period January 2019 to June 2024. The programme aimed to support the transition to green, blue, and circular economy of countries in the Southern Mediterranean region, including Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine, and Tunisia. The programme was funded by the European Union (EU) with co-financing from the Catalan Waste Agency and additional funds from the Italian Government.

The evaluation was approved in the 2022-23 EIO Work Plan with the purpose to assess the design and implementation of SwitchMed II while evaluating the extent to which its expected results have been achieved. The evaluation employed a consultative, transparent, and culturally sensitive approach while engaging UNIDO stakeholders throughout the process. A theory of change approach was utilized alongside mixed methods, including desk reviews, stakeholder consultations, surveys, and site visits, to ensure data triangulation for credibility. Key findings were validated through an online presentation with key staff, allowing for incorporation of feedback into the final report.

### Key findings

**Relevance:** The SwitchMed II programme was highly aligned with global, regional, and national sustainable development goals, notably supporting SDGs 8, 9, 12, and 17. It contributed to the EU's Circular Economy Package, addressing environmental priorities such as plastic waste reduction in the Mediterranean, while also responding to national agendas in countries such as Tunisia, Lebanon, Algeria, and Egypt. However, the evaluation noted opportunities to enhance the engagement of partners and stakeholders in project design and implementation. Some stakeholders indicated a need for more flexibility and involvement in project design, including sector selection, and room to strengthen access to financial markets. The programme had a moderate focus on gender and youth inclusion, but implementation was uneven. Adaptive management was applied during crises like COVID-19, although the pandemic caused significant delays.

**Coherence:** SwitchMed II demonstrated strong coherence and compatibility with national interventions across several countries by aligning with local policies, strategies, and institutional efforts, particularly in green and circular economy initiatives. National partners in Morocco, Algeria, Jordan, and Lebanon reported successful alignment of the project with existing national priorities, such as Morocco's green business strategies and Algeria's environmental sustainability efforts. While the programme fostered horizontal integration within sectors, gaps in coordination between project components limited synergy across outputs, potentially restricting the creation of a comprehensive stakeholder ecosystem. International collaboration was evident, but limited intent for and awareness of regional synergies suggested room for improvement in enhancing the integration of regional and national interventions and fostering cross-country knowledge sharing. The evaluation highlighted the need for a more structured Theory of Change and clearer coordination mechanisms to enhance national and regional project outcomes.

**Efficiency:** The programme faced administrative and financial challenges partly stemming from the EU's decision to make UNIDO the allotment holder in lieu of channelling resources directly to each Implementing Partner. Complex partnership agreements and late fund disbursements, particularly to UNEP, delayed implementation. Budget misalignment, combined with a slow financial reporting process, further constrained execution. Furthermore, the governance structure did not facilitate tight coordination between

components, leading to siloed operations among implementing partners. The evaluation noted opportunities to enhance project governance and coordination. Despite these hurdles, the programme delivered results cost-effectively by leveraging existing resources, remote trainings, and partnerships with national stakeholders. Although some outputs were delayed, stakeholders acknowledged the project's success in fulfilling its objectives, with room for improvement in financial management and collaboration.

**Effectiveness:** SwitchMed II successfully advanced its objectives across various outcomes, particularly in resource efficiency, circular economy, and green business development. At the impact level, 60% of the indicators were fully achieved, while progress was made on the remaining 40%. The program enabled significant resource savings and supported the creation of 121 new businesses applying Sustainable Consumption and Production (SCP) principles. Notably, 76% of outcome indicators were fully met, with substantial progress at the output level (78%). Partnerships played a pivotal role, driving innovation and enhancing stakeholders' collaboration across several sectors, while challenges such as institutional gaps and economic instability were effectively navigated. The programme's contributions to policy, training, and entrepreneurship across multiple countries underscored its success in fostering sustainable and circular business ecosystems in the Southern Mediterranean region.

**Progress to Impact:** SwitchMed II generated significant positive effects, particularly in shifting perceptions and advancing the green, blue, and circular economy agendas in several countries. Notable contributions include expanding the circularity dialogue in Egypt, promoting Blue Economy in Morocco, and fostering resource efficiency in Jordan. The programme influenced policymaking, contributing to the drafting of new laws in Tunisia and Morocco, and mainstreaming sustainability into national strategies. However, progress toward policy targets was mixed, with challenges in achieving ambitious goals. The programme strengthened institutional capacities realizing conservative targets for start-ups and employment creation, although its transformative impact on business opportunities and job creation was moderate. Environmental initiatives, such as resource efficiency and reduced industrial footprints, were well-received, showing tangible reductions in water, energy, and material usage.

**Sustainability:** The SwitchMed II programme has demonstrated significant potential for sustainable outcomes, with lasting benefits across various sectors. Beneficiaries have reported ongoing impacts from training, tools, and methodologies provided, particularly in resource efficiency, circular economy, and capacity building. Pilot projects have shown strong potential for replication, with notable achievements such as policy integration in Jordan and lasting institutional changes in Israel and Lebanon. Entrepreneurship support has been variable but shows promise, particularly with green business models expanding in several countries. Exit strategies and roadmaps developed by implementing partners proposed forward-looking, actionable pathways, although national ownership and capacities, and financial challenges remain risks to implementation and long-term sustainability. Transformational changes have been largely concentrated within the programme's framework, with moderate spillover beyond direct beneficiaries and room to bring pilot interventions to scale.

## Key Conclusions

SwitchMed II demonstrated strong alignment with global and national sustainable development agendas, promoting sustainable economic growth, innovation, and environmental protection, though deeper integration with national agendas and more flexible financial support for green entrepreneurs could enhance its relevance. While

coherence with national policies was strong, coordination across project components and regional integration were less effective, limiting potential synergies. The project was generally efficient, though hindered by administrative delays and financial management challenges. Effectiveness was notable, with most objectives met, but financial sector engagement and coordination among partners lagged. Progress toward long-term impact was evident, though challenges remain in scaling effects and ensuring sustainability, particularly in entrepreneurship initiatives and national ownership. Despite these hurdles, the project has laid a foundation for continued positive environmental and economic outcomes, supported by strategic partnerships.

## Key Recommendations

### To UNIDO, UNEP and MedWaves

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#### Recommendation 1

**Enhance the engagement of partners and stakeholders in project design and implementation:** National partners should be closely involved in the design, implementation and monitoring of forthcoming projects across all their components to strengthen national ownership, facilitate cross-sectoral synergies, and inform upstream policy work with downstream interventions. Capacity building should be provided to national partners including on technical areas covered by the project but not falling directly under the direct mandate, core competencies and expertise of their institution.

#### Recommendation 2

**Enhance the integration of regional and national interventions:** Implementing Partners should maximize the scale and synergies that a regional project can offer. At regional level, some activities should be designed to foster fluid and demand-based exchanges allowing project partners and stakeholders to consult and engage with other countries during project implementation for real-time learning, mutual support, and innovation. Implementing Partners could even consider fostering new collaborations and interventions between project partners and stakeholders on a bi-lateral or multi-lateral basis. Similarly, Implementing Partners could explore nurturing at regional level a strong investment pipeline that combines national partners' and stakeholders' financial needs, and explore diverse financing mechanisms at a scale more engaging for financiers. At national level, activities should be designed with a view to forming a cohesive bundle of interventions with mutually supportive objectives, clear and specific indicators, and a predictable budget. Joint initiatives should be reflected in the project logframe through shared indicators and targets. The interface between regional and national knowledge generation should be equipped with Knowledge Management plans both at the regional and country levels, and with south-south cooperation initiatives supported by adequate resources.

#### Recommendation 3

**Enhance project governance and coordination:** At regional level, for projects with a large scope and as complex as SwitchMed II, Implementing Partners should establish a robust governance and coordination framework by empowering a dedicated and overarching project team leader and by creating agile sub-committees or teams for each component. Steering Committee meetings could be more frequent and effective in facilitating both formal learning and informal communication or complemented by meeting and learning events bringing National Focal Points more regularly together. At national level, project

coordination should build on the good practices from SwitchMed II and adopt a flexible design with a view to ensuring that a unified governance structure cutting across components and representing different types of stakeholders is established. Countries where Implementing Partners are not a resident agency and where national capacities for overall project coordination are limited should dedicate resources to a national coordination mechanism, such as a Project Management Unit or Project National Officer.

## **To MedWaves**

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### **Recommendation 4**

**MedWaves should continue improving the support provided to Switchers:** MedWaves should consider conducting a comprehensive mapping of the existing start-up ecosystem across a national territory to identify needs, challenges, gaps, and existing capabilities to ensure a more effective and targeted response. MedWaves could consider selecting up to several national partners (BDSPs) experienced in working with small and medium-sized start-ups and with scaling potential, and consider sector-specific specialization within incubators, such as in blue economy or textiles. Incubation periods should be tailored to better suit start-ups at different stages of development. BDSPs could maintain open calls for applications year-round, and work with multiple cohorts. This approach would balance ideation activities with the necessary phases leading up to financing and implementation, allowing each project the time needed for success. Additionally, MedWaves should continue promoting a technical assistance fund to adequately meet the broader needs of Switchers, increase the financial support to incubatees, and cover a higher number of beneficiaries. Partnerships platforms, when well formalized and established such as the ones in Tunisia or in Lebanon, could also be direct implementing partners for MedWaves. A mutual fund could be created for such activities. MedWaves should also promote and implement robust confidentiality measures to protect the ideas of incubatees, encouraging full engagement within the platforms.

## **To UNIDO**

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### **Recommendation 5**

**UNIDO should build on the achievements of SwitchMed II to scale its interventions in the region:** UNIDO should consider drawing on the lessons learned and good practices of SwitchMed II and challenges faced at country level to upscale reach and interventions. Emphasis on building capacities for policy making, institutional development (including funding), partnerships and capacity development for BSOs should shape the impact criteria and sustainability objectives of forthcoming interventions. UNIDO should consider leveraging the visibility and partnerships gained with the project to elevate its policy influence and advocacy, including to promote the introduction of a ban on certain single-use plastic products and to support businesses in developing sustainable alternatives to single-use plastics. UNIDO could also support awareness-raising campaigns on sustainable practices and the implementation of VAT reduction or exemption for second-hand goods and repair services. Furthermore, UNIDO should promote the project's follow-up implementations with partners such as GIZ and the EU Delegations to other countries and partners.

## To UNEP

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### Recommendation 6

**UNEP should continue strengthening policy frameworks and promoting country-driven approaches to the transition towards Sustainable Consumption and Production (SCP) and a circular economy in the Mediterranean:** UNEP should continue supporting countries that were engaged in SwitchMed II through differentiated strategies that account for national needs and progresses in adopting SCP strategies. This could involve providing support to (i) translate policies and laws into decrees, norms and regulations; (ii) scale policy changes to new sectors to systematize approaches and lessons from SwitchMed II; (iii) operationalize through projects at sub-national level some of the initiatives formulated or recommended by national dialogues or roadmaps. Accordingly, UNEP should aim to mobilize increased resources in support of the countries of the south-Mediterranean region. Forthcoming funding committed to national interventions should be directed for some part or pooled as appropriate to staffing national project officers. UNEP should enhance its financial forecasting to avoid disruptions in project implementation caused by delays in funding.

## To DG-NEAR

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### Recommendation 7

**Consider better adapting project design and funding rules to national contexts/crises:** DG-NEAR should consider consulting with prospective national partners and stakeholders when designing regional projects in order to ensure adequate shared ownership and to facilitate implementation. Similarly, the project's logical framework should be simplified and realistic to work with. Indicators should be defined at both the regional and country levels, considering country-specific factors such as population size, GDP, and other relevant data, in order to facilitate localization. DG-NEAR could also consider the adequacy of the rules upon which financial instalments are calculated and released when implementing partners or national partners face a crisis situation or when the context hampers accurate financial forecasts.



# 1 Introduction

1. This report presents the independent terminal evaluation of the SwitchMed II programme. The evaluation was approved in the 2022-23 EIO Work Plan. The evaluation adhered to the United Nations Evaluation Group (UNEG) Norms & Standards and reflects the requirements outlined in the UNEG Guidance on Integrating Human Rights and Gender Equality in Evaluation, as well as in the UNEG Ethical Guidelines for Evaluation. It adopted a consultative, transparent, and culturally sensitive approach with internal stakeholders throughout the process.

2. The report sets out the context of the evaluation and presents the evaluation's scope and methodology. The following sections convey the evaluation's findings per evaluation criterion, prior to providing conclusions and recommendations for consideration by UNIDO, UNEP, and MedWaves.

## 1.1 Background

3. The Southern Mediterranean region faces significant challenges including water scarcity, high energy costs, and pollution with associated economic and health impacts.<sup>1</sup> Despite these challenges, there is a strong commitment to sustainable development, evidenced by the adoption of international frameworks such as the Sustainable Development Goals (SDGs), the Paris Agreement on Climate Change, and the Barcelona Convention.<sup>2</sup> Regional dialogues within organizations like the Union for the Mediterranean focus on environmental issues, water management, and renewable energy. The European Union (EU) has also introduced initiatives like the Circular Economy Package and strategies to reduce plastic waste, and marine litter, supporting the transition to a more sustainable economy.<sup>3</sup>

4. The transition to a green and circular economy is particularly crucial for the countries in the Southern Mediterranean region, including Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine, and Tunisia.<sup>4</sup> These countries, with their diverse economies and socio-political landscapes, face unique challenges and opportunities in adopting sustainable consumption and production practices, with the private sector, particularly small and medium-sized enterprises (SMEs), playing a pivotal role in economic growth.<sup>5</sup> However, the transition also requires supportive policy frameworks and technical assistance to navigate the complexities of global trade and evolving regulations.

5. By promoting practices such as reusing, repairing, refurbishing and recycling, adopting a circular economy will minimize waste generation and reduce the environmental footprint of economic activities in the Southern Mediterranean region. Emphasizing the role of SMEs, which constitute a significant portion of the region's economy, is crucial in this transition.<sup>6</sup> Efforts to empower SMEs, foster strategic partnerships, and develop policy tools that facilitate the adoption of circular economy principles are necessary. This integrated approach involving various stakeholders, including businesses, policymakers, civil society,

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<sup>1</sup> [Climate and Environmental Change in the Mediterranean Basin – Current Situation and Risks for the Future](#)

<sup>2</sup> [Sustainable Development in the Mediterranean](#)

<sup>3</sup> [https://environment.ec.europa.eu/strategy/plastics-strategy\\_en](https://environment.ec.europa.eu/strategy/plastics-strategy_en)

<sup>4</sup> [A Euro-Mediterranean Green Deal? Towards A Green Economy in the Southern Mediterranean](#)

<sup>5</sup> [Micro, Small and Medium Sized Enterprises Development in Egypt, Jordan, Morocco & Tunisia Structure, Obstacles and Policies](#)

<sup>6</sup> [The role of SMEs in the Circular Economy](#)

academia, and finance institutions, can ensure a comprehensive and inclusive transition towards a greener and more resilient economy in the Southern Mediterranean region.<sup>7</sup>

## 1.2 Project Description

6. To give some context to the SwitchMed initiative, it is important to note the launch of the TEST methodology, whereby UNIDO designed the Transfer of Environmentally Sound Technology (TEST) to assist enterprises in their transition to sustainable production. In 2009, with the support of GEF and the Italian government, UNIDO launched the MED TEST initiative to promote the transfer and adoption of cleaner technology in industries in three southern Mediterranean countries: Egypt, Morocco and Tunisia. After the success of MED TEST I, the EU chose to scale up the project to reach eight countries in the southern Mediterranean. In parallel, the Meeting of the Mediterranean Commission for Sustainable Development in 2011 had charged the Barcelona Convention and UNEP/MAP, and UNEP's Regional Activity Centre for Cleaner Production - CP/RAC - with implementing specific actions in regard to green entrepreneurship. That recommendation was endorsed by the 2012 Conference of the Parties to the Barcelona Convention. The parties established a specific work plan led by CP/RAC to support Green Entrepreneurship and Civil Society in the Mediterranean. SwitchMed initiative (and UNIDO's MED TEST II) was launched in 2013 in eight countries in the Southern Mediterranean including Algeria, Egypt, Israel, Jordan, Lebanon Morocco, Palestine and Tunisia. SwitchMed was funded by the European Union (EU) and implemented by the United Nations Industrial Development Organization (UNIDO), the United Nations Environment Programme (UNEP) Division of Industry, Technology and Economics, and the Regional Activity Centre for Sustainable Consumption and Production (SCP-RAC, renamed MedWaves in 2022), in close coordination with the Directorate General for Neighbourhood and Enlargement (DG NEAR). The project was launched in two phases: Phase 1 spanned from 2013 to 2018, followed by Phase 2 from 2019 to 2023. Building on the experience and results from SwitchMed I, the European Commission and the implementing partners refocused the scope of phase II to address circular economy in a more targeted manner and support at country level the development of enabling policies that foster sustainable consumption and production patterns.

7. At the regional level, UNEP/MAP had been developing a policy component to contribute to the integration of SCP as a transversal objective in the regional policy agenda for sustainable development and the protection of the environment. During the first phase of SwitchMed, the Contracting Parties to the Barcelona Convention adopted a regional action plan on SCP; a regional action plan on marine litter with SCP measures; the 2016-2025 Mediterranean Strategy for Sustainable Development (MSSD); and a framework of SCP indicators for the Mediterranean.

8. Against this background, phase II of SwitchMed was initiated in 2019 with an EU contribution of EUR 15,000,000 and co-financing of EUR 1,430,000 from the Catalan Waste Agency. The project budget was EUR 16,430,000, and activities began in January 2019. The project was originally set to be implemented over a period of 48 months, i.e. until December 2022.

9. In early 2019, the EC published the EU Blue Economy report, highlighting the negative economic impact of marine litter and promoting circular economy models. Consequently, a Blue Economy component was added to SwitchMed II, with co-financing from the Catalan Waste Agency and additional funds from the Italian Government for MED TEST III (Transfer of Environmentally Sound Technologies).

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<sup>7</sup> [SwitchMed Programme: Supporting sustainable consumption and production practices for a circular economy in the Mediterranean](#)

10. SwitchMed II underwent a series of addendums. The first addendum, in December 2019, allocated EUR 1,082,000 for Blue Economy activities in Tunisia and Morocco, increasing the project budget to EUR 17,512,000. A second addendum in December 2020 expanded Blue Economy activities and extended the implementation period by six months, raising the total project value to EUR 22,012,000. This amended budget includes an additional contribution of EUR 2.5 million from the European Union, EUR 1.5 million of co-financing allocated by the Italian government and EUR 500,000 from the Catalan Waste Agency (to be directly managed by the agency itself). Additionally, due to delays caused by the COVID-19 pandemic, a third addendum in May 2023 extended the implementation period to June 2024. Finally, a fourth addendum in December 2023 further extended the period by 11 days to avoid administrative complications, concluding the project on June 30, 2024.

11. Figure 1 delineates the structural framework of SwitchMed II, containing four outcomes and ten outputs, not all of which were implemented in all eight countries. For an overview of this highly complex programme, the Evaluation Team created a stakeholder map covering the various components, stakeholders and all eight countries.

### Figure 1: SwitchMed II Outcomes and Outputs

Outcome 1: Enhanced economic opportunities for industry and start-ups following new green and circular business models

- Output 1: Greener and circular industry – MED TEST III
- Output 2: Support for the creation and development of circular and green economy businesses

Outcome 2: Enabling environment for resource efficient and a Circular Economy created at national and regional level

- Output 3: Improved regional policy framework under the Barcelona Convention for the development of circular and green economy businesses
- Output 4: Support and implementation of SCP NAPs

Outcome 3: Facilitate knowledge and information sharing for accelerating the uptake of green and Circular Economy

- Output 5: Networking Facility
- Output 6: Programme management

Outcome 4: Increase efficiency and competitiveness of key marine sectors and reduce their negative environmental impacts on the marine ecosystem

- Output 7.1: Increased sustainability of the seafood value chain in Tunisia and Morocco
- Output 7.2: Promotion of Sustainable Entrepreneurship in the Blue Economy Sector
- Output 7.3: Integration of Circular Economy principles in Blue Economy sectors within the Barcelona Convention framework
- Output 7.4: Mainstreaming SCP and CE into Blue Economy in selected port cities/countries

## 1.3 Purpose, Scope, and Use of Evaluation

12. The purpose of this evaluation was to assess the design and implementation of SwitchMed II while evaluating the extent to which its expected results have been achieved. The evaluation built on the Results-Oriented-Monitoring (ROM) report contracted by DG-NEAR and conducted by independent consultants in July 2021 as well as the report produced by the SWITCH to Green Facility in early 2024. While adhering to the OECD/DAC evaluation criteria, the aim of the evaluation was to generate findings, draw lessons, and provide a set of recommendations that could be used to inform the subsequent Green Forward project under the new Green Economy Package. In particular, the evaluation entailed the following specific objectives:

- Assess the progress made in achieving the stated objectives while focusing on the four specific outcomes at the regional level.
- Review the governance, monitoring, and learning structures in the project with a view to proposing improvements for future regional projects.
- Identify challenges and constraints during the implementation of the project with a view to proposing potential solutions and improvements.
- Identify best practices and lessons learned to inform future projects.

13. The scope of the evaluation was limited to SwitchMed II's implementation period from **January 2019 to June 2024**. As this is a regional project with activities implemented in eight different countries, the aim was to evaluate the project at the outcome level while focusing on achievement of objectives at the regional level. The evaluation covered all four components of the project, which include:

- Component 1: Direct support to the private sector
- Component 2: Creation of an enabling environment
- Component 3: Coordination, networking and communication
- Component 4: Blue Economy

14. Given the extensiveness of the activities regionally and nationally as well as temporal limitations, the evaluation did not examine the full spectrum of project activities. The country level interventions were all evaluated; however, since the reporting on activities and outputs has been largely covered by the project's monitoring in the annual and mid-year reports, the emphasis was on outcomes. These include:

*Outcome 1: Enhanced economic opportunities for industry and start-ups following new green and circular business models*

*Outcome 2: Enabling environment for resource efficient and a Circular Economy created at national and regional level*

*Outcome 3: Facilitate knowledge and information sharing for accelerating the uptake of green and Circular Economy*

*Outcome 4: Increase efficiency and competitiveness of key marine sectors and reduce their negative environmental impacts on the marine ecosystem*

15. The **key users** of this evaluation are UNIDO, UNEP, MedWaves, and EU as well as other donors of SwitchMed II, including the Catalan Waste Agency and the Italian Government. Other institutions and beneficiaries of Circular Economy will certainly also benefit from the findings of this evaluation.

## 2 Evaluation methodology

16. The evaluation was conducted in accordance with the Charter of the Office of Evaluation and Internal Oversight<sup>8</sup>, UNIDO Evaluation Policy<sup>9</sup>, and UNIDO Evaluation Manual<sup>10</sup>. UNIDO adheres to international standards and best practices articulated in the OECD/DAC Principles and the Norms and Standards for Evaluation in the UN System approved by the United Nations Evaluation Group (UNEG) in June 2016. The evaluation was carried out as an independent, in-depth exercise using a participatory approach whereby all key parties associated with SwitchMed II, in particular, UNIDO, UNEP, MedWaves and the EU were informed and consulted throughout the process.

17. The evaluation used a theory of change approach and mixed methods for both collection and analysis of data from varying sources and informants. The evaluation team collected primary data from stakeholders and beneficiaries through different interview formats (key informant interviews, focus group discussions, etc.) and surveys. Secondary data was sourced from various project documents and knowledge products associated with SwitchMed II. To ensure an evidence-based and credible evaluation founded on robust, analytical underpinnings, the evaluation paid attention to triangulating the data collected prior to forming its assessment.

18. The theory of change (see Section 2.3) depicts the causal pathways from outputs to outcomes and longer-term impact. It also identifies the drivers and barriers to achieving results while specifying the assumptions on which the model is based.

### 2.1 Evaluation Questions

19. The evaluation questions that guided this evaluation are detailed in Table 1 below. They were tailored to the context and type of stakeholder during the evaluation.

**Table 1: Evaluation Criteria and Questions**

EVALUATION CRITERIA	EVALUATION QUESTIONS
<b>RELEVANCE</b>	<ol style="list-style-type: none"> <li>1. To what extent were the programme’s objectives responsive to global, regional and national sustainable development agendas and to the needs, policies, and priorities of target partners/institutions and beneficiaries?</li> <li>2. To what extent were partners/institutions and beneficiaries consulted in the design, planning, implementation and monitoring of the programme?</li> <li>3. To what extent did the design of the programme take into account vulnerable groups, in particular women and youth groups?</li> <li>4. To what extent were UNIDO and other implementing partners able to adjust programme strategies and interventions to respond to changes in socio-political contexts? Did the programme’s design allow for adaptive management and adjustment to the evolving needs of partners/institutions and beneficiaries?</li> </ol>
<b>COHERENCE</b>	<ol style="list-style-type: none"> <li>5. How compatible was the programme with other national interventions in the countries, sectors, or institutions?</li> <li>6. To what extent were programme strategies and activities complementary to the work of other UN agencies and international organisations in the countries of interventions and at regional level?</li> </ol>

<sup>8</sup> [https://www.unido.org/sites/default/files/files/2023-06/DGB\\_2020\\_11\\_Charter%20of%20the%20Office%20of%20Evaluation%20and%20Internal%20Oversight\\_Amd-1\\_LEG%20typo-corr\\_210505.pdf?token=826124807](https://www.unido.org/sites/default/files/files/2023-06/DGB_2020_11_Charter%20of%20the%20Office%20of%20Evaluation%20and%20Internal%20Oversight_Amd-1_LEG%20typo-corr_210505.pdf?token=826124807)

<sup>9</sup> [https://downloads.unido.org/ot/30/47/30476463/Evaluation%20Policy%20\(2021\).pdf](https://downloads.unido.org/ot/30/47/30476463/Evaluation%20Policy%20(2021).pdf)

<sup>10</sup> <https://downloads.unido.org/ot/31/37/31371641/Evaluation%20Manual.pdf>

	7. To what extent was the programme's Theory of Change -explicit or implicit- at country and regional levels appropriate? To what extent was the programme's logframe adequate?
<b>EFFECTIVENESS</b>	8. To what extent did the programme achieve its objectives against the original/revised targets? 9. What are the main/most significant results (outputs and outcomes) of the programme? 10. What were the key factors that enabled and constrained the achievements of the programme's intended results? 11. To what extent were partnerships effective in implementing the programme and have triggered/facilitated innovative approaches?
<b>EFFICIENCY</b>	12. Were programme expenditures in line with budgets? 13. Has the programme delivered results in an economic and timely manner? Did the Programme manage to avoid duplications and foster synergies between implementing partners to achieve objectives more efficiently? 14. Was the programme's institutional setup and governance, management structure and arrangements, and management of operations adequate and efficient?
<b>PROGRESS TO IMPACT</b>	15. To what extent has the programme generated significant positive or negative, intended, or unintended, higher-level effects? 16. Did the programme have transformative effects? What difference did the interventions make?
<b>SUSTAINABILITY</b>	17. To what extent will the net benefits of the programme continue, or are likely to continue? 18. What measures have been taken to ensure that the key components of the programme are sustainable beyond the life of the programme? Are they sufficient? Does the programme have an exit strategy? 19. How effectively has the programme built national ownership? Are there any social, financial or political risks that may jeopardize the sustainability of programme outcomes? 20. To what extent did SwitchMed induce transformational change in SCP practices?
<b>LESSONS LEARNED AND GOOD PRACTICE</b>	21. What are the good practices of the programme that could be replicated, scaled or institutionalised? 22. What are the lessons learned from the programme that could inform future interventions?

## 2.2 Data Collection Methods

20. The evaluation drew on a variety of sources in order to develop its assessment and conclusions. As a regional project rooted in national initiatives, the evaluation employed a multi-level approach, collecting quantitative and qualitative data, while using the following data collection methods:

- a) **Desk review** of all the documents, databases and websites related to SwitchMed II by the different implementing partners, donors, and beneficiaries both at the regional and national level. While the textual analysis enabled the mapping of activities and stakeholders, the quantitative data assisted in gauging the financial implications of the project while assessing the achievement of the various outputs and outcomes.
- b) The collection of primary data was facilitated through **stakeholder consultations** at the regional and national level. In total, the evaluation consulted with 239 informants. The methods relied on semi-structured key informant interviews and focus group discussions with implementing partners, beneficiaries and stakeholders. The guiding questions used for interviews and focus group discussions are provided in Annex III. The specific country context and challenges regarding the implementation of the



project were considered to adjust the questions. When selecting interviewees, careful consideration was given to equity and gender to ensure that a variety of primary beneficiaries and stakeholders is engaged in the consultations. The following national and international stakeholders were interviewed (for a list of informants, see Annex IV):

**Table 2: Number of Informants**

Partners and Stakeholders	Global or regional	Algeria	Egypt	Israel	Jordan	Lebanon	Morocco	Palestine	Tunisia	Total
Implementing Partners (UNIDO, UNEP, MedWaves)	4	3	4	1	0	4	4	0	4	24
National Coordinators/Focal Points	0	2	1	1	4	2	2	2	2	16
Ministries responsible for industry/economy	0	0	2	2	1	1	1	1	1	9
Ministries responsible for environmental matters	0	1	1	3	1	1	1	1	1	10
Other line ministries, regional governments and municipalities	0	0	0	2	0	0	0	0	1	3
Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)	0	1	3	1	2	3	8	3	6	27
Industries	0	0	6	4	9	8	8	5	10	50
Business Development Service Providers (BDSP) and Business Support Organizations (BSO)	0	1	7	3	5	4	3	1	2	26
Switchers, entrepreneurs, start-ups	0	4	3	5	5	6	5	2	2	32
Union for the Mediterranean (UfM)	0	0	0	0	0	0	0	0	0	0
Non-state sector, CSOs, women/youth groups, etc.	0	0	0	1	0	0	0	0	0	1
Experts and academia	0	0	0	0	7	3	4	6	3	23
Chambers of Commerce and Business	0	0	3	0	1	0	0	1	0	5
National, regional and international financiers	0	0	0	0	0	1	2	0	1	4
Donors (EU, Catalan Waste Agency, Italian Gov)	2	0	0	0	0	0	0	0	0	2
UNCT/UNRCOs/International organisations	2	0	0	0	0	0	1	0	1	4
<b>Total</b>	<b>8</b>	<b>12</b>	<b>30</b>	<b>23</b>	<b>35</b>	<b>33</b>	<b>39</b>	<b>22</b>	<b>34</b>	<b>239</b>

- c) In order to reach a wider number of stakeholders, an online **survey** (Annex IV) was conducted. The survey collected both quantitative and qualitative data from 47 beneficiaries in the target countries (30% response rate). The survey was circulated by the Independent Evaluation Unit and was open for two weeks, from 15-26 July. To facilitate broader participation, the survey was translated into English, French, Arabic, and Hebrew. To ensure a high level of response, several reminder messages were sent to survey recipients. Participants' responses were anonymized, and the quantitative data collected was disaggregated along the categories of gender, type of stakeholder, and country affiliation. Additionally, the qualitative responses were analysed to uncover themes emerging in respondents' answers.
- d) To complement data collection, the evaluation team conducted site visits as well as **observations** during country visits to various project sites.

## 2.3 Reconstructed Theory of Change

21. The Evaluation Team developed a Theory of Change (TOC) at inception to enable a clear understanding of the project's impact pathways that can guide the Final Evaluation. This Reconstructed TOC was formulated based on the project's Results Framework, the actual implementation strategy, delivery of outputs, and insights gained from the desk review. Following the data collection phase and analysis, the evaluation brought several revisions to the reconstructed TOC, which is discussed in section 3.2 of the report and presented in Annex I.

22. The development of this TOC served as a crucial framework for understanding how the project's activities lead to the desired outcomes and impacts. The causal pathways of the TOC outlined in the following sections elaborate how the project's outputs are transformed into outcomes, intermediate states and ultimately, impacts, providing a detailed understanding of the mechanisms driving change and relationships between various project components. The Reconstructed TOC aims to not only provide clarity on the logical sequence of events but also help in identifying critical assumptions and risks associated with achieving the intended results.

## 2.4 Data Analysis Methods

23. Along the dimensions elaborated in the evaluation matrix, the evaluation analysed the qualitative data using the following methods:

- a. Textual review of documents and documentation
- b. Content analysis of data retrieved from interviews, focus group discussions & surveys
- c. Conceptual analysis and validation of the TOC

The quantitative data, based on surveys and monitoring reports, was analysed with:

- a. Summary statistics and tabulation of aggregated survey responses
- b. Data visualization of survey responses and secondary data

## 2.5 Debriefings

24. The evaluation team regularly engaged with key personnel from UNIDO, UNEP and MedWaves along with other stakeholders and provided updates on the progress of the evaluation, preliminary findings, conclusions and recommendations. A meeting was organised with the Project Management Unit to present preliminary findings, conclusions and recommendations, and to collect feedback to revise and improve the report.

## 2.6 Limitations

25. While most of the national consultants were on the ground and could access beneficiaries and stakeholders, the data collection period was limited and thus capped the number of interlocutors consulted during the mission. *Mitigation:* Selection criteria for beneficiaries and stakeholders ensured that the sample consulted was representative.

26. Due to the security situation in the Middle East, there was not any physical meeting with stakeholders or observation of project sites in Israel and Palestine. *Mitigation:* Data was collected remotely by telephone, skype, Zoom, or WhatsApp, and through the e-survey.

27. The availability and willingness of the BSO/SPs and start-ups to participate in interviews and focus group discussions varied from one country to another. *Mitigation:* The regional focus of the project and its evaluation was a sufficient mitigation measure. Additionally, data collected from interviews and focus group discussions was triangulated with other sources.

28. In order to avoid overlapping with a forthcoming impact study that MedWaves plans to conduct with Switchers across the region, the evaluation was requested by MedWaves to not e-survey Switchers. *Mitigation:* The evaluation interviewed a large sample of Switchers (31) to collect inputs on the performance of the programme.

29. This evaluation report is based on the project's final results logframe reported by UNIDO in July 2024, UNEP in September 2024, and MedWaves in December 2023. Furthermore, only part of the project deliverables were provided to the evaluation to validate the targets and results reported by the Implementing Partners. *Mitigation:* The scope of the evaluation was on SwitchMed II's implementation period from December 2019 to June 2024. However, the evaluation accounted, as possible, for activities and achievements after June 2024. The evaluation did not aim to check every interim and final deliverable corresponding to each output indicator, but only a sample.

## 3 Evaluation Findings

### 3.1 Relevance

**EQ1. TO WHAT EXTENT WERE THE PROGRAMME'S OBJECTIVES RESPONSIVE TO GLOBAL, REGIONAL AND NATIONAL SUSTAINABLE DEVELOPMENT AGENDAS AND TO THE NEEDS, POLICIES, AND PRIORITIES OF TARGET PARTNERS/INSTITUTIONS AND BENEFICIARIES?**

30. **The programme's objectives were aligned with global and regional agendas.** The project responded to the objective of achieving the Sustainable Development Goals with a concentration on Goal 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all; Goal 9 - Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation; Goal 12 - Ensure sustainable consumption and production patterns; and Goal 17 - Strengthen the means of implementation and revitalize the global partnership for sustainable development.

31. The project was also closely aligned with the objectives of the Barcelona Convention<sup>11</sup> and the priorities of the contracting parties. The Convention was adopted in 1976 to protect the Mediterranean Sea against pollution. SwitchMed II shared with the Convention the aim of integrating environmental considerations into social and economic development. In particular the project expected to contribute to the introduction of resource efficient principles in existing industries and new businesses and to strengthen environmental governance by supporting the creation of an enabling environment for the adoption of Sustainable Consumption and Production (SCP) practices and to demonstrate the practical implementation of SCP policies.

32. SwitchMed II was an instrument contributing to the implementation of the Circular Economy Package and an Action Plan adopted by the European parliament in 2018 to help European businesses and consumers make the transition to a stronger and more circular economy. As part of the transition toward circular economy, the 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 commission 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.

33. **At national level, the project was most often found responsive to national policy agendas and to the needs of partners and stakeholders.**

- In Tunisia, the initiative aligned with the country's national sustainable and innovative development strategy, addressing national needs, priorities and key economic sectors, and complementing the dynamics of both the private and public sectors.
- In Lebanon, project's interventions were found relevant to help industrials reducing the costs of production while improving their environmental compliance.

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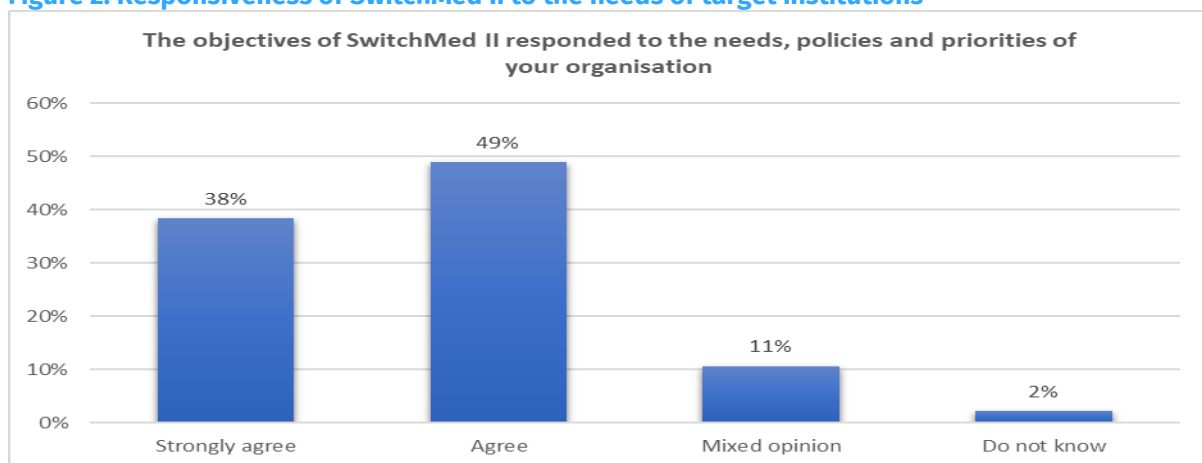
<sup>11</sup> <https://www.unep.org/unepmap/index.php/who-we-are/barcelona-convention-and-protocols>

The project was designed to integrate resource efficiency and circularity business models within the Food Sector, which was indicated as the top priority by the Lebanese Government.

- In Algeria, the initiative aligned with the SCP-NAP (Sustainable Consumption and Production National Action Plan) developed by Algeria under the coordination of the Ministry of Environment and Renewable Energy and the SwitchMed programme.
- In Egypt, part of the project (i.e. Output 1) focused on the textile sector. The selection of this sector was based on a study showing that this was a key sector in the country with 12% of the workforce and around 20% of industrial income. The Ministry of Environment commended the project for its contribution to putting into action and operationalising the first Waste Management Law No. 202 of 2020.<sup>12</sup>

34. According to the evaluation’s survey, more than 85% of the respondents indicated that the objectives of SwitchMed II responded to the needs, policies and priorities of their organisation (Figure 2).

**Figure 2: Responsiveness of SwitchMed II to the needs of target institutions**



35. **The project’s relevance could have been strengthened by making more room for national agendas and by considering a broader range of needs from target stakeholders.**

On various occasions, the evaluation noted that the design and implementation of the project could have benefited from broader consultations or more granular analysis to enlarge the scope of the interventions. In Egypt, for instance, several informants reported finding EU projects often cascaded with certain topics to be addressed, indicating limited flexibility within the project/programme’s design at country level. The Ministry of Trade and Industry noted an opportunity to add flexibility by choosing resource efficiency or energy efficiency or some other objective beyond which value chain out of Food/Textile/Plastics would be targeted. Being part of the design of the project from the onset can strengthen the alignment between the project and the government’s priorities. In Israel, during the project lifetime, the government had promoted two substantial budgets to promote recycling of agricultural waste, and recycling industries in general. In fact, certain interviewees mentioned that SwitchMed had helped frame the need for the latter, allowing the government to understand the potential of the recycling industries from an economic standpoint. However, these budgets were planned independently of SwitchMed, and there was no evidence of an attempt to leverage them to ensure sustainability and scale up of the project results. While the planning for these two programs concluded before the project pilots finished, application for them is still ongoing (as can be seen [here](#) and [here](#)),

<sup>12</sup> [Waste Management Law No.202 of 2020. | FAOLEX](#)

suggesting greater synchronisation could have been achieved. In Morocco, despite periodic consultations, the Ministry of Industry and Trade reported room for closer involvement throughout the implementation of activities (Output 1) as an avenue to further identify policy improvements in the textile sector. Several informants also pointed out that the limited collaboration between ministries of environment and ministries of industry in several countries may have lowered the opportunity to design joint sectoral approaches.

36. In several cases, informants across project outputs, including Switchers and training institutions (Output 2), also found that the project’s design had insufficiently emphasised access to finance. In Lebanon for instance, informants indicated that the highest need was for financial support, which was found lacking for most outputs, and limited for others (i.e. the Switchers who were awarded or continued into incubation programmes). In Morocco and Jordan, informants, including Switchers, perceived that the financial aspects of the project did not benefit from sufficient attention, lowering the relevance (and uptake) of the trainings.

37. The evaluation noted that the previous evaluation report of SwitchMed I had made a recommendation to SCP-RAC that “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.” Improving financial opportunities for green entrepreneurs was in the scope of SwitchMed II (Output 2.2) with the Access to Finance Guide, the Crowdfunding Guide, the training on Access to Finance, “Switchers Meet Investors” events, and the Switchers Fund financing instruments. The extent to which these instruments were adequate or implementation appropriate is unclear (see section on Effectiveness). Although MedWaves made reference to a positive outlook<sup>13</sup>, access to finance was pointed out by informants and in the survey as an area to consider strengthening. A survey respondent indicated for example that, “All industries were not able to implement most of the suggested measures due to lack of capital. Technical assistance alone is not sufficient.”

**EQ2. TO WHAT EXTENT WERE PARTNERS/INSTITUTIONS AND BENEFICIARIES CONSULTED IN THE DESIGN, PLANNING, IMPLEMENTATION AND MONITORING OF THE PROGRAMME?**

38. **Several instruments or modalities enabled partners/institutions and beneficiaries to be consulted in the design, planning, implementation and monitoring of the programme.** On various occasions, study reports and deliverables produced under SwitchMed I were

<sup>13</sup> MedWaves indicated after the evaluation’s data collection phase that several key activities were still to be completed, and project’s results were still to be systematised. As such, within the support activities in access to finance for entrepreneurs developed by MedWaves within the framework of Output 2.2, sources of funding have been mapped and financial actors mobilized in the target countries (grants and awards, incubators, crowdfunding, microfinance, business angels, accelerators, venture capital, venture philanthropy, banks, corporate venture, etc.). Investor-ready Switchers have been trained in access to finance and financial actors have been sensitised in impact investment and mobilised withing sustainable finance task forces. Country Outlooks on Sustainable Finance are available: [Morocco](#), [Tunisia](#), [Jordan](#), [Lebanon](#), [Palestine](#), [Israel](#), [Egypt](#). The organisation of “Switchers Meet Investors Events” in the target countries has allowed a total of 109 sustainable Start-ups to pitch their green businesses in front of 73 financial actors and investors. Thanks to the matchmaking activities with investors, and the rest of the activities, the project has contributed to the fact that more than 1.3 million euro have been raised by the supported green entrepreneurs. At regional level, in collaboration with several European stakeholders, MedWaves has converted The Switchers Fund into an Equity Fund channelling investment to Mediterranean Start-ups providing environmental and social added value, which is about to start its operations.

used to convey the needs of national partners and stakeholders and inform project activities and outputs. In Jordan, for example, the Ministry of Environment produced with SwitchMed's support in 2016 a National Strategy and Action Plan for Sustainable Consumption and Production.<sup>14</sup> The strategy was developed in consultation with more than 300 participants from different line ministries, public and private sector organisations, and NGOs. The strategy informed the work that was carried out under SwitchMed II on waste management and more particularly, on food waste loss. In Egypt, the selection of the textile sector (Output 1) was also the outcome of a study report<sup>15</sup> and consultations around it.

39. Another modality used to consult with national partners involved installing an inception at the start of the interventions. For example, Output 7.4 (SCP mainstreamed into Blue Economy in key industries and value chains -fishing, shipping, tourism- in selected port cities/countries) was initiated with an inception phase, which organized national and local consultative processes to identify and select Blue Economy implementing projects. Similarly, several project activities were designed as platforms for consultations. The policy dialogues organized under Output 4 in Jordan, for example, brought together ministries, industries and other stakeholders in discussions on a current state assessment and in defining pathways to improve waste management, leading to the formulation of recommendations and identification of specific projects to enable their operationalisation.

40. Across the region, participation in the project was promoted through calls for expressions of interest or for application. In Morocco, for instance, the Fédération Nationale des Industries de Transformation et de Valorisation des Produits de la Pêche (FENIP), a group of associations dedicated to the fishing industry, disseminated a call for expressions of interest to its 300+ members with about 10% enrolling in the programme (Output 1) and subsequent sessions to present the project and engage in interventions. In Algeria, the CNTPP (National Cleaner Production Center), an institution under the supervision of the Ministry of environment and renewable energy, was identified through calls for expressions of interest, as the key partner for the implementation and monitoring of the SwitchMed II programme.

41. In a few countries, the project also installed ad hoc governance mechanisms to facilitate collaboration and knowledge exchanges, for example through advisory groups or committees. In Egypt, UNIDO supported the creation of a National Advisory Board (NAB) to overcome the lack of a national steering committee. The NAB was chaired by the Ministry of Trade and Industry and UNIDO and convened different partners, including the Ministry of Environment, the EU Delegation, professional associations and regulatory bodies.

42. The annual Project Steering Committee Meetings were also used as a platform for consultations with National Focal Points and for monitoring and guiding project implementation. In interviews with the evaluation team, Implementing Partners (IPs) suggested that they always followed countries' requests and priorities. Survey respondents were overall positive about the consultations carried out during the execution of the project (Figure 3).

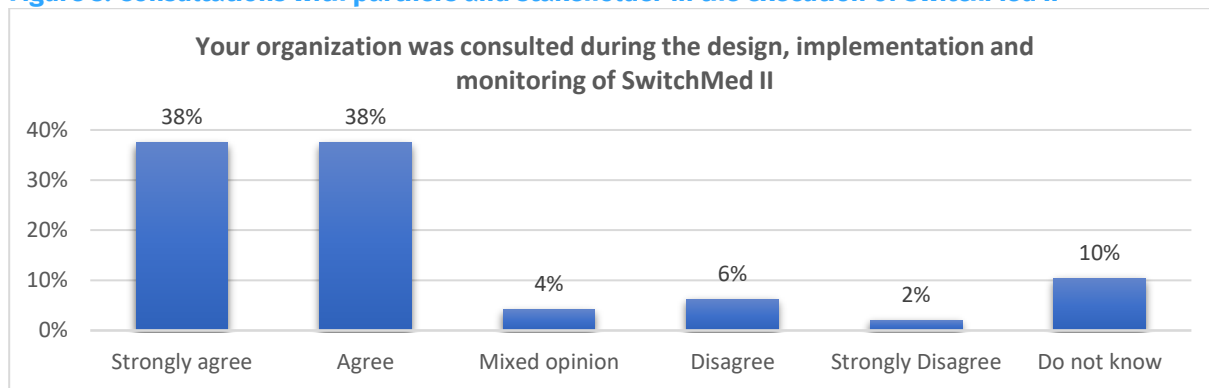
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<sup>14</sup> <https://switchmed.eu/wp-content/uploads/2020/04/01.-SCP-NAP-Jordan.pdf>

<sup>15</sup> <https://switchmed.eu/wp-content/uploads/2020/03/National-Supplement-EN-Egypt-1.pdf>



**Figure 3: Consultations with partners and stakeholder in the execution of SwitchMed II**



43. **Programme’s execution left room for more systematic consultations with partners/institutions and beneficiaries.** Despite significant efforts dedicated to connecting SwitchMed II with the needs of partners and stakeholders and the establishment of several adequate interfaces, informants also noted some gaps in collaborative processes. In many countries, representatives from the ministries of environment and from the ministries of industry commended the opportunity to contribute to inception, validation and dissemination meetings, but perceived their implication in the making of deliverables quite limited sometimes. This was found lowering opportunities for influencing but also learning from the making of deliverables. Informants also indicated that the perception of the industrial sectors was sometimes that SwitchMed II was a UN-led and owned project rather than a national project, as some interventions were interfacing directly with Business Service Organizations (BSO), professional associations, Chamber of Commerce and/or Industry, and/or factories, without being sufficiently channelled through national ministerial organs. For example:

- In Tunisia, the NFPs were involved during the different phases of the project. However, the Ministry of Industry reported room for being more closely engaged in Outputs 1.2 and 7.1, where professional associations were involved directly. This could have increased opportunities for the Ministry to gather feedback for the development of an enabling regulatory framework that takes into account the various barriers identified in the pilot projects as well as the conception of an effective circularity law. In practice, this influenced the implementation of Outputs 3 and 4 as well as the various roadmaps. The Ministry of Environment explained that the NFP’s engagement could be strengthened by including the Ministry in the elaboration of the terms of reference, the choice of consultants, the budgeting, and by having regular meetings on the ongoing works with more space for the Ministries’ inputs and results discussion. Furthermore, the inclusion of the Ministry of Fisheries as an official NFP could also increase its involvement in Output 7.1 (Blue economy Component).
- In Jordan, the Ministry of Industry and Trade reported limited influence on the design and implementation of the project (Output 1), rather referring to a direct channel being open between UNIDO and the contractor (i.e. RSS). However, the evaluation also noted insufficient handover procedures and staff rotations impacting the comprehension and management of project design and implementation information. The newly recruited NFP was not adequately informed about all project specifics at the beginning of the appointment.
- In Lebanon, UNIDO also had a direct channel with industrialists, mainly pipelined through the Association of Lebanese Industrialists (ALI).

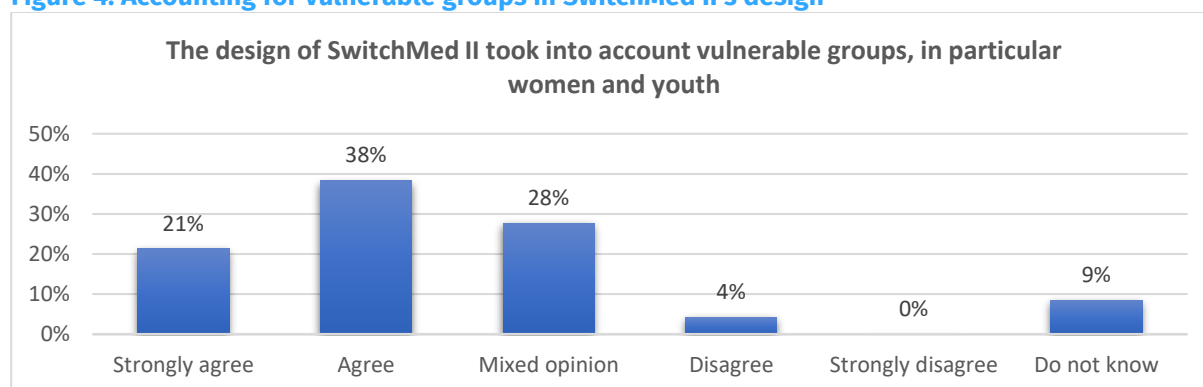


**EQ3. TO WHAT EXTENT DID THE DESIGN OF THE PROGRAMME TAKE INTO ACCOUNT VULNERABLE GROUPS, IN PARTICULAR WOMEN AND YOUTH GROUPS?**

44. **The design of the programme took into account women’s empowerment and gender equity, but national implementation remained patchy.** The initial Description of Action recalled that SwitchMed initiative’s overarching principle was to support the equal participation of both women and men in the implementation of project activities. In the first phase of the project, around 39% of Green Entrepreneurs workshops’ participants and 33% of TEST primary and secondary service providers were women. This was reported quite high when considering the context of the countries in which SwitchMed operates: in the MENA region only 13% of the firms are owned by women and the female labour force participation rate is only 25%. Throughout project implementation, sex disaggregated data collection and analyses were to be carried out in line with UNIDO’s Policy on Gender Equality and the Empowerment of Women (2015) for specific project components, to the highest extent possible. Based on a gender analysis, the project intended to identify project beneficiaries disaggregated by sex. Furthermore, the project was to provide evidence of equal and meaningful participation of women and men in project activities.

45. Increased attention to gender and vulnerability was also called upon in the evaluation of SwitchMed I. The evaluation report formulated a recommendation on gender as: “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.” However, in practice the evaluation did not find a gender and inclusiveness strategy designed in each country. Survey respondents were overall positive about the integration of vulnerable groups, but with 28% of participants returning mixed opinions (Figure 4).

**Figure 4: Accounting for vulnerable groups in SwitchMed II’s design**



46. Women’s participation was found variable per output and per country, for example:
- In Lebanon, women's participation in the programme was high at all levels. Constraints towards women's implication or enrolment in the different activities were not reported. Under Output 2, the EcoSwitch Coalition<sup>16</sup>, a national hub for promoting green entrepreneurship and circular and blue economy, has showcased the key role of women-led enterprises. In some Outputs (i.e. 7.2) women's participation exceeded 50%.
  - In Tunisia, the textile sector, at the management level as well as at the operational level, is predominantly composed of women, and the aquaculture sector, mainly

<sup>16</sup> <https://ecoswitchcoalition.creation.camp/>

composed of men, so overall some level of gender parity in the pilot projects was achieved. The Switchers programme notably benefited young people and ensured gender parity, with over 50% female participants among Switchers and Business Support Organizations (BSOs).

- In Palestine, the B-Hub, which is part of the Center for Continuing Education at Birzeit University, reported that 70% of applicant entrepreneurs (Output 4) were female, with females in Palestine having drivers to access to education, training, in a context that lacks job opportunities for youth in general. Furthermore, female applicants received five extra points in the selection scoring system.
- In Egypt, gender was variously mainstreamed. Under UNIDO's Output 1 the project collected gender-based data on participants, with an average of 50% female participation during trainings. Furthermore, as part of the partnership agreements, contractors had to take a Gender 1,2,3 course available online. Gender mainstreaming was highly considered in the implementation of activities through convenient training times/location and encouragement for women speakers at events. However, women were involved according to the type of industry. Ready-made garments was a labour-intensive sector with high women share, but for the upstream sector women's engagement was lower due to the nature of the industry itself.

47. Across the region, gender parity was more clearly targeted with Switchers' interventions (Output 2). Gender parity was achieved in the Training of Trainers' activity, with 48 per cent of the participants being women (Table 3).

**Table 3: Training of Trainers per country and gender of participants**

Country	Nº Trainers	% Women	% Certified Trainers	Nº BSOs
Algeria	67	36%	63%	14
Egypt	65	54%	36%	16
Israel	20	45%	100%	13
Jordan	37	35%	81%	16
Lebanon	39	62%	77%	18
Morocco	55	56%	78%	32
Palestine	30	20%	83%	8
Tunisia	32	69%	90%	15
<b>Total</b>	<b>345</b>	<b>48%</b>	<b>70%</b>	<b>132</b>

48. Similarly, training of Switchers reached parity in half of the countries (Table 4). In Morocco, where the proportion of women was the lowest, the project did not set a threshold or target for female participants in the call for applications.

**Table 4: Switchers' trainings per country and gender of participants**

Country	Nº Applicants	Nº Trainees	% Trainees Women	% Youth (≤30)
Algeria	224	66	41%	26%

Country	Nº Applicants	Nº Trainees	% Trainees Women	% Youth (≤30)
Egypt	479	130	42%	67%
Israel	198	111	43%	24%
Jordan	416	161	53%	57%
Lebanon	201	90	63%	33%
Morocco	132	105	28%	43%
Palestine	452	112	57%	48%
Tunisia	222	99	58%	24%
<b>Total</b>	<b>2.324</b>	<b>874</b>	<b>49%</b>	<b>43%</b>

49. **Other vulnerable groups, including youth, were occasionally featured in the programme's design but unevenly targeted in implementation.** The Description of Action positioned youth as target beneficiaries for Output 2 with a view to inspiring young entrepreneurs to focus on market-oriented opportunities for circular solutions. However, this did not translate into youth disaggregated indicators in the programme's logframe. In project countries, uptake of the Leave No-One Behind (LNOB) agenda was variable.

- In Egypt, the project's launch event included the objectives of gender equality, human rights, and work-life balance. Events were conducted during normal working hours and at convenient places that supported engagement of all groups. However, informants found insufficient targeting of informal groups and room to facilitate transitions to formal clusters.
- In Tunisia, the Switchers programme notably benefited young people. The programme also targeted marginalized regions within the country: the regions chosen for the project were based on socioeconomic indicators and on the absence of other projects in these regions.
- In Morocco, the Centre des Très Petites Entreprises Solidaires (CTPES) which implemented the Switchers programme selected participants on the basis of several criteria, including the socio-economic profile of candidates.
- In Israel, most MedWaves BSDPs were based in universities, which meant that young people were the natural target audience for the entrepreneurship programmes. However, vulnerable groups such as ultra-orthodox or Palestinian citizens of Israel were not especially targeted.

50. The evaluation found limited evidence of the programme making dedicated efforts to supporting People with Disabilities (PwDs). One notable example of a deliberate intent to support inclusiveness was identified in Palestine, where the B-Hub (Output 4) awarded additional enrolment scores to applicants with disabilities. Disabled applicants received 15 extra scores, while those with disabled children received an additional 10 scores.

**EQ4. TO WHAT EXTENT WERE UNIDO AND OTHER IMPLEMENTING PARTNERS ABLE TO ADJUST PROGRAMME STRATEGIES AND INTERVENTIONS TO RESPOND TO CHANGES IN SOCIO-POLITICAL CONTEXTS? DID THE PROGRAMME'S DESIGN ALLOW FOR ADAPTIVE MANAGEMENT AND ADJUSTMENT TO THE EVOLVING NEEDS OF PARTNERS/INSTITUTIONS AND BENEFICIARIES?**

51. **Implementing partners exercised some level of adaptive management in the implementation of SwitchMed II.** Informants conveyed a few cases indicating that some of

the lessons learned after SwitchMed I had been taken up to improve the design of SwitchMed II. For example, UNIDO was reported to have updated the MED TEST guidelines (Output 1) after each phase of the programme to account for new lessons and address comments from country partners. The Switchers component of the programme (Output 2) was also adjusted after SwitchMed I, which concentrated on delivering green entrepreneurship trainings to candidate start-ups and small enterprises. Drawing on the feedback of country partners and Switchers, SwitchMed II was equipped with a technical assistance funding stream that allowed Switchers to receive technical support in marketing, legal, or financial matters during the incubation phase of their initiative. The campaign calling for Switchers was also transferred from MedWaves in Barcelona to the countries after SwitchMed I, which was welcome by the national training centres.

52. On several occasions, the programme was commended as responsive to international or national challenges. Several international events were turned online as an effect of the COVID-19 crisis. The SwitchMed Connect event planned for 2020 was postponed to October 2021 and turned into a two-day hybrid event which registered 742 participants.

53. At national level, ample evidence of adjustments and adaptive management was found. A few examples include:

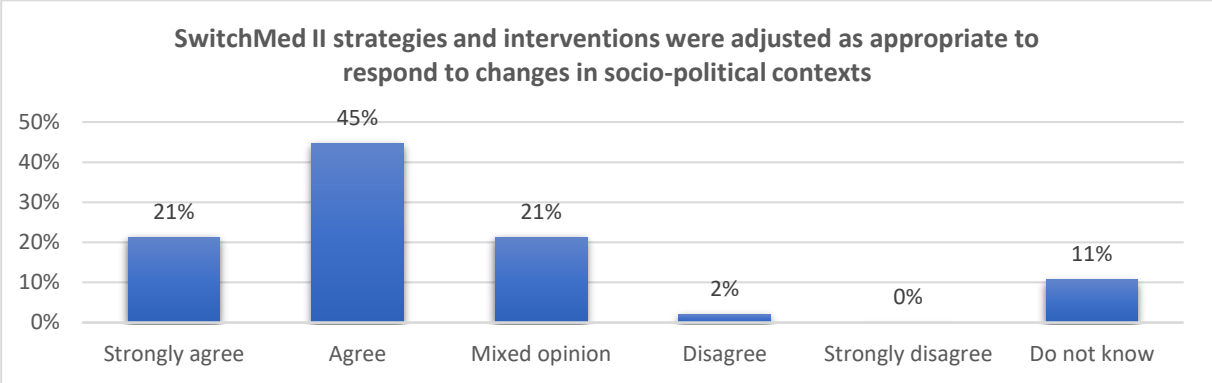
- In Lebanon, change was triggered by the COVID-19 crisis and economic collapse, which affected the dynamics of industrial zones. Many industrialists closed their businesses, while food security became an issue during the first years of the crisis. Therefore, supporting the food sector became more opportune, and inclusive at national scale. Similarly, SwitchMed II's support to the chemical sector was found very appropriate during the pandemic (sanitation products). Both sectors (Food and Chemicals) were also important to support the country in receiving foreign currencies through exports. Changes improved the usefulness of the interventions as the project was adapted to the surging challenges.
- In Egypt, beneficiaries from the textile sector found the programme very flexible, for example, accommodating requests to focus on the carpet sector. Similarly, expertise in chemistry and chemical management was provided in response to the requests of the chemical sector and trainings could be attended by a larger number of participants.
- In Palestine, SwitchMed II's initial plan included an activity related to the blue economy, but it was cancelled due to the outbreak of war in Gaza. This activity was intended to focus on investment opportunities, potential partners, and the overall landscape of the blue economy. However, due to the war, the living conditions in Gaza deteriorated, making survival a challenge for the residents. Consequently, the decision was made to suspend this activity.

54. **The adaptation of SwitchMed II to the COVID-19 crisis and to some other national changes did not translate into overcoming all challenges.** Informants across outputs and countries emphasized the major disruption caused by the COVID-19 crisis. Several informants reported almost a freeze in project implementation for 12 to 15 months. SwitchMed II was not conceived in the first place for online delivery. Interventions around Resource Efficient and Cleaner Production (RECP, Output 1) implied regular factory visits from experts. Trainings for Switchers were designed to be delivered face-to-face (Output 2). Policy work (Output 4) was expected to follow scoping missions in each project country. Travel bans and lockdowns in Europe and then across the MENA region at different times prevented the implementation of many activities. Informants shared the examples of factories being stopped and industries prioritizing sales over RECP after resuming production (Output 1). Informants on policy work (Output 4) were sometimes of the opinion that the project did not fully recover from the COVID-19 pandemic. In many countries, this

brought the project to slide for one year or more and to be implemented in a shorter period of time while bringing requests for no-cost extensions.

55. Survey respondents were overall positive about the adjustments of SwitchMed II strategies and interventions in order to respond to changes in socio-political contexts, although 21 percent of the respondents returned mixed opinions (Figure 5).

**Figure 5: SwitchMed II’s adaptation to international and national changes**



### 3.2 Coherence

**EQ5. HOW COMPATIBLE WAS THE PROGRAMME WITH OTHER NATIONAL INTERVENTIONS IN THE COUNTRIES, SECTORS, OR INSTITUTIONS?**

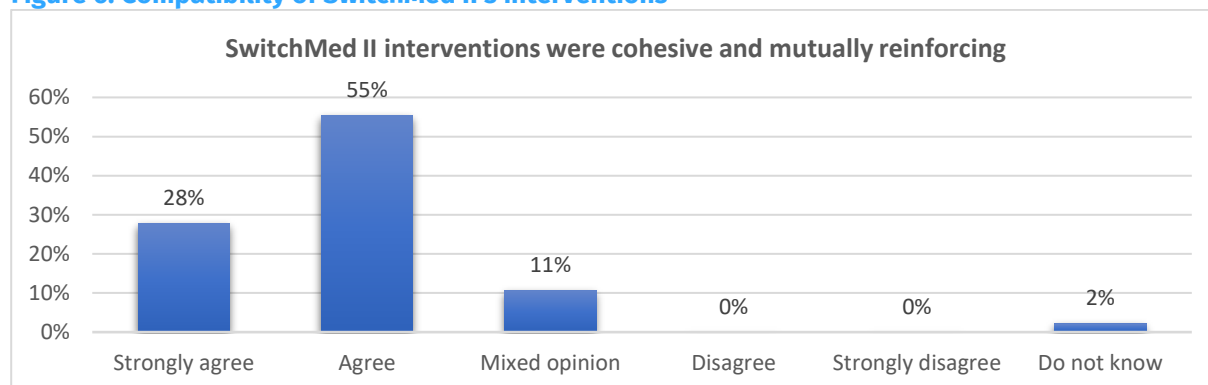
56. **National partners were engaged in ensuring the compatibility of SwitchMed II with other interventions implemented in the country.** National partners interviewed by the evaluation in ministries, industries and professional associations, chambers of commerce and/or industry, and among the BSOs indicated ensuring alignment of the project with national policies, sectoral strategies, and with the work of other institutions. In most countries, policy related interventions (Output 4) were a follow-up of the SCP NAPs developed during SwitchMed I. Evidence of compatibility between SwitchMed II and national policies and strategies was gathered in countries, such as:

- In Morocco, the SwitchMed II project was coherent with existing programmes aimed at reinforcing green and circular businesses, including the Industrial Acceleration Plan, the National Foreign Trade Policy, the National Sustainable Development Strategy, and the National Financial Inclusion Strategy. The blue economy component aligned well with Morocco's national strategies and the SCP national action plan priorities developed under SwitchMed I, as well as Morocco's national priorities for industrial development. Additionally, the project harmonized with ongoing RECP projects by pilot beneficiaries. The Switchers Programme was also aligned with existing national incubation programs, such as MarocPME, which focuses on green and circular businesses, CTPEs, and InnovInvest by CCG Bank.
- In Algeria, the SCP-NAP developed by the SwitchMed I programme is considered as one of the implementation tools of the National Strategy for the Environment and Sustainable Development and interacts with the national climate plan, the national waste management strategy and the national plan for the development of renewable energy.

- In Jordan, green initiatives, RECP, and entrepreneurship are aligned with the Economic Modernization Vision-Executive Program<sup>17</sup>.
- In Lebanon, RECP, circular economy and green entrepreneurship are directly related to the Nationally Determined Contribution (NDC) to mitigate climate change through improved energy efficiency, waste management, and reduced emissions.

57. According to the evaluation survey, SwitchMed II's interventions were overall compatible with national policy agendas, cohesive, and mutually reinforcing (Figure 6).

**Figure 6: Compatibility of SwitchMed II's interventions**



58. **SwitchMed II's interventions within the same project outputs were often complementary but more rarely synergetic across outputs, preventing sometimes the creation of a more comprehensive ecosystem of stakeholders.** In several countries, informants indicated adequate horizontal integration between partners from the same sector, such as in Egypt where the project was considered to provide a cohesive starting point for stakeholders working on textile waste management, be it traders, recyclers, or garment producers. In Lebanon, SwitchMed II's approach of working with industrialists and start-ups was perceived complementary as MSMEs assist larger established companies and vice-versa. Enabling such an ecosystem was the purpose of the Switchers Support National Partnership (SSNP) in Lebanon, *The EcoSwitch Coalition*<sup>18</sup>, a large network initiated under SwitchMed II (Output 2) to bring together all relevant Lebanese organisations in support of business start-ups, covering the entirety of the territory.

59. The evaluation survey presented SwitchMed II as largely successful in targeting a comprehensive ecosystem of stakeholders in the country, although 21% of the respondents returned mixed opinions (Figure 6). Opportunities for expansion were sometimes identified by the evaluation, such as in Morocco where the Switchers intervention (Output 2) involved the Office de la Formation Professionnelle et de la Promotion du Travail (OFPPT)<sup>19</sup> with interim outcomes. The OFPPT was involved in the Green Entrepreneurship Programme from the very beginning as a member of the Moroccan Switchers Support National Partnership, together with 18 other key players in the national ecosystem. 7 OFPPT experts were trained in sustainable business development within the framework of the training of trainers' programme. OFPPT also has an account as BSOs in The Switchers Toolbox, enabling it to organize training and support activities for its beneficiaries. In addition, OFPPT's branches in the different regions of Morocco took part in disseminating the call for applications to identify and train green entrepreneurs supported by the Switchers Support Programme.

<sup>17</sup> <https://www.jordanvision.jo/en>

<sup>18</sup> <https://ecoswitchcoalition.creation.camp/>

<sup>19</sup> The Office de la Formation Professionnelle et de la Promotion du Travail (OFPPT) is an organisation with 400+ centres dedicated to vocational training, which enrolls 500.000 students per year and delivers curricula to 480 professions, including on green economy and entrepreneurship.

However, uptake by OFPPT of the training materials and integration in OFPPT curricula was unclear to informants.

**Figure 7: Comprehensiveness of SwitchMed II’s ecosystem at national level**



60. **Coordination between project components at national level was sometimes limited, preventing stronger compatibility between project modalities and spillovers across upstream, midstream and downstream interventions.** In several countries, informants mentioned that complementarity between partners occurred within the same project output, but less actively across outputs. In Lebanon for instance, informants from the Ministry of Industry and the Ministry of Environment and national contractors related to Outputs 1 and 4 noted conceptual complementarities with the work being carried out with Switchers (Output 2) and industrialists (Outputs 1 and 7), but also perceived that increased coordination could have brought more advantages and strength to the project. In Morocco and Tunisia, informants in ministries highlighted a clear need for a Project Management Unit (PMU) at national level to coordinate efforts across project components among the ministries, companies, professional associations, and service providers. Such a unit would have streamlined processes and communication, ensured proper alignment among stakeholders, and facilitated ongoing and up-close evaluations. Implementing Partners also indicated that joint engagement and joint focus on a specific sector at national level could have benefited project execution and outcomes. The evaluation noted that the project was designed with parallel objectives and work streams. Components and outputs were assigned to one or another Implementing Partner with limited joint activities and few if any common logframe indicators and targets.

**EQ6. TO WHAT EXTENT WERE PROGRAMME STRATEGIES AND ACTIVITIES COMPLEMENTARY TO THE WORK OF OTHER UN AGENCIES AND INTERNATIONAL ORGANISATIONS IN THE COUNTRIES OF INTERVENTIONS AND AT REGIONAL LEVEL?**

61. **Programme strategies and activities were often complementary to the work of other UN agencies and international organisations in the countries of intervention.** National partners were frequently engaged in interfacing SwitchMed II with other international organisations. In Jordan, for example, informants indicated that the Ministry of Environment had close to 20 projects under implementation with partners such as UNEP, GIZ, the EU Delegation, the World Bank, GEF, GCF, and KOICA. While the regular budget of the ministry is around USD 7 million, extra budgetary funding channelled through international organisations can reach up to USD 50 million some years. Coordination is therefore compulsory, including with SwitchMed, although the latter came with relatively fewer resources than other projects. Other national partners also contribute to national coordination. The Chamber of Industry in particular has established partnerships with international donors supporting industrial initiatives, like GIZ and USAID. Collaborations



were reported with GIZ on (i) the “RECP Service Package - Design and Development of Tools for micro and small enterprises in the Food Processing Sector” project; and on (ii) the “Green Action in Enterprises (GAIN)” project.

62. Informants highlighted several other examples of collaboration:

- In Morocco, informants cited collaboration and complementarity with FAO, a project funded by SECO, and coordinating with the Partnership for Action on Green Economy (PAGE).
- In Tunisia, DG NEAR also manages the Water and Environment Support (WES) Project, which addresses pollution, plastic, blue and circular economy, ensuring shared knowledge and insights between WES and SwitchMed II.
- In Algeria, partners launched the blue economy programme with AFD (Agence Française de Développement) and Expertise France, involving more than 13 ministries, including all the fishing ports on the Algerian coasts.
- In Egypt, beneficiaries emphasized the Euro-Med project, delivered through the Alexandria Chamber of Commerce, as a key initiative focusing on sustainability factors.

63. **A few cases of overlaps between international interventions were identified but were assessed positively and perceived by beneficiaries to enlarge their options.** Informants shared a few examples of interventions from other projects partly overlapping with SwitchMed II. In Tunisia and Morocco, the Switchers Programme overlapped with other regional programmes by UN agencies and international organizations, such as those by the World Bank and UNEP, leading to redundancy in tools, trainer retraining, and underutilization of existing ecosystems. Nonetheless, complementary financing options existed alongside the Switchers Fund, including on projects like Adapt, Nasije for the textile sector, Spark, and FADES for the Arab world. In Lebanon, the Switchers interventions also overlapped with other projects supporting entrepreneurship, whether as part of the programme or external to it. However, Switchers indicated that this allowed tapping the expertise of different coaches and benefitting from complementary perspectives, which were helpful to develop their activities.

64. **The extent to which partnerships with international organisations at national level were escalated to foster replication and spark catalytic effects across the region is unclear.** Survey respondents were overall positive about SwitchMed II’s success in targeting a comprehensive ecosystem of stakeholders in the region, although with 19% of mixed opinions and 15% of respondents not knowing if this was the case (Figure 8). The evaluation noted that many informants at national level were moderately knowledgeable about the regional dimension of the project. A few supportive anchors to a regional perspective were often referenced, primarily the SwitchMed Connect event in Rimini, the SwitchMed website<sup>20</sup>, the Switchers platform<sup>21</sup>, and the Steering Committee Meetings. However, despite these valued modalities, informants showed often limited awareness about the technical solutions and partnerships implemented in the different countries. For example, the evaluation observed little knowledge in Morocco about the initiatives implemented in Tunisia, including several good practices which could have informed interventions. Informants reported that the south-south cooperation aspect of the project could have been more actively supported on each specific project output. Similarly, successful national cooperation with international organisations was not found widely known across project countries, with a view to foster replication, or regional “strategizing”. Although not in the scope of SwitchMed II, room was also suggested for elevating collaboration with UN organisations delivering projects, capacity development, and tools in areas in which

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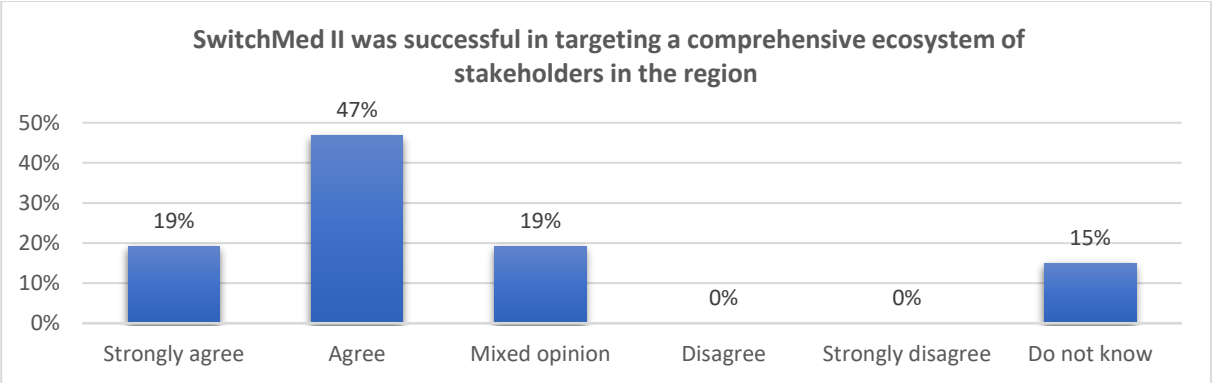
<sup>20</sup> <https://switchmed.eu/>

<sup>21</sup> <https://www.theswitchers.org/>



SwitchMed II’s distinctive approaches and methodologies could be mainstreamed. For example, entrepreneurship is an objective supported by organisations such as UNDP<sup>22</sup>, UN Women<sup>23</sup>, ILO<sup>24</sup>, UNCTAD<sup>25</sup>, UNITAR<sup>26</sup>, and FAO.<sup>27</sup> Nevertheless, the evaluation was informed by MedWaves of constant and enormous efforts to disseminate the methodologies among multiple actors and projects (BUSINESSMED, EMEA, EFIMED, iED, WWF Med, PRIMA, GIMED, STAND Up!, SIRCLES, HELIOS, INVESTMED, EBSOMED, MEHMED, CREAT4MED, DEEP, NEXT SOCIETY, SOFIGREEN, SIRI, WES, Blue Mission Med, etc). Several of them have included the methodologies in their programmes. This has also included actors in the UN system. For example, a collaboration agreement reached with UNDP adopted SwitchMed Green Business Model Methodology to implement a global Green Entrepreneurship Massive Online Open Course (MOOC)<sup>28</sup> which took place in November-December 2020 and reached 1,898 participants from 165 countries (visibility of SwitchMed and EC support has been ensured).

**Figure 8: Comprehensiveness of SwitchMed II’s ecosystem at regional level**



**EQ7. TO WHAT EXTENT WAS THE PROGRAMME’S THEORY OF CHANGE -EXPLICIT OR IMPLICIT- AT COUNTRY AND REGIONAL LEVELS APPROPRIATE? TO WHAT EXTENT WAS THE PROGRAMME’S LOGFRAME ADEQUATE?**

65. **The programme’s implicit theory of change at regional and national levels was generally appropriate with room for increasing transversal connections across impact pathways and highlighting the stakeholders’ ecosystem.** The Description of Action did not formulate a Theory of Change (TOC), which the evaluation reconstructed (section 2.3 above and Annex I) during the inception phase based on the project narrative and logframe. Consultations with informants brought to identify a few shortcomings in the reconstructed TOC, which were sometimes conveyed as limitations in the design and implementation of the project. Among these items:

<sup>22</sup> <https://www.undp.org/tag/entrepreneurship>  
<sup>23</sup> <https://www.we-accelerate.com/>  
<sup>24</sup> <https://www.ilo.org/ilo-department-sustainable-enterprises-productivity-and-just-transition/areas-work/entrepreneurship-promotion>  
<sup>25</sup> <https://unctad.org/topic/enterprise-development/entrepreneurship-policy-hub>  
<sup>26</sup> <https://www.unitar.org/sustainable-development-goals/prosperity/our-portfolio/entrepreneurship-and-private-sector-development>  
<sup>27</sup> <https://www.fao.org/in-action/territorios-inteligentes/componentes/emprendimientos-rurales/marco-general-y-conceptual/en/>  
<sup>28</sup> <https://www.learningfornature.org/en/courses/green-entrepreneurship/#learndash-course-content>

- The representation of the blue economy component as a standalone pathway was perceived stemming from the phased construction of the project rather than owing to the requirements and logic of the conceptual framework. Other options to consider in designing a final TOC would therefore include mainstreaming the component on the blue economy within the four original components or to design the TOC around the support provided, respectively or commonly, to the two work streams formed by the green and blue economy.
- A related shortcoming put forward by informants regarded the limited connections between the first and second project component and between the two outputs forming the first component. Informants were generally of the opinion that knowledge about different components of the project was siloed, collaboration across components was absent, and that the project was not understood as one even by the main implementing partners and the technical partners, leading country stakeholders to not knowing about each other's involvement in the project.
- Interviewees also suggested another gap in the reconstructed TOC in its lack of comprehensive representation of the national stakeholders' system. While the Description of Action proposed a detailed stakeholder analysis, with desired outcomes, this was not granularly represented in the reconstructed TOC. An option in designing a final TOC would therefore include formulating project activities, outputs and outcomes according to how they contribute to or benefit actors.
- In addition, the evaluation noted unspecified contribution of the project to institutional development at the outcome level, as a key step towards impact at scale and sustainability. Similarly, the evaluation noted a lack of representation at the output and outcome levels of interventions or modalities specifically aimed at stimulating "decent employment", as per the project's impact statement. "Decent work" as mandated to the ILO comes with many conventions, normative instruments and standards, and objectives not in the scope nor implementation modalities and partnerships of SwitchMed II.

66. The reconstructed TOC proposed a series of assumptions, which for some did not hold, in particular:

- **Political situation remains stable:** The war in Gaza has severely impacted the project, some pilots being pulled out by the conflict. Furthermore, rotation of personnel in ministries or among stakeholders, such as professional associations, has affected the institutional memory of the project and its perceived coherence sometimes.
- **Beneficiaries have access to finance/credit to deploy newly acquired knowledge/tools:** Access to finance has been a constraint faced by project beneficiaries across outputs and in most countries.
- **Close collaboration/coordination between the components:** Collaboration between components has been variable.

67. **At national level, stakeholders noted that the project's implicit theory of change, while generally appropriate, lacked sufficient involvement of NFPs during its conception. This lack of involvement hindered the ownership and implementation of activities, limiting the participation and intervention of local stakeholders.** Informants were also of the opinion that nationally designed TOCs could have helped integrating between components at national level. Furthermore, the collaborative development of the terms of reference could have enhanced shared ownership. To a certain extent, the TOC was found describing a conceptual scope positioned somewhere between a regional and a multi-country programmatic approach without entirely specifying each level. For many informants, the project did not sufficiently incorporate a regional component, lacking a comprehensive and integrative approach. Training sessions and Switch Connect events were conducted primarily to present results rather than to foster regional integration and the dissemination

of outcomes for the various Switchers National Partners. Furthermore, the roadmaps for different components were planned to be defined only at the national level, with no intent for strong and on-going regional collaboration and coordination among NFPs. There was also inadequate integration across the project components. For example, the results from the textile pilot projects in Morocco, which identified legislative barriers, were not sufficiently integrated into the overall roadmap for the textile sector.<sup>29</sup> Similarly, the Switchers were not introduced and incorporated into the broader framework of the SwitchMed project. A notable exception to this was Output 3 where a set of regional measures were identified for the contracting parties of the Barcelona convention.

68. **The programme's logframe was overly detailed but insufficiently disaggregated and of limited usefulness.** Several informants mentioned finding the logframe overwhelming, impossible to navigate, and of little use to understand the priorities of the project and the extent to which progress was achieved or roadblocks encountered. Evaluation's informants in project countries were also of the opinion that the logical framework had been conceived at the regional level, and that indicators were not defined at the country level, failing to account for population size, GDP, and other relevant data. An informant in Egypt for example made reference to the quarterly report for the Ministry of Trade and Industry which requested updates on the objective of the project based on the logframe. According to the logframe, a target of 10.000 tons of waste were to be valorised by the project, but this target was for 4 countries (Egypt, Tunisia, Morocco and Israel) leaving informants unsure about how to report on this target. Stakeholders were not clear if this target had to be divided by country, such as 2.500 tons equally distributed, or based on other criteria. The same remark was made for the number of jobs to be created with project's support (i.e. indicator I.O.1.2.6.), in addition to this indicator being found challenging to measure and forming an output rather than an impact indicator.

69. The evaluation also noted few joint indicators and targets for implementing partners. Furthermore, while the narrative of the project made reference to targeting youth for certain activities, logframe indicators and targets were not disaggregated accordingly. In addition, while useful, impact level indicators reflected the results of demonstration projects but missed to elicit the extent to which the project was achieving systemic change and institutional strengthening so that national adoption, scaling pathways, and sustainability were ensured.

### 3.3 Efficiency

#### EQ8. WERE PROGRAMME EXPENDITURES IN LINE WITH BUDGETS?

70. **The SwitchMed partnership model made the complex and heavy administrative procedure of each stakeholder interdependent.** As per the Description of action, the project was coordinated by UNIDO via indirect management with the European Commission (EC). UNIDO and the EC signed a Delegation Agreement for the implementation of the Action. Subsequently, as lead partner, UNIDO signed a Cooperation Agreement with the

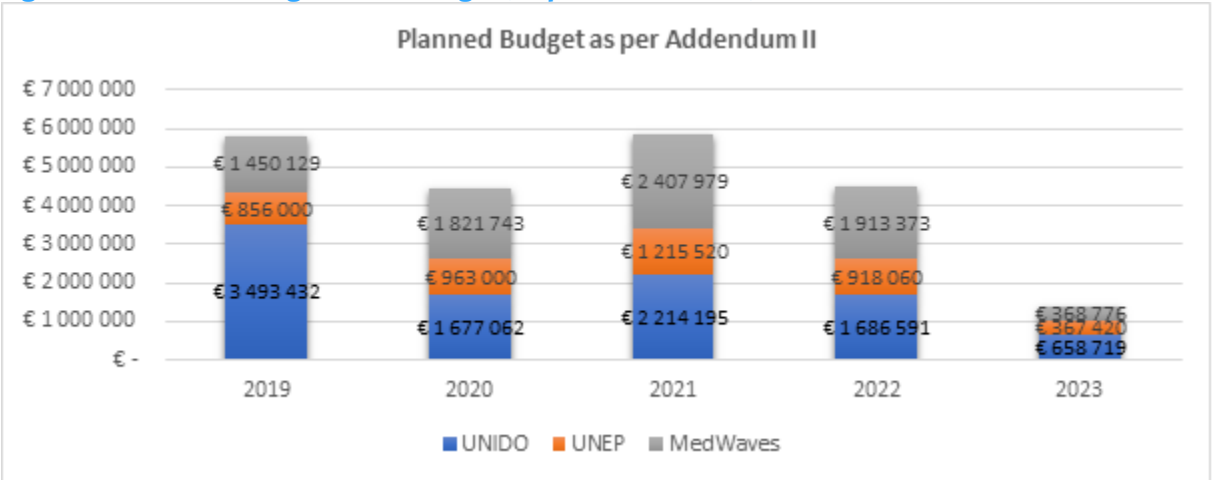
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<sup>29</sup> The circularity projects demonstrated the feasibility of textile-to-textile recycling. Although the preliminary cost-benefit analysis shows no significant financial gain, there is a reduction in carbon footprint, which can enhance market attractiveness, especially in the eco-friendly segment. While the pilot projects succeeded technically, a significant challenge identified is the regulatory issue where plastic waste is classified as hazardous, complicating textile recycling both domestically and for the export of scraps for recycling. Additionally, current regulatory conditions vary, leading to unequal access to the textile recycling market among different actors. However, legislative barriers were not addressed in the development of the textile sector roadmap. The Ministry of Industry was made aware of these opportunities for legislative improvements by the evaluation team.

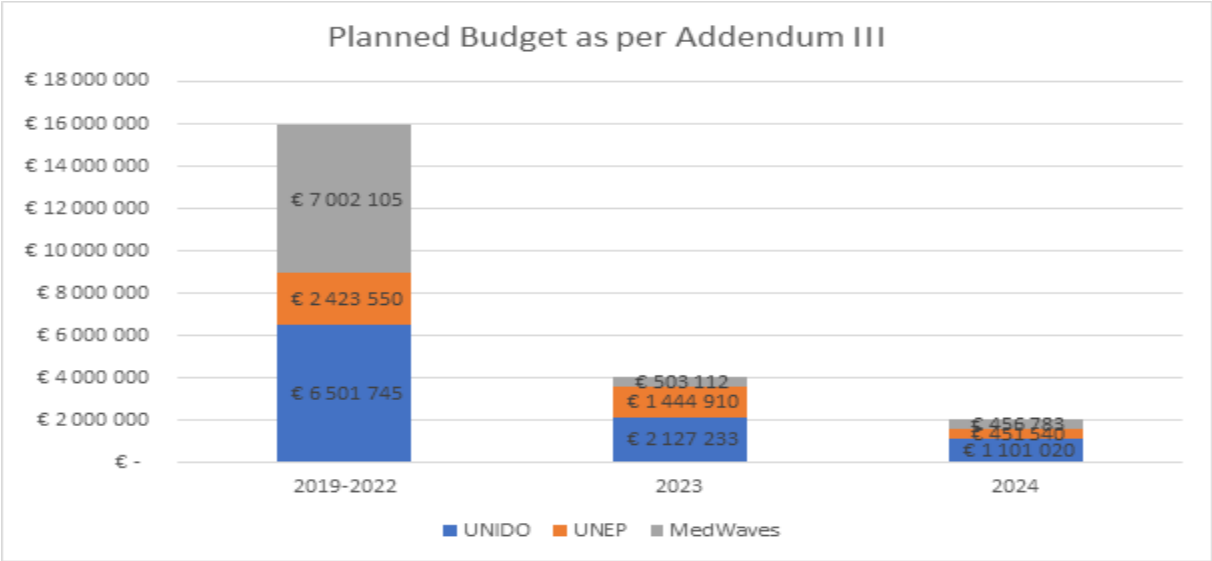
implementing partners. The agreement with UNEP was based on the standard UN Agency to UN Agency Contribution Agreement, and with SCP/RAC, UNIDO signed a subcontract. UNIDO was the recipient of the project’s funds. In UNIDO, payments to implementing partners have to be substantiated by a set of documents submitted by project team to Procurement, then Finance. UNEP received the funds in Nairobi, then transferred them to their Paris account. MedWaves received funds on the Catalan Waste Agency’s account. According to informants, the process would have benefited from an earlier submission of requests for disbursements as funds ended up being received quite late by UNEP, most often in June but sometimes in August or September, leaving limited time for execution. UNEP reported knowing very well EU rules and having raised funding related challenges on multiple occasions. However, some informants also pointed out a need for implementing partners to better understand EU rules and also to liaise more frequently with UNIDO to raise issues and prepare justification documents. Similarly, informants noted there would have been room to expedite the submission of financial reports by MedWaves (i.e. financial management was handled by the Catalan Waste Agency), for example to avoid a situation such as in 2022 when it was submitted to UNIDO on the next to last day before the reporting deadline. After the start of SwitchMed II, UNIDO implemented a grant manual applicable to relations with implementing partners which may address some of these constraints for newer projects. Informants were overall of the opinion that in the future, EU could subcontract each implementing partner directly instead of all under UNIDO’s lead. It was also found that EU’s higher-level instructions were increasing scrutiny and strict implementation of rules, which was counterproductive to the detriment of execution (also for closing costs approval). In addition, several informants pointed out the hampering institutional arrangements for MedWaves and UNEP which were based on centralized offices and needed to contract some of their activities to implementing partners. Nevertheless, it is part of UNEP’s business model to leverage national ownership and further building of capacity of national centres of excellence. Informants referred to funds taking 4-6 months from being available to the implementing partners UNEP and MedWaves after having been received by the coordinating partner UNIDO.

71. **Programme expenditures aligned unevenly with the planned budgets, causing challenges in project implementation.** During the first year of project implementation, expenses (disbursements and commitments) turned out to significantly differ from the planned budget (Figures 9, 10 and 11). Some initial low delivery, compounded with other factors, had lasting effects on the project cycle.

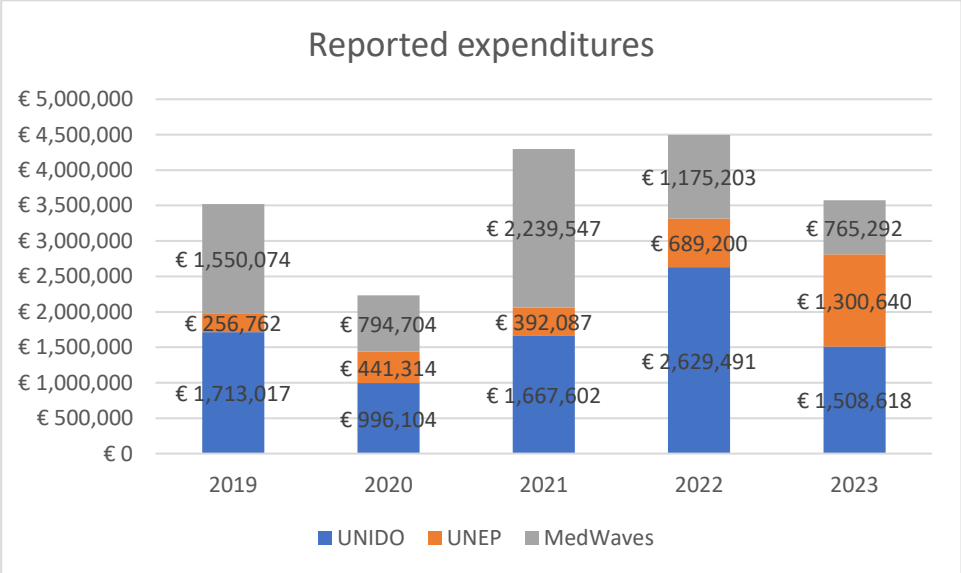
Figure 9: SwitchMed II agreement budget (as per Addendum II)



**Figure 10: SwitchMed II agreement budget (as per Addendum III)**



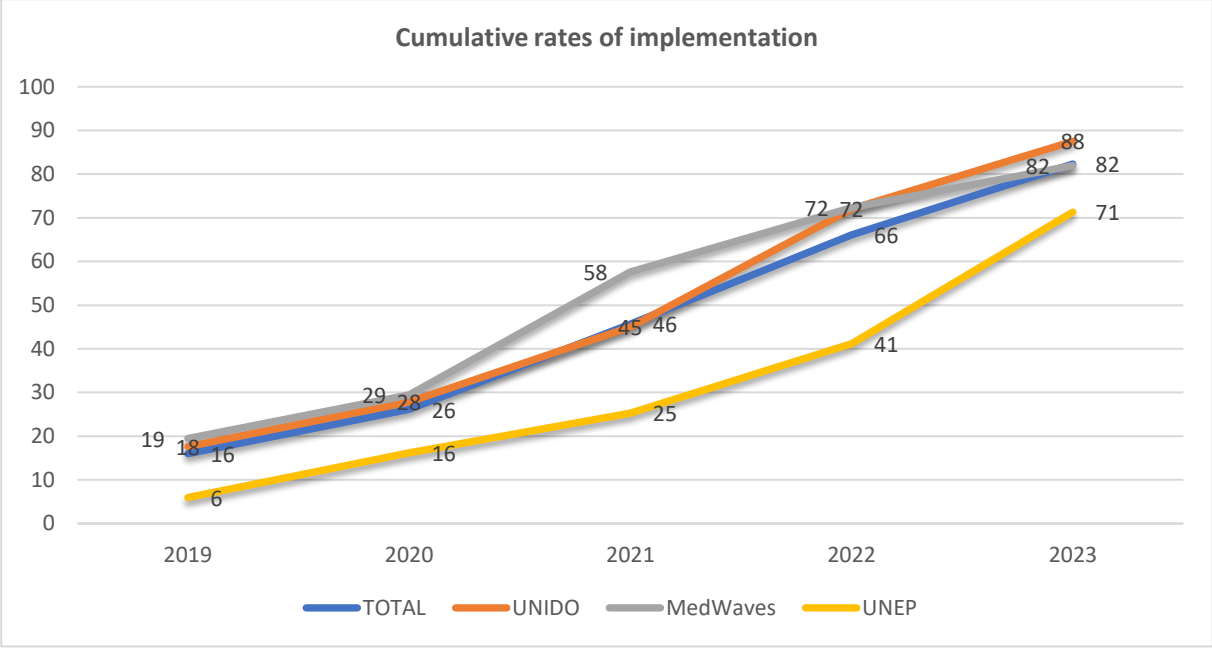
**Figure 11: Project expenditures (disbursements plus commitments)**



72. According to informants, various administrative and financial factors affected project implementation. One of the constraints reported by informants stemmed from the rule upon which EU instalments were calculated, i.e. using three criteria: (i) Rate of implementation of EU funds (“70% of immediately preceding +100% of all previous instalments” rule); (ii) Percentage of SwitchMed funding covered by the EC; and (iii) Forecast for the next year. Therefore, implementation below the “70+100” requirement, such as in the first year of SwitchMed II, had impacts on the following year’s instalment amount, which would also affect year after year if not mitigated by budget forecasting.

73. In that regard, UNEP was especially affected by the project’s financial schedule. UNEP’s strategic budget planning was not revised after the first year to increase the amount of the next instalments. Challenges were compounded by UNEP’s low implementation in the following years as not being able to properly mitigate the effects of the COVID-19 crisis (Figure 12).

**Figure 12: Cumulative rates of implementation (yearly expenditures compared to total eligible costs), in percentage**



74. Several constraints made UNEP’s implementation challenging. UNEP’s internal rules require that project funding is directed first to ensuring the salaries of project staff for two years, which led to engage from the start the project’s budget on salaries. Over the period 2019-2021, UNEP dedicated on average 75% of yearly execution to staff costs and national consultants and 9% to national partners (Table 5).

**Table 5: Proportion of UNEP’s executions that went to UNEP’s staff salaries versus UNEP’s national partners during the period 2019-2021**

UNEP	2019	2020	2021
<b>% of execution dedicated to staff</b>	<b>96.48</b>	<b>46.81</b>	<b>82.82</b>
<b>% of execution dedicated to IPs</b>	<b>0</b>	<b>13.42</b>	<b>13.61</b>

75. Moreover, UNEP was the only partner without co-financing, which prevented them from relying on non-EC resources to mitigate a delayed payment schedule and pursue implementation. As per UNEP’s referred programme management and international audit requirements, UNEP also faced the additional constraint of not being able to sign contractual agreements with technical partners until project funds had been received on UNEP’s accounts. Only limited resources were therefore initially channelled to technical partners for interventions in project countries. According to UNEP, while the initial plan had set a budget of €400,000 to go to countries, some countries got only €50,000. Although the project stated that there was no fixed allotment for each country and that the end amount would be based on a number of criteria, including the interest and possibilities from the countries and from UNEP to sign contracts, informants also indicated that the amount allocated to activities was influenced by financial management. Altogether, roughly 50% of UNEP’s budget was not available for activities until very late in the project’s planned

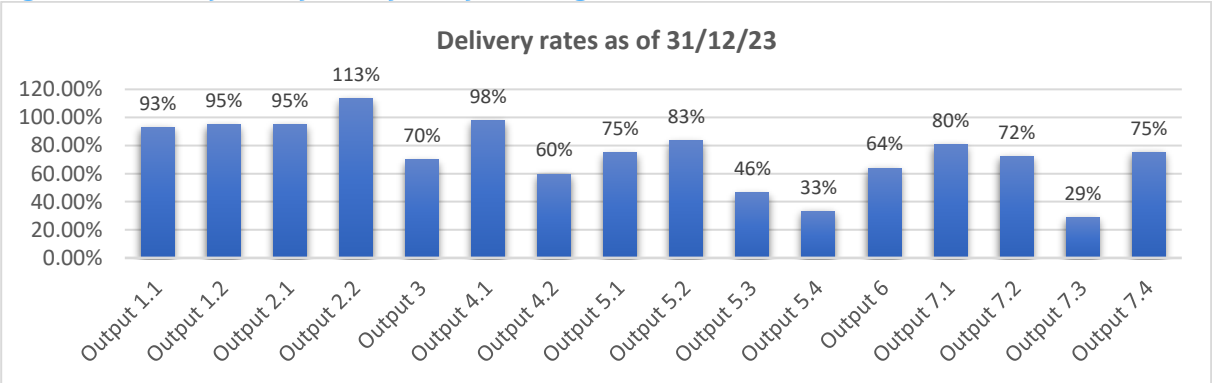
execution.<sup>30</sup>. Therefore, the evaluation noted this situation delayed delivery from UNEP for an extended period of project execution.

76. In early 2023, UNEP raised its fund availability issues and requested the early disbursement of the next instalment. Since the three implementing partners, collectively, did not reach their “70+100%”, it was not possible to request an early instalment to the EU. UNIDO worked all year to find a solution, in consultation with its Finance Department, and identified the possibility of providing an advance on UNEP’s next instalment, amounting to ~107K€, as an exceptional measure. Despite several requests, the PMU indicated that UNEP delivered the financial report proving its lack of funds only in the winter of 2023. Then, UNIDO offered the advance, which was eventually delivered in early 2024.

77. UNEP tried to overcome these challenges and exercise flexibility in order to mitigate the effects of these constraints at national level. In Jordan, for example, in response to the prolonged official procedures and processes involved in contracting consultants and experts through the Ministry of Environment’s public procurement system, UNEP directly engaged consultants to execute specific planned interventions.

78. As of 31 December 2023, the overall delivery rate for the programme was 82.3% with €3,890,110.43 remaining to be executed. In relative terms, execution was slow on several outputs (Figure 13), in particular Output 7.3 (Integration of circular economy for Blue Economy sectors within the Barcelona Convention Framework), Output 5.4 (Increased support to the consumption of sustainable products and services for the Blue Economy), Output 5.3 (Networking Facility for Blue Economy in the Mediterranean), and Output 4.2 (Enabling policy frameworks established at national level through successful implementation of pilot projects). In terms of funding volume, the most significant implementation gap by the end of 2023 was faced by Output 4.2, with € 902,189.25 that remained to be executed. However, an updated logframe submitted by UNEP late September 2024 indicated 100% completion of all of its Outputs, i.e. 4.1, 4.2 and 7.4.

**Figure 13: Delivery rates per output in percentage (31/12/23)**



79. At national level, partial project implementation was reported in Algeria. The budget allocated by MedWaves for the country was 211,000 euros, with only 27% of this envelop

<sup>30</sup> On 26 May 2023, UNIDO wired an instalment of €1,057,714.31 to UNEP (covering the year 2023). On 30 April 2024, UNIDO wired €106,940.78 to UNEP as an advance on their 2024 instalment. These funds were taken from UNIDO accounts while the three partners were waiting for the EU to approve and deliver the 2024 instalment. UNIDO received part of the 2024 instalment from the EU on 24 April 2024, pending the EU's approval of the remaining pending payment. On 28 May 2024, UNIDO wired the entirety of this amount (€566,683.81) to UNEP. UNEP was prioritised due to its urgent need. UNIDO received the last part of the 2024 instalment from the EU on 12 June 2024. On 5 August 2024, UNIDO wired the last €393,477.23 to UNEP.



having been used by June 2024, due to a lack of applications complying with national requirements and procedures. As for progress on the "Blue Economy" component, the completion rate was around 45% of the budget allocated to national partners.

80. **As per EU requirements for regional projects, budget expenditures were not segregated by country or activity but were defined at the output level across all countries. This made it challenging for some stakeholders to have clear visibility on the resources effectively available, preventing them sometimes to arbitrate between potential project activities as their cost was not necessarily specified and comparable at country level.** A few country informants mentioned insufficient visibility on the budget, which was communicated on a case-by-case basis. This was reported as preventing adequate planning of activities, such as in Egypt to prepare a study tour for beneficiaries or in Jordan to plan for workshops and events. Some informants also indicated that communicating the costs of international events such as Switch Connect would have been helpful in better gauging alternatives and arbitrating with the organisation of national events. According to informants, the lack of country based financial information also prevented analysing more granularly the performance and efficiency of activities per country. This led to potential inefficiencies in cost management.

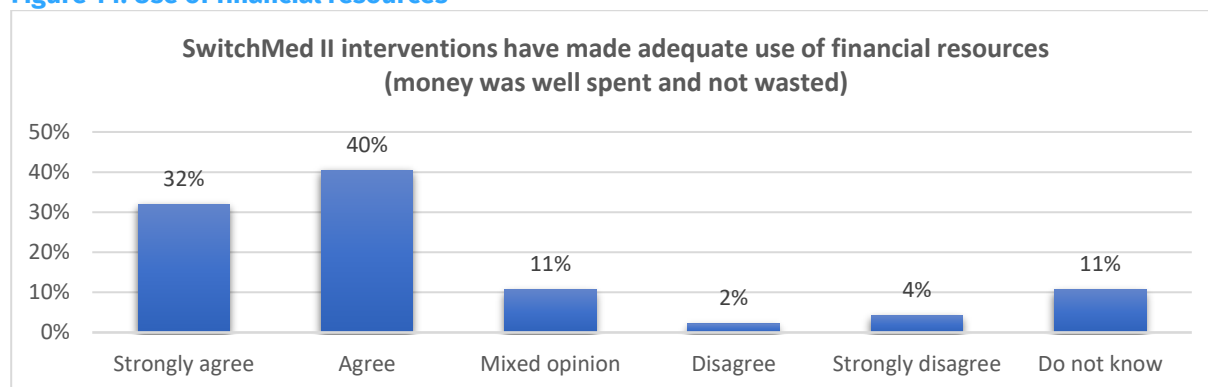
**EQ9. HAS THE PROGRAMME DELIVERED RESULTS IN AN ECONOMIC AND TIMELY MANNER? DID THE PROGRAMME MANAGE TO AVOID DUPLICATIONS AND FOSTER SYNERGIES BETWEEN IMPLEMENTING PARTNERS TO ACHIEVE OBJECTIVES MORE EFFICIENTLY?**

81. **The project was found delivering many results in an economic manner.** As the resources set to country work were not segregated (see previous section), neither in planning nor in execution, expectations from national partners were frequently fulfilled. Many evaluation informants were of the opinion that financial resources were used adequately. Most interviewees among ministries and technical partners indicated that project resources had been spent appropriately. Various cases of cost-effective activities or approaches were reported, including the reliance on the SCP NAPs and previous study reports to design and guide SwitchMed II's interventions; engaging national and local technical partners to deliver project outputs; conducting trainings remotely; and leverage products and services from other programmes. For example, UNEP invited project stakeholders to attend a global online training on circular economy delivered with the UN System Staff College (UNSSC). The training was attended by over 2,000 people, with several hundred participants from the region. In Morocco, Switchers were compensated for only half of their travel costs to training sites to ensure joint ownership and motivated participants. In Lebanon, the Switchers Toolbox was used by different projects that BDSPs implemented in the country in collaboration with MedWaves (i.e. StandUp and GMED). Some informants mentioned a cost-effective return on investment of the Switchers project compared to other initiatives.

82. The majority of survey respondents was also of the opinion that SwitchMed II interventions made adequate use of financial resources (Figure 14).



**Figure 14: Use of financial resources**



83. **Project implementation was significantly delayed which created some inefficiencies from the side of implementing partners but had less effects over technical partners and beneficiaries.** According to the Description of Action, the project was expected to be delivered over a period of 48 months, from January 2019 to December 2022. Revisions and delays in project implementation (see previous section) brought the project to run for 18 additional months, until June 2024.<sup>31</sup>

84. Similarly, the work of the Center for Blue Economy in Haifa, Israel, started only in January 2024 due to UNEP's lack of funding and timing in contacting the Center, which only happened in June 2023.

85. The evaluation also identified activities which were still pending or on-going. For example, in Morocco and Tunisia, while the pilot projects in Output 1.2 were completed, cost-benefit and life cycle analysis data were still pending. In Morocco, the pilot project on resource efficiency in the blue economy component was completed on time; however, the project on fish by-product valorisation did not reach the scale-up phase, threatening the relevance of the data, the desired impact, and the project's piloting and dissemination capacity for the sector. Valorising fish by-products, particularly in the context of an innovative blue bioeconomy, is a long-term endeavour. Nevertheless, the INRH Valorisation Centre, based in Agadir, was significantly reinforced during the pilot, enhancing its capacity to support the Moroccan fish industry in developing pre-production series and leveraging national expertise for innovative fish by-products. This capacity-building to INRH Centre de Valorisation was a key component of the sustainability strategy for the intervention to ensure long term upscale and impact of the intervention.

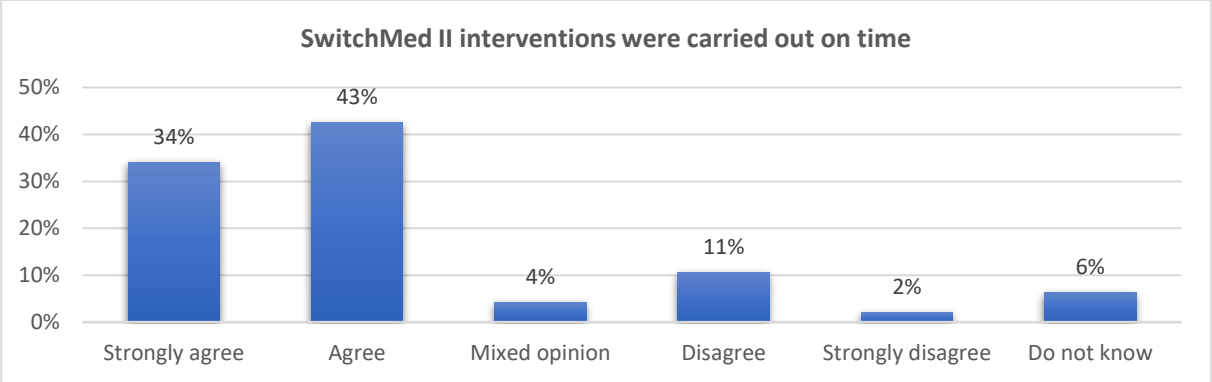
86. Informants also indicated that some activities under Output 2 might still be carried out in the coming weeks, such as assessing the impact of the project on Switchers. MedWaves but also the BDSP in Jordan, for example, made reference to upcoming monitoring surveys, i.e. beyond the project's duration and funding.

87. **However, overall, the evaluation noted that the delays confronted in executing the project did not significantly affect technical partners and beneficiaries.** Interviewees from ministries and technical partners indicated that delays in implementing the project were also due to their own and to the national context, including the COVID-19 crisis, time to decide upon policy and technical areas to prioritise, time committed to managing other larger projects, institutional changes, and so forth. In Lebanon for instance, stakeholders mentioned a one-year delay for the country mainly due to the social unrest, the economic crisis, the Beirut blast, and the COVID19 pandemic. Despite this, the project met all the objectives under Output 1. The delay allowed industrialists to seek costs reduction, which was in the momentum of the project, especially when the government stopped the subsidies

<sup>31</sup> Addendum n. 3 to EU Delegation Agreement N. ENI/2018/402-618

on energy, and when the import of raw material and water became costly due to inflation. In Tunisia, the pilot project in the blue economy component is ongoing, as the 18 months allocated were insufficient to complete a full production cycle (14 months). Nevertheless, the data obtained so far is usable and interpretable. According to the evaluation survey, a majority of respondents found that project interventions were carried out in time (Figure 15). Although in terms of the implementation of Output 3 interventions, policy dialogues are being delivered in a period of six months (e.g., Jordan in 2024) instead of the originally planned 24 months.

**Figure 15: Timing of project interventions**



88. **Switchers suggested several areas for improvement in the project’s design and implementation to make scheduling and financial allocations more efficient.** The evaluation noted that project countries adapted and to some extent tailored the implementation of the Switchers component (Output 2). This brought some Switchers to point out constraints that were not necessarily met in all countries. For example, several Switchers indicated that the financial support directed to facilitating access to technical assistance during the incubation phase had not been the best use of project resources nor the most appropriate response to their needs. Examples were collected in countries like Jordan where a Switcher’s call for technical expertise on agricultural engineering was not accepted and considered outside the project’s scope (which granted technical assistance in marketing, financial, and legal matters). Informants in Jordan and Morocco also mentioned a lack of funding to support Switchers' materials and machines to maintain and sustain their products and projects. In Algeria, while a Switcher had access to a range of advisory services and products, another Switcher indicated not having benefited from a similar support due to demands not being agreed upon by the BDSF. Switchers in Morocco also made reference to financial resources needed for installing and operating the venture, for example to rent office space, rather than for “coupons” providing access to technical advice. Meanwhile, Palestine’s Switchers component was considered highly flexible and incentivized without the above constraints (Box 1).

**Box 1: Design and implementation of the Switchers component in Palestine**

In Palestine, each participant in the Switchers component who completed the second MedWaves incubation phase, could benefit from funding between 2,400 and 3,000 EUR. The B-HUB’s mentors assessed the participant's needs, such as financial planning, prototype development, enterprise registration, lab testing, equipment, and marketing, and submitted these needs to MedWaves for approval. The mentors then selected and hired experts to meet these needs, with agreements finalized through the mentors. After the experts had provided technical assistance, a report was sent to SwitchMed, which processed the expert's payment. The funding was exclusively for technical interventions, not cash. Mentors managed billing and communications with MedWaves. Funding amounts varied based on project needs and MedWaves' approval, offering flexibility. This funding aimed to advance enterprises from level A to level B rather than serving as seed funding. The final stage involved networking to help start-ups access financing opportunities.

89. In several countries informants also indicated that, considering their entrepreneurial needs, the architecture and scheduling of the Switchers component would have benefited from increased individualisation. According to the Description of Action, the Switchers component was designed around three phases.<sup>32</sup> Several Switchers indicated room to shorten the first phase on Ideation, and/or to inject flexibility in the duration of the second phase on Incubation, but to extend the third phase on Acceleration, especially by dedicating stronger attention and support to providing access to seed funding. For example:

- In Tunisia, the prolonged ideation phase in Output 2.1, lasting over two years, caused some start-ups to drop out. The project suffered from inefficiencies, including extended timelines and delays in financing, which prevented start-ups from hiring necessary experts. Additionally, budget allocation was imbalanced, with a significant portion consumed by the Partenariat National de Soutien aux Switchers (PNS), training and other activities, leaving insufficient funds for Switchers. Moreover, Output 2.2 on financing the Switchers could not be completed; pitching occurred, but no actual fundraising took place.
- In Morocco, the Centre des Très Petites Entreprises Solidaires (CTPES), the Switchers National Partner, faced challenges in time and financial management. Despite two Switchers Meet events, there was no access to financing. Hence, output 2.2 on financing the Switchers was not fully completed. Moreover, 56 trainers were trained, but only 28 of 56 individuals fully certified, and just 4 trainers actively deployed within Morocco.
- In Algeria, for the blue economy component (output 7.4) the approach preferred by the National coordinator (CNTPP) was to select entrepreneurs only from the National School of Marine Sciences at Algiers, narrowing down the scope of potential future entrepreneurs and causing a low participation rate. Furthermore, the selection of a trainer outside the pool of certified trainers, who was in fact a trainer in the CNTPP, led many candidates to drop out, as they had already experience with this trainer and did not think they would learn anything new.

90. The project (Outputs 2.1 and 2.2) supported the incubation of 127 circular Start-ups, development of the MEAL system, digitalisation of the tools and development of the online platform, development of new tools, creation of The Switchers Support National Partnerships in the 8 countries, training programme for 342 trainers, training and support to 874 green entrepreneurs to develop their sustainable business models, identification and engagement of financial actors, organisation of pitches between 109 circular Start-ups and 73 financial actors and investors and enhancement of the Switchers Fund. However, the evaluation also noted that across the region, the Switchers component had moderate reach. The number of incubatees in several countries was about 20 start-ups while taking more than four years for completion. For example, the number of incubated start-ups in Morocco was relatively conservative, with fewer than 16 start-ups, compared to an investment of approximately €220,000 for this component. Furthermore, in Tunisia, Morocco and Jordan, the evaluation did not find accurate up-to-date statistical data on the number of start-ups effectively active, i.e. still operational either at growth stage or past acceleration. The

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<sup>32</sup> 1. Ideation Stage Green Start-ups and Entrepreneurs – *The Switchers Starters*: Initial Business Idea developed through SwitchMed Green Business Model Development. Ideas are “canvassed” and tested.

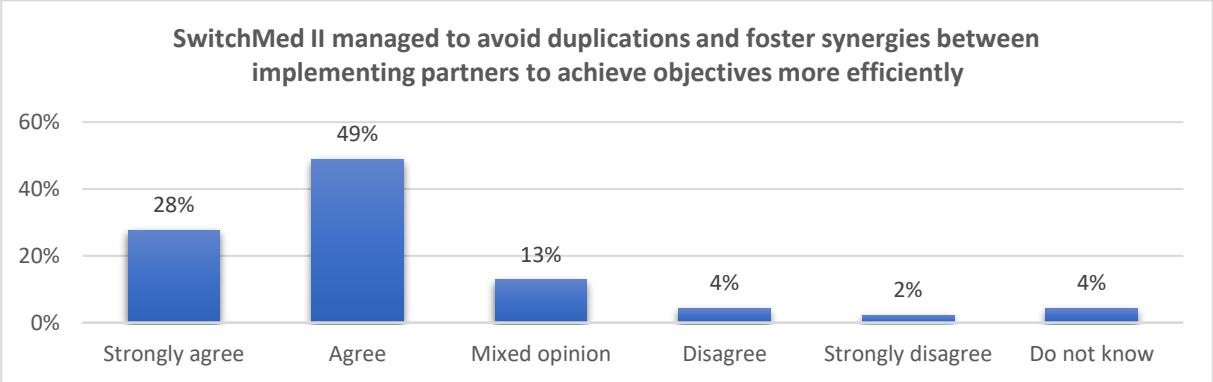
2. Early-stage Green Start-ups and Entrepreneurs – *The Switchers Incubated*: Business ideas are incubated and legally established, high-fidelity prototypes tested and products developed. The business has been proven to be economically viable.

3. Growth Stage Green Start-ups and Entrepreneurs – *The Switchers Accelerated*: The business is generating a consistent source of income and taking on new customers. Possibilities of expansion and further growth are at the stake.

evaluation noted that among the Switchers that BSDPs recommended to interview, several were not yet or not anymore in business. However, informants corroborated that these targets and budgets conformed to other similar interventions, if not more efficient compared to other projects providing higher resources.

91. **The programme managed to avoid duplications between implementing partners but was not designed to foster ample synergies.** Informants across the region highlighted most often a lack of collaboration and coordination between project components. However, this did not lead to significant overlaps. In Lebanon for example, duplication between the different components and their beneficiaries was not noted. Conversely, complementarity was observed since UNIDO worked with established industries, MedWaves engaged with new start-ups, and UNEP focused on the policy level. A few examples of synergies between components and/or countries were shared with the evaluation. In Egypt, SwitchMed and the Inclusive Green Growth (IGG) project jointly delivered a training on the TEST methodology to Egyptian counterparts, who were beneficiaries of both projects. Furthermore, four experts from the project’s implementation in Lebanon joined the training also remotely. In Palestine, where the three national partners of SwichMed II demonstrated good coordination, the three national key informants confirmed their collaboration and joint follow-up on project activities. The UNEP national partner, the Environmental Quality Authority (EQA) representative, mentioned being a member of the pitching panel for the MedWaves’ Switchers and was involved as coordinator or supervisor in activities conducted by the B-Hub, mainly the incubation of green and blue Switchers. The UNIDO key informant closely followed the work of the B-Hub (Output 2) and recommended that incubated Switchers receive education on RECP. Survey respondents were generally positive about SwitchMed II’s engagement in avoiding duplications (Figure 16).

Figure 16: Synergies in project interventions



92. **A few contextual factors were sources of inefficiencies.** In several countries, informants indicated that the experience and capacities of national consultants were not always aligned with the expertise required to advise on operationalising green and blue economy initiatives. In Israel, one field in which certain stakeholders expressed a need for greater transparency and collaboration was data collection and in building the economic models for the solutions developed. For example, while the process for sampling the plastic makeup of solid waste in Israel was extensive, it did not match the field data in the sorting facilities, leading to certain disagreements on the results and following recommendations. In Jordan, the evaluation noted a case where the RECP advice to a food factory (Al Wadi Food) was not supported by sufficient forecast and led to less adequate water management soon after the intervention. In Morocco, Algeria, and Jordan the expertise of some trainers covering the Switchers’ green or blue economy components was not found adequate. In Algeria, this led to the cancelation of the Switchers’ blue economy work stream. In most countries, BDSPs and Switchers referred to challenges with the Switchers’ online platform,

which was only partly solved. As noted earlier, several references were also made to a more structural limitation of the project with the lack of joint focus on sectoral interventions preventing synergies and to reinforce more systematically the capacities of all stakeholders across a given industry.

93. **The process of national-level appropriation and knowledge management among the implementing partners lacked clarity.** Despite the availability of valuable information, there have been challenges in effectively building on and utilizing this knowledge. This inefficiency has limited the project's ability to leverage existing insights and data, leading to missed opportunities for enhanced coordination and improved outcomes. Without a well-defined system for managing and utilizing knowledge, the potential benefits of accumulated expertise and information remain underutilized.

**EQ10. WAS THE PROGRAMME'S INSTITUTIONAL SETUP AND GOVERNANCE, MANAGEMENT STRUCTURE AND ARRANGEMENTS, AND MANAGEMENT OF OPERATIONS ADEQUATE AND EFFICIENT?**

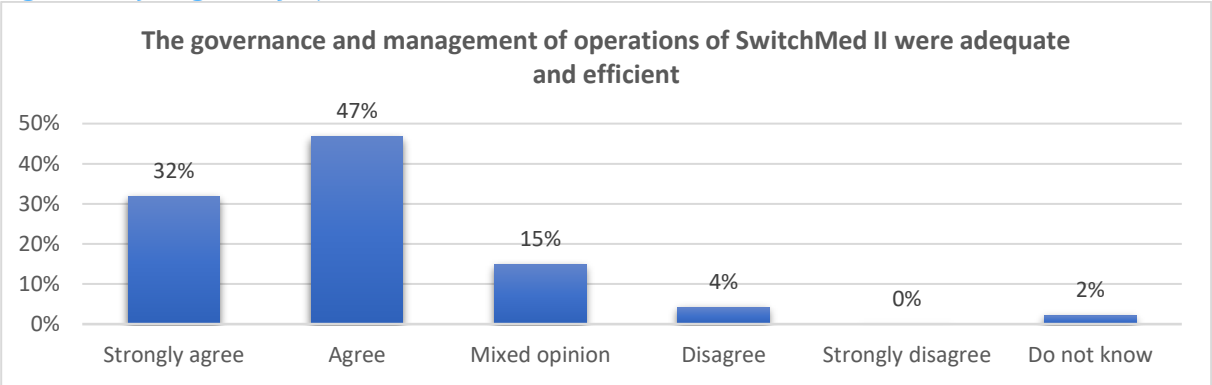
94. **The project's governance structure at global and national levels did not sufficiently integrate project components resulting in Implementing Partners working primarily in silos.** Project implementation was supported by periodic steering committee meetings which were pursued during the COVID-19 crisis. Project management produced qualitative annual progress reports to monitor achievements and challenges. Implementing Partners reported annually on the results of the project across all or most of the indicators of a very demanding project logframe.

95. Nevertheless, the project was implemented in segmented components, and despite an initially holistic design, each output was executed independently. The steering committee lacked a dedicated senior manager with overall decision-making over the three Implementing Partners' components. Furthermore, the frequency and format of the steering committee meetings did not facilitate effective coordination among the various outputs. Less formal exchanges complementing the steering committee meetings would have been useful. Perhaps as a result, some participants believed the meetings failed to facilitate knowledge transfer, new collaborations between country representatives, and coordination between project goals and activities at a regional level. This lack of coordination hindered the project's ability to achieve a synergistic and cohesive implementation across its components. However, it is also important to note that on an Output-by-Output level, there was adequate implementation and engagement from the Implementing Partners.

96. At national level, informants also pointed out the lack of a solid cross-cutting governance structure enabling coordination between components and shared focus. On several occasions, informants from ministries and professional associations reported being not sufficiently consulted in the work conducted by UNIDO directly with the private sector and industries. According to some informants, UNEP and MedWaves faced challenges due to their lack of country presence, relying on technical partners which sometimes led to inefficiencies. This was referred to the evaluation regardless of MedWaves's notable commitment of a full-time Project Manager throughout the implementation of the project for each 2 or 3 countries, ensuring continuous monitoring complemented by frequent trips to the field. Informants highlighted that the project could have further maximized opportunities to strengthen the country presence of the Implementing Partners and to enhance coordination mechanisms. Several options could have been considered, such as forming a Project Management Unit at country level to coordinate across components or to appoint national project officers to oversee the implementation across different components and ensure more frequent and effective communication among all stakeholders involved. Nevertheless, when considering each Output independently, informants were overall positive about their level of engagement in the project and the

consultations installed by national technical partners. The evaluation’s survey also returned a positive assessment of the project’s governance according to country respondents (Figure 17).

Figure 17: Synergies in project interventions



### 3.4 Effectiveness

**EQ11. TO WHAT EXTENT DID THE PROGRAMME ACHIEVE ITS OBJECTIVES AGAINST THE ORIGINAL /REVISED TARGETS?**

97. **SwitchMed II made progress on a majority of the intended programme objectives, outcomes, and outputs.** At the impact level, 3 indicators (60%) were achieved and 2 (40%) reflect some progress (Figure 18). At the outcome level, targets were achieved for 14 indicators (76%) and were partially achieved for 1 indicator (7%), while 3 indicators were reported as not yet available (according to the logframe reports provided to the evaluation) (Figure 19).

Figure 18: Status of SwitchMed II’s impact indicators

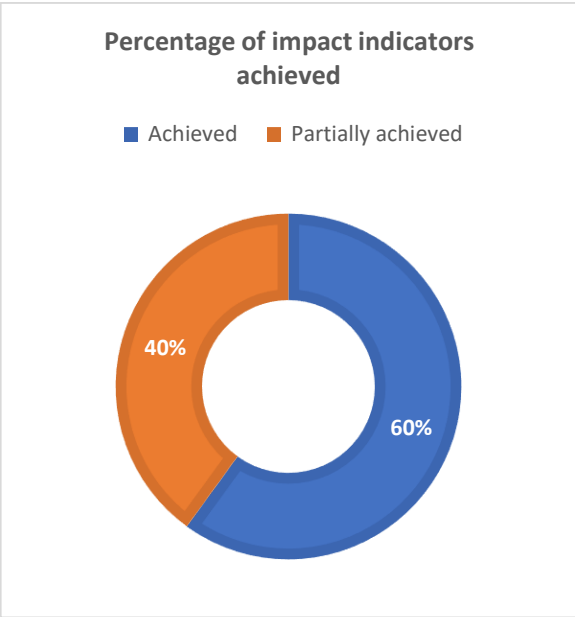
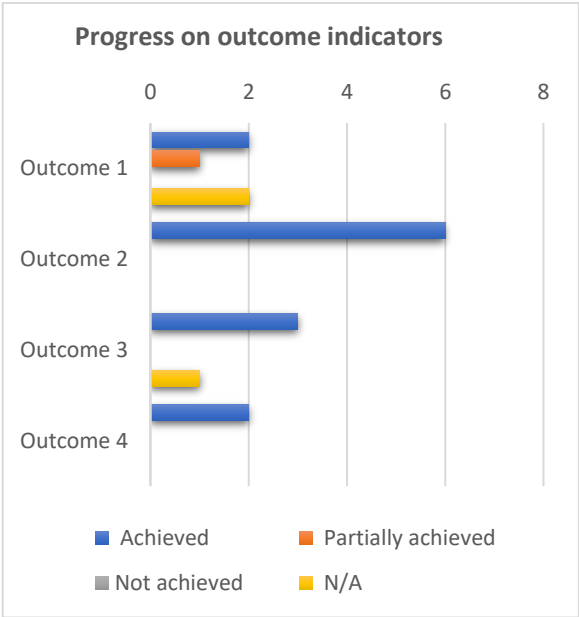


Figure 19: Status of SwitchMed II’s outcome indicators

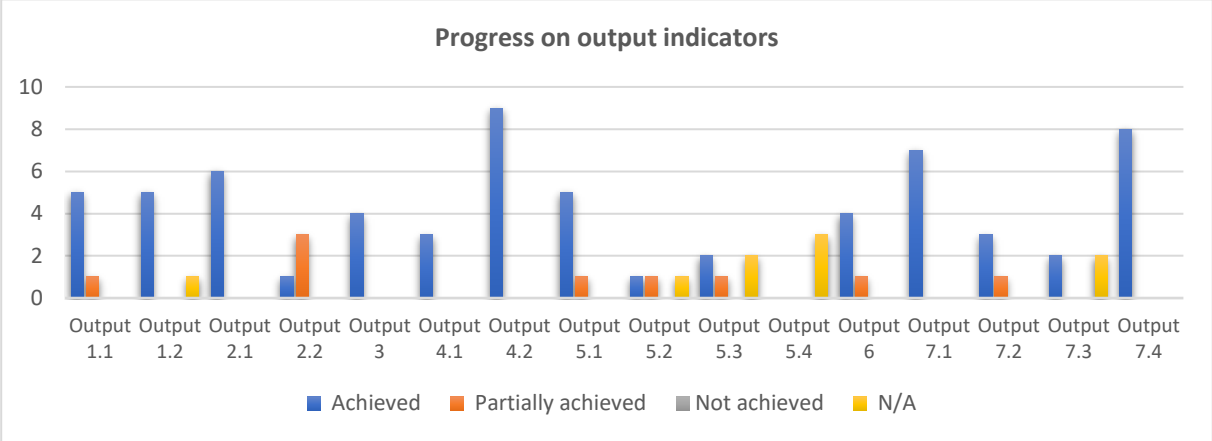


98. As per the logframe’s impact indicators, the project enabled 121 new businesses and start-ups to apply SCP principles. Furthermore, the amount of resource-saving generated by demonstration companies involved in the project reached:

- Water: 149,857 m3/year saved;
- Energy: 42,500 MWh/year saved;
- Raw materials: 2,668.6 tons/year saved.

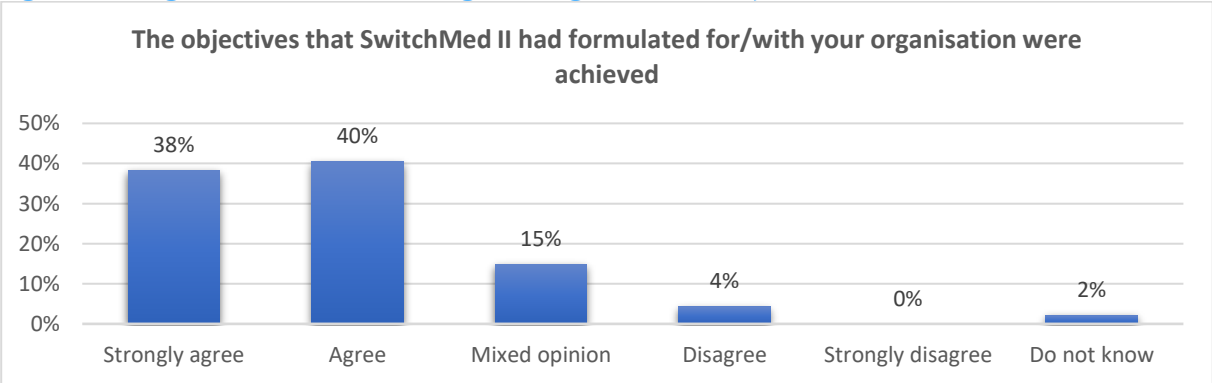
99. At the output level (Figure 20), 65 output indicators (out of a total of 83) were achieved (78%) while some level of progress was found on another 9 output indicators (11%). Nine output indicators were inconclusive or not yet reported on by Implementing Partners.

**Figure 20: Status of SwitchMed II’s output indicators**



100. Evaluation informants shared overall favourable perspectives on the usefulness of SwitchMed II’s activities and on the level of delivery compared to the initial targets. The evaluation survey also returned a positive assessment on the level of achievement of the project’s objectives (Figure 21).

**Figure 21: Programme achievements against organisations’ objectives**



**EQ12. WHAT ARE THE MAIN/MOST SIGNIFICANT RESULTS (OUTPUTS AND OUTCOMES) OF THE PROGRAMME?**

101. **The programme achieved many significant results across all components.** The SwitchMed II project garnered significant positive feedback from partners and stakeholders, highlighting various successful outcomes across multiple sectors. The collaboration facilitated by the project among members was commended for providing essential support



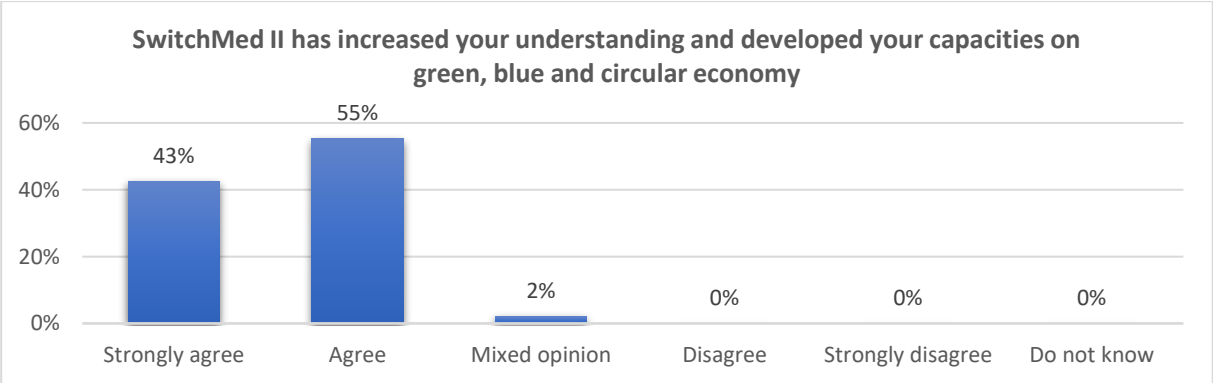
and guidance, particularly in implementing best practices and ensuring effective training sessions. These efforts were crucial in advancing resource efficiency and circularity while enhancing trust and the visibility of participants. The evaluation highlights below a number of initiatives and achievements under SwitchMed II, but not all of them.

102. **Outcome 1 - Enhanced economic opportunities for industry and start-ups following new green and circular business models:** Under this outcome, the programme achieved to train 79 experts across the region to offer qualified services to private sector in green industry and resource efficiency. In Jordan, as an extension of the project’s experience, an Arabic-language curriculum featuring the Med Test III methodology was designed in collaboration with the Ministry of Environment and the Royal Scientific Society. This curriculum aims to provide comprehensive training for the Cleaner Production and Resource Competency Auditor certification at the Vocational Training Corporation (VTC). Several standards related to ISO certificates in the fields of environment and water have also been added to the curriculum to enhance the quality of training and qualification in these areas. The curriculum includes a practical and theoretical aspect of 300 hours, ensuring effective and comprehensive learning and development. One consultant in Jordan who received the UNIDO’s Med Test training and certification provided RECP advisory services to a first batch of pilot factories in the country before successfully bidding to deliver RECP services to other companies in Lebanon.

103. The project also trained more than 130 business development service providers (BDSP) to support green business development. In Haifa, Israel, the technical partner contributing to MedWaves’ implementation continued supporting the Switchers long after their training, becoming “like a hub” acknowledged for expertise. At least 10-12 people continued reaching out to this partner for advice, brainstorming, feedback, or for being connected to relevant funds or centres. Informants indicated that the work done by SwitchMed on the circular economy and blue economy had been significant, attracting more young people eager to share and develop their ideas.

104. **Output 1 - Greener and circular industry – MED TEST III:** The project achieved to train Service Providers on the TEST methodology and RECP approach in Jordan, Lebanon, and Palestine. In Lebanon, for example, the economic crisis heightened interest in resource efficiency as companies sought to reduce costs amidst energy and material shortages. In the three countries, the programme supported 40 companies in implementing resource efficiency measures, resulting in substantial savings and increased sustainability. Additionally, resource efficiency was successfully integrated into higher education, with several universities incorporating it into their curricula. Almost all survey respondents perceived that SwitchMed II had increased their understanding and developed their capacities on green, blue and circular economy (Figure 22).

**Figure 22: Effectiveness of SwitchMed II on increasing capacities on green, blue and circular economy**





105. Circular economy projects were launched in the textile and plastic sectors in countries like Egypt, Morocco, Tunisia, and Israel, involving international brands and local suppliers in pilot projects aimed at promoting sustainable practices. In 2022 and 2023, further progress was made, including the expansion of pilots in the dairy sector in Lebanon, and successful implementation of industry pilots in the textile sector, and the development of new technical standards for recycled polymers in Israel.

106. One of the standout successes in Lebanon was the valorisation of whey, a by-product of the dairy industry, which was transformed into new, marketable products like liquid yogurt (Ayran) and spreadable cheese. This initiative not only addressed industrial waste but also demonstrated a scalable model for circular economy practices adapted to the context of the local SMEs. The initiative's success led to increased interest from additional companies, including from Palestine, indicating a snowball effect in the sector.

107. In Tunisia, thirteen pilot projects were successfully implemented, 10 focusing on safer chemical management and three on circular business models for closed-loop waste recycling in the textile sector. Comprehensive sector mappings were also done. Initially, only one deliverable was planned, but a second one, "A practical guide to standards and regulations for recycling in Tunisia," was added. These efforts highlighted significant textile waste, previously overlooked, representing a crucial resource for recycling and new business opportunities in the country. They also highlighted the sector's readiness to adopt circular practices despite initial investments. In this regard, SwitchMed contributed to shift the sector from the linear "business as usual" model to a circular framework.

108. **Output 2 – Support for the creation and development of circular and Green Economy businesses:** The Green Entrepreneurship Programme under SwitchMed achieved significant milestones across its implementation phases. The Switchers Toolbox, an online platform offering sustainable business development tools, has seen substantial growth, with over 6,856 registered entrepreneurs (around 48% women) utilizing its resources. Despite functional and technical issues affecting end users' experience, several recognised the platform as useful for the development of green and blue business plans. In Palestine, for example, informants found the Switchers Toolbox invaluable during the incubation training. It provided essential guidance and corrected business and financial plans uploaded to the system. Informants mentioned that the incubation period would have been significantly longer and less effective without this platform.

109. The programme established national ecosystems for green entrepreneurship by creating Switchers Support National Partnerships (SSNPs) in eight target countries, involving over 100 Business Support Organizations (BSOs). These partnerships have been key in enhancing local capacities, with 345 experts (48% women) trained in sustainable business development.

110. The programme has supported 874 green entrepreneurs (48% women, 43% youth) in developing sustainable business models, far surpassing initial expectations. Among these, 150 entrepreneurs have been incubated, representing 125 circular start-ups, which is 56% more than originally anticipated. These start-ups focus mainly on organic food, sustainable waste management, and renewable energies. In Tunisia for example, this led to the creation of 10 businesses (Box 2).

#### **Box 2: Green entrepreneurship in Tunisia**

In Tunisia, the SwitchMed II programme, led by MedWaves in partnership with the Centre international des technologies de l'environnement de Tunis (CITET), made significant strides in advancing green and circular business initiatives. CITET, with its national presence and expertise, was chosen as the project lead, and the programme established a new National Switchers Partner (PNS) network, comprising around 50 organizations, to enhance transparency and create an incubation

ecosystem. The programme trained 130 trainers, including regional and local participants, and subcontracted two major business providers, Redstart and Rawafide, to deliver the training.

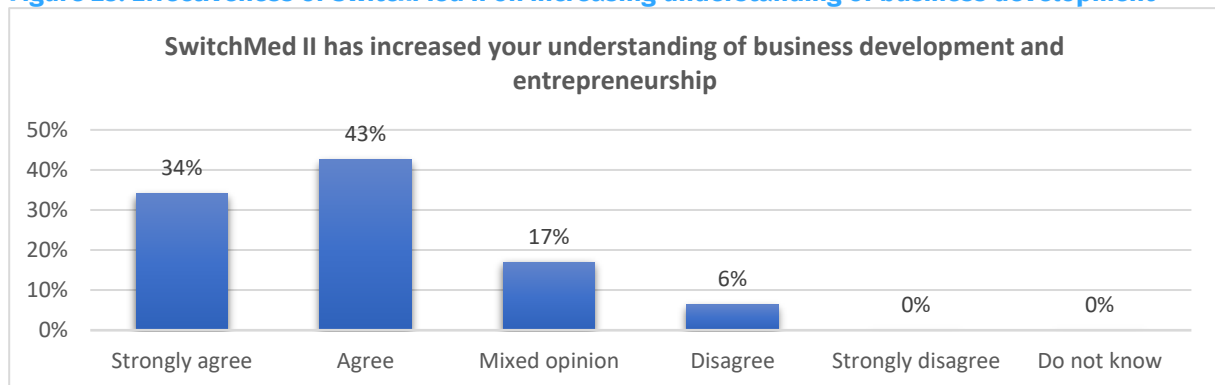
The programme also established an informal national network, PNS, which is working towards formalization and played a key role in standardizing the training approach. Sixteen trainers were selected to coach participants, and 20 start-ups were incubated. Though funding was not secured at the Switchers Meet Investors events, 10 start-ups successfully launched their businesses.

111. Furthermore, the programme contributed to improving access to finance, transforming 'The Switchers Fund' into a legally established impact investment fund targeting Mediterranean green and social start-ups. According to MedWaves, over €426,000 have been channelled to support these start-ups through investment, credit, or grants.

112. Trainers and Switchers interviewed by the evaluation were consensual about the quality of the training materials. According to MedWaves, 94% of the participants to the training of trainers rated it Very Good (51%) or Good (43%); 90% thought that the improvement of their capacities in supporting Sustainable Entrepreneurs had been Very High or High; and 96% intended to include the contents of the training and web platform in the programmes provided by their BDSP and replicate the contents to other trainers.

113. Survey respondents were generally of the opinion that SwitchMed II had increased their understanding of business development and entrepreneurship (Figure 23).

**Figure 23: Effectiveness of SwitchMed II on increasing understanding of business development**



114. **Outcome 2 - Enabling environment for resource efficient and a Circular Economy created at national and regional level:** The programme contributed to inform national policies/initiatives. In Tunisia, UNEP focused on providing support to the drafting of a law on the circular economy and on developing a platform for exchange and sharing on the same topic. In Morocco, UNEP's initiatives on circular economy supported drafting a legislation on an Extended Producer Responsibility (EPR) on packaging. In Jordan, the programme's dialogues on food and textile waste highlighted gaps in existing regulations and prompted discussions on policy reforms. The identification of stakeholders and the development of concept notes for pilot projects were key steps towards addressing these issues. In Israel, SwitchMed II made significant contributions to policy, particularly in the areas of recycling and plastic waste management. The Ministry of Economy and the Ministry of Environmental Protection adopted several recommendations, including the establishment of a technical committee for plastics in the Standards Institution of Israel. This committee's work has already led to the adoption of three crucial standards, and additional nine standards are under adoption.

115. **Output 3 - Improved regional policy framework under the Barcelona Convention for the development of circular and green economy businesses:** Key programme achievements

under output 3 include the adoption of a regional decision on green and circular business measures by the Barcelona Convention at COP22 in December 2021, and the integration of SCP indicators into the Mediterranean Observatory for Environment and Sustainable Development.

116. **Output 4: Support the implementation of the Sustainable Consumption and Production National Action Plans (SCP-NAPs):** UNEP supported the delivery of studies on “How [COUNTRY] is Switching to SCP” for the eight project countries, which country informants commented favourably. UNEP also produced and disseminated more than 50 factsheets presenting a variety of UNEP reports and initiatives (including the countries’ SwitchMed work) that are of interest to SwitchMed stakeholders. More than 40 demo projects/activities were completed to support countries in preparing for national laws/policies on Circular Economy on Plastics, reduction of food waste, sustainable public procurement, sustainable finance, data and digital transformation, etc. In several countries, this took the form of policy dialogues. In Jordan for example, the UNEP-funded dialogues on food and textile waste management at the RSS, which involved key stakeholders from both sectors, were reported as highly productive. Informants expect the recommendations formulated after these dialogues to guide policy development and be translated into field projects.

117. **Outcome 3 - Facilitate knowledge and information sharing for accelerating the uptake of green and Circular Economy:** A key achievement of the project has been establishing dialogue among partners involved in circular economy, thereby building capacity through their active participation in the implementation process. This collaboration has also been instrumental in promoting practices and compliance with international environmental and climatic standards, which are increasingly becoming a passport to global markets. In Israel for example, the UNIDO pilot actions on more circular packaging by design (pilots B and C) brought together different stakeholders from throughout the plastic value chain: producers such as CBC Israel – a licensee of Coca Cola, and Nestle; Tamir, the EPR representative corporation in charge of sorting and increasing recycling rates; recycling plants and contractors; experts in sustainable packaging design; and policy stakeholders. This allowed new and missing knowledge to develop on both the needs of each link in the value chain, as well as possibilities for additional progress. Participants in Israel especially appreciated exposure to knowledge from European consultants and stakeholders who faced similar challenges, leading in some cases to additional collaboration beyond the scope of the project (for example on finding recycling solutions for stickers).

118. **Output 5: Networking facility:** MedWaves delivered a range of networking and communication tools and events to promote green and circular economy. In June 2024, MedWaves reported more than 111.000 visits to the SwitchMed website and more than 21,000 followers on social media. Regional Dissemination Events gathered 308 online participants with SwitchMed Connect in 2021 and live 167 participants in 2022, with 99.3% of participants declaring the events useful or extremely useful (96 persons sample). As of 31 December 2023, the Blue Economy pages of the website totalled over 4,300 new visits.

119. **Outcome 4 - Increase efficiency and competitiveness of key marine sectors and reduce their negative environmental impacts on the marine ecosystem:** The project has played a key role in improving the public image and sustainability of the aquaculture sector. It contributed to the development of blue economy in Egypt through the creation of a Blue Economy Roadmap for Advancing Marine & Coastal Eco-Practices. In Morocco, informants referred to SwitchMed II as the first initiative that targeted blue economy in the country, paving the way for increased attention and other interventions supporting now the sector. In Lebanon, for example, Hariri Foundation, the implementing partner of UNEP’s blue economy component, is undertaking a dialogue promoting blue economy and is

establishing an artificial wetland at a river estuary near Saida to reduce pollutants in the river before reaching the sea.

120. **Output 7:** In Morocco, under Output 7.1, two demonstration pilots focused on advancing the fish processing value chain for resource efficiency and circularity began in June 2022. These pilots identified 45 resource efficiency measures with an investment of €14 million and included market studies and industrial trials to valorise fish by-products into high-added value products (collagen, food and hydrolysate). In Tunisia, a project aimed at improving aquaculture using smart technologies started in May 2022, deploying advanced systems like AI and underwater cameras, and facilitating over 100 meetings between Tunisian aquafarms and technology providers (Box 3).

### Box 3: Blue Economy in Tunisia

The blue economy project was highly successful, particularly in its implementation of the pilot geared towards technology and artificial intelligence. This project pilot was initially chosen among many other propositions, all incorporating mature technologies in the aquafarming sector to showcase the relevance of technology's use for competitiveness and costs chosen based on priority and relevance criteria.

Despite delays and technical challenges, the project showed promising and replicable results at the demonstration site, with a potential gain of roughly 1.1 million Euros per year with a return on investment of approximately 8 months<sup>33</sup>. The project also provided relevant training, technical assistance, and technology selection, developing regional online training programs. The project was executed properly with thorough mapping and a well-thought-out choice of pilot and sizing, despite a late start. Significant preliminary results have already been observed and can be extrapolated.

121. Under Output 7.2, sustainable Blue Economy entrepreneurship was significantly promoted, with 115 Blue Economy entrepreneurs (50% women, 49% youth) supported across four countries. The number of incubated entrepreneurs exceeded expectations, leading to adjustments in the programme. Fora on Sustainable Entrepreneurship were successfully held in Israel and Jordan.

122. Output 7.3 was effective for establishing a regional baseline for all Mediterranean Maghreb countries, incorporating input from 50 green experts per country, and based on the NAPs and recommendations from SwitchMed I. These baseline assessments were sent to the national focal points for feedback. Utilizing this data, a SWOT analysis was conducted for each country, and regional recommendations were developed, which were compilations and generalizations of country-specific recommendations rather than inter-country ones. These regional recommendations from various sub-regions within the Barcelona Convention were then sent to the output coordinator by the regional experts and consolidated to produce recommendations at a regional level, some of which were based on the Barcelona Convention framework. These regional recommendations were then adopted by the contracting parties at COP22 under the framework of the Barcelona Convention. Additionally, a Mediterranean business award for environmental innovation, named the WeMed Award, was established to recognize and reward green businesses for the years 2021, 2022, 2023, and 2024. Additionally, two online training modules on circular fish processing and aquaculture were delivered to over 530 beneficiaries across various sectors.

123. In countries such as Jordan, Tunisia and Morocco, Output 7.4 was effective for opening national dialogues about Blue Economy. For example, the "*Laying a Solid Foundation for Jordan's Blue Economy*" event, aiming to raise awareness and build capacity among local stakeholders to attract international interest and potential projects in Aqaba, was a success.

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<sup>33</sup> The demonstration sites in Tunisia produces 2,500 tons of fish per year with about 60 fish cages installed.

The event exceeded expectations, expanding the focus on circular economy and sustainability. Initially planned as a dialogue, it evolved into a symposium attended by over 100 people representing national and international stakeholders.

**EQ13. WHAT WERE THE KEY FACTORS THAT ENABLED AND CONSTRAINED THE ACHIEVEMENTS OF THE PROGRAMME'S INTENDED RESULTS?**

124. **Key factors contributing to the project's success included supportive policy and legislative frameworks, the expertise and skills of the teams, the involvement of key stakeholders, and the commitment of the national partners and stakeholders to embrace new ideas and innovations.** Evaluation informants conveyed a range of enabling factors which contributed to the achievements of the programme's intended results. This includes:

- **SwitchMed I:** On various occasions, informants linked the project to the previous phase. SwitchMed I's deliverables such as mapping and planning reports and demonstration projects were cited as earlier achievements that supported SwitchMed II. For example, results from the previous RECP demonstration projects served as factual data to influence behaviours; they were used by the Chamber of Industry in Jordan to promote SwitchMed II and call for applicants. Several lessons learned from the first phase which were reflected in SwitchMed II were also favourably commented, such as adding an incubation period to the support provided to Switchers.
- **Economic and environmental challenges:** The adverse economic environment also played at times as an enabling factor for the project. In a few countries, informants indicated that factories were more motivated to achieve cost savings due to higher energy costs. In Lebanon, this was compounded by the removal of energy subsidies. Additionally, the collapse of the banking sector in the country made it more difficult to import raw materials, as these transactions require foreign currency, which is now scarcer in the country. Many companies lost their foreign currency reserves, increasing their focus on saving raw materials. In Jordan, informants highlighted water scarcity in the country and across the region as a strong incentive for RECP.
- **Policy and legislative frameworks:** New EU market regulations such as the Green Deal<sup>34</sup> or the Carbon Border Adjustment Mechanism (CBAM) were cited as factors leading to increase the involvement of national stakeholders, for example, large exporters exposed to the risk of losing market presence. At national level, policy and legislative developments were also supportive of the project's activities. In Egypt for example, the law 202/2020 on waste management provided an overall framework for waste management in the country. Having a legal cover on waste valorisation and waste management facilitated outreach to factories/beneficiaries and recyclers. Algeria developed and put in place strategies that includes the national plan for climate, the national integrated waste management strategy, the national biodiversity strategy and action plan, and the national strategy for integrated coastal zone management.
- **Technical expertise:** The project benefited from genuine professionalism and high-level technical expertise from the Implementing Partners, technical partners and consultants, who conducted numerous audits and offered valuable technical inputs. For example, the role and support of the project's CTA in UNIDO were commended for cascading to countries a broader vision of the circular economy which framed key

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<sup>34</sup> [https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal\\_en](https://commission.europa.eu/strategy-and-policy/priorities-2019-2024/european-green-deal_en)

achievements and was valued by stakeholders considering the novelty of the circular economy principles.

- **Ownership:** Another key enabling factor stemmed from the commitment and support of management in partners' organisations. Successful implementations of project interventions were also driven by a combination of collaboration, effective planning, and deep commitment from all involved parties. The strong partnerships that were formed throughout the process were another enabling factor (see next evaluation question).

125. **The project faced a complex array of challenges, including economic, political, financial, and logistical constraints that affected the achievement of the project's intended results.** According to evaluation informants, various key exogenous and endogenous factors constrained the achievements of the programme's intended results. The COVID-19 crisis was the constraint informants referred the most. The pandemic caused delays and limited the budget available for technical experts. The pandemic also led to late responses from some beneficiaries. Although the steering committee was highly responsive to the pandemic, swiftly transitioning to online training and liaison events, COVID-19 caused nearly a year and a half of significant disruptions. Another frequently mentioned challenge was the economic and political instability in the region. The region confronted significant disruptions, including crises such as the Beirut port explosion and the war in Gaza. The criticality of these events superseded the objectives and activities of the project. Informants from Palestine, for example, saw the development of the blue economy in Gaza, particularly in the fishing industry, as a crucial source of nutrition but stressed the need to face emergencies of greater magnitude. Other notable constraints faced by the project include:

- **Institutional gaps:** National institutions or governance structures that facilitate the adoption of project interventions have sometimes been absent or lacked a clear mandate. In Morocco, for instance, informants emphasized the need for a national waste management agency, which would be responsible for coordination, setting standards, and regulation. Currently, there is a Coalition for the Valorisation of Waste (Coalition pour la Valorisation des Déchets, COVAD), but it is not entrusted with these specific attributes.
- **Legislative gaps:** In several countries, legislative and regulatory improvements would have been required to facilitate project achievements. In Tunisia for example, the creation of a recycling ecosystem confronted barriers such as a classification of wastewater treatment plant sludge as hazardous waste and restrictive regulations for the exploitation of cut scraps. In Egypt, informants pointed out a lack of licensing system and national register for waste, and a very large part of the recycling value chain anchored in the informal sector. In Morocco, challenges included the classification of textile waste as hazardous, complicating textile recycling both domestically and for exporting scraps for recycling, and unequal access to the textile recycling market among different actors.
- **Lack of fiscal incentives:** In several countries, informants reported a lack of fiscal incentives to foster the adoption of a circular framework. In Jordan, informants cited taxes on recycled materials which were sold as a product on the market facing competition with raw materials. In Tunisia and Morocco, high costs associated with certification and compliance were reported deterring local companies from fully engaging in circular practices.
- **Limited access to finance:** Informants from SMEs stressed the importance of the financial demands for implementing the necessary measures, which required significant investments that were difficult to secure. The lack of resources in ministries, compounded with the limited experience of BSOs, and unclear exposure

of financiers to green, blue and circular economy made it difficult to secure the necessary investments for project implementation. In several countries, partners and beneficiaries called for a clear regional funding or investment mechanism to fully enable these initiatives. The evaluation also gathered frequent calls for a more adequate technical assistance fund for the Switchers. The small technical assistance fund was not aligned with the broader needs of Switchers, including substantial financial support for operational costs.

- **Capacity constraints:** Evaluation informants reported various capacity limitations, including Switchers' requirements for technical expertise in specialized areas (such as agronomy and information systems), and challenges faced by factories in providing the data necessary for RECP interventions. Additionally, informants noted the time limitations for Switchers to develop entrepreneurial activities alongside full-time jobs. A fish factory in Morocco also pointed out a lack of stable supply of inputs, with diminishing halieutic resources and prevailing contractual agreements leading to sell all current production, as the cause for not investing in by-product development after the project's pilot interventions.
- **Collaboration and coordination:** The absence of a clear coordination structure at national level or limited engagement of national authorities and implementing agencies in coordinating activities, such as in Lebanon, was flagged as one of the factors binding project achievements. At times, such as in Egypt and Morocco, Implementing Partners and contracting partners collaborated without always looping with the national coordinator. In Egypt, this brought some activities to be pending clearance from governmental partners. Work deliverables also got changed without informing the national coordinator, despite regular monthly meetings with the coordinator, the implementing partner and the contractor.
- **Change management:** Several informants pointed out the importance to build a shared vision at country level, to strengthen capacity building, and to enhance communication as pillars of change management. Project interventions were sometimes affected by a lack of common vision and shared understanding about the SwitchMed II's objectives, which weakened involvement from stakeholders and beneficiaries. Informants, including national coordinators, mentioned that project interventions were not always clear, including why the number and scope of pilots would differ between countries. Additional capacity development was found needed for different types of stakeholders, including national coordinators, BSOs and BDSPs. A misalignment was also mentioned between participants' expectations for financing support and the actual activities provided, leading to frustration and mismatched expectations. On another note, despite Non-Disclosure Agreements signed with national partners such as SMEs and factories, the competitive nature of the data assembled by the project sometimes prevented beneficiaries from fully engaging in training sessions due to fears of disseminating proprietary information.
- **Complex project framework and limited funds:** Informants pointed out a logical framework which was overly complex. This complicated the progress reports which focused more on tracking activities and execution rather than on measuring immediate impacts, emphasizing procedural progress over tangible outcomes. According to informants, the absence of cost-benefit and life cycle analysis data in some countries (e.g. Tunisia, Morocco) limited the replicability and scalability of pilot projects. Furthermore, at times, limited resources were found allocated to some activities. In Tunisia, informants pointed out insufficient allocation of funds to various administrative-intensive activities. Stakeholders in Morocco, Palestine, and Jordan stressed that the project came with little funding compared to other engagements and was therefore more challenging to prioritise. Furthermore,



financial data by country execution was not provided, raising questions about the transparency and allocation of funds among the involved parties.

- **Lack of country presence:** Various informants put forward MedWaves' and UNEP's lack of country presence as a constraint in the implementation of the project and in ensuring sustainable outcomes. It was indicated a reason for other UN agencies (e.g. UNDP) to have taken up sometimes the follow-up to SwitchMed I. In some cases, national informants were not positive about other countries in the region receiving more frequent visits from the Implementing Partners. The rationale for not locating UNEP's project implementation capacities in the Regional Office of Beirut or in ESCWA, which could have facilitated meetings and field missions, was not clear to some informants.<sup>35</sup>

**EQ14. TO WHAT EXTENT WERE PARTNERSHIPS EFFECTIVE IN IMPLEMENTING THE PROGRAMME AND HAVE TRIGGERED/FACILITATED INNOVATIVE APPROACHES?**

126. **Partnerships were instrumental in the implementation of the programme and in facilitating innovative approaches.** In the eight countries, in addition to the ministries of industry and ministries of environment, or their equivalent (e.g. Ministry of Industry and Trade, Ministry of Economy, Ministry of Environmental Protection, etc.), the project also embarked or liaised with other ministries, such as the Ministry of Agriculture (e.g. on food waste in Jordan and blue economy in Lebanon and Morocco), or the Ministry of Labour (e.g. through the Technical Vocational Skills Development Commission for TVET curricula in Jordan). Similarly, the project involved a range of public or semi-public institutions, such as the Waste Management Agency (Agence Nationale de Gestion des Déchets, ANGED) in Tunisia or the Waste Management Regulatory Authority (WMRA) in Egypt.

127. In all countries, the Chambers of Commerce and/or Industry and professional associations were key actors of the project. In Jordan, for example, the Chamber of Industry (COI) in Amman held a first workshop in 2019 to present the project and call for participants. During the project cycle, periodic meetings were organized with RECP participants to share good practices and lessons learned.

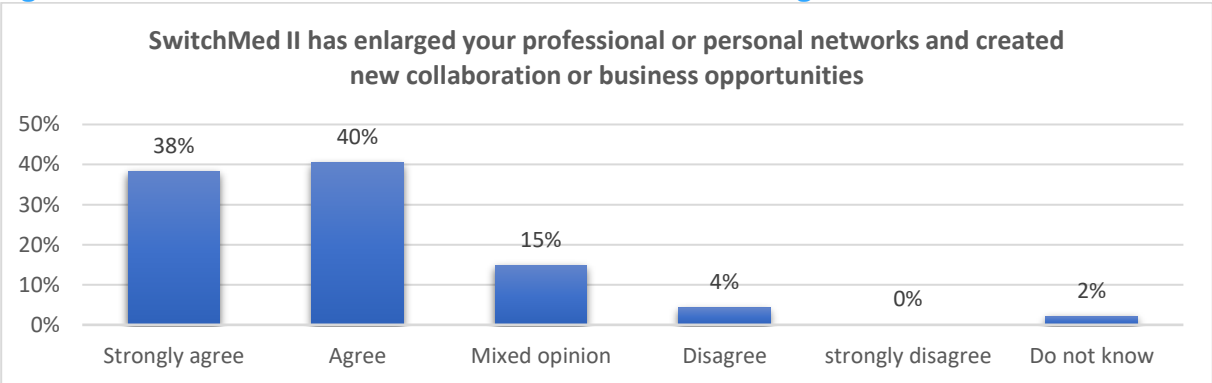
128. In all countries, the project set up a Switchers Support National Partnership (SSNP) bringing together a wide range of organisations supporting the creation of sustainable businesses, including public institutions, private companies and non-profit organizations (training centres, business development centres, business incubators and accelerators, universities, etc.). As of 31 December 2023, 113 BSOs were part of the SSNPs. In October 2023, the SSNPs gathered in Tunisia for a regional exchange of experiences. This event facilitated knowledge sharing, regional collaboration and the formulation of strategies for the continuity of the SSNPs at the national level. This activity, not foreseen under SwitchMed, was held thanks to additional funds provided by MedWaves in order to foster the sustainability of the SSNPs. Twenty-five representatives of BSOs - members of the SSNPs - participated (21 in-person and four online). In Tunisia, this network followed a clear roadmap and adopted a moral charter ratified by all members. Efforts are currently underway to formalize this network. The SSNP played a crucial role in standardizing the training approach across all trainers and the entire incubation ecosystem. Key milestones in strengthening SSNP and ensuring its sustainability post-SwitchMed included engaging an expert for ecosystem mapping, creating a Finance Task Force to develop the regulatory

<sup>35</sup> In UNEP, SwitchMed II countries fall under 3 regions: West Asia (Lebanon, Jordan, Palestine); Africa (Egypt to Algeria); Western Europe and Other Groups (Israel). UNEP West Asia office based in Beirut only covers 3 SwitchMed countries. UNEP referred to the project's work in Lebanon being coordinated in close collaboration with the UNEP's staff in Beirut.

financing framework, organizing a Green Week to strengthen working groups, conducting mid-term mission reports with strategic action plans, and green labelling of BSOs within SSNP.

129. **Partnerships led to catalytic effects.** On various occasions informants indicated that partnerships helped to understand that the objectives pursued by the project required a systemic approach and the involvement of many actors which were not always working previously together. In Lebanon for example, networking was referred to as a significant result of the project’s Blue Economy component, convening around the same table Saida’s seaport director, scuba divers, fishers, farmers, and many others. At national level, many actors were involved such as the Ministry of Agriculture, Ministry of Economy and Trade (MOET), Ministry of Tourism (MOT), Ministry of Environment (MOE), private sectors, entrepreneurs, academia, the Centre for national Scientific Research (CNRS), etc. The Hariri Foundation, UNEP’s technical partner, signed an MOU with the Conseil National de la Recherche Scientifique (CNRS) to develop a dashboard on the blue economy, which was not within the project design. Networking was considered key to leading to catalytic activities beyond the project targets, allowing to continue mainstreaming blue economy in association with the main partners (CNRS and UNEP). In Israel, the project connected Tamir Recycling Corporation with the Coca Cola licensee packaging firm, leading to new environmental projects. About 78% of the respondents to the evaluation survey indicated that SwitchMed II had enlarged their professional or personal networks and created new collaboration or business opportunities (Figure 24).

**Figure 24: Effectiveness of SwitchMed II’s outreach and networking initiatives**



130. **Despite establishing a large number of multi-purposeful partnerships, the project’s wide scope and complex ecosystem left some opportunities for tightening the operational and strategic management of these alliances.** On a few occasions the evaluation noted that partnerships at national level did not sufficiently engage some key stakeholders who had the capability to broaden the reach of the activities and scale achievements. In Morocco, for example, informants were unclear about the extent to which the Office for Vocational Training and Employment (Office de la Formation Professionnelle et de la Promotion du Travail, OFPPT) had been sufficiently or strategically engaged in the implementation of the programme despite being an early partner<sup>36</sup>. In Egypt, the Micro, Small and Medium

<sup>36</sup> OFPPT has been involved in the Green Entrepreneurship Programme from the very beginning. OFPPT is member of the Moroccan Switchers Support National Partnership, together with 18 other key players in the national ecosystem. 7 OFPPT experts have been trained in sustainable business development within the framework of the training of trainers’ programme. OFPPT also has an account as BSOs in The Switchers Toolbox, enabling it to organize training and support activities for its beneficiaries. In addition, OFPPT’s branches in the different regions of Morocco took part in disseminating the call for applications to identify and train green entrepreneurs supported by the Switchers Support Programme.

Enterprises Development Agency (MSMEDA) was closely engaged in the project but had to get security clearance as a national entity, which took almost one year, preventing faster leverage of its outreach all over the country and strong trainers certified on the Green Business Model.

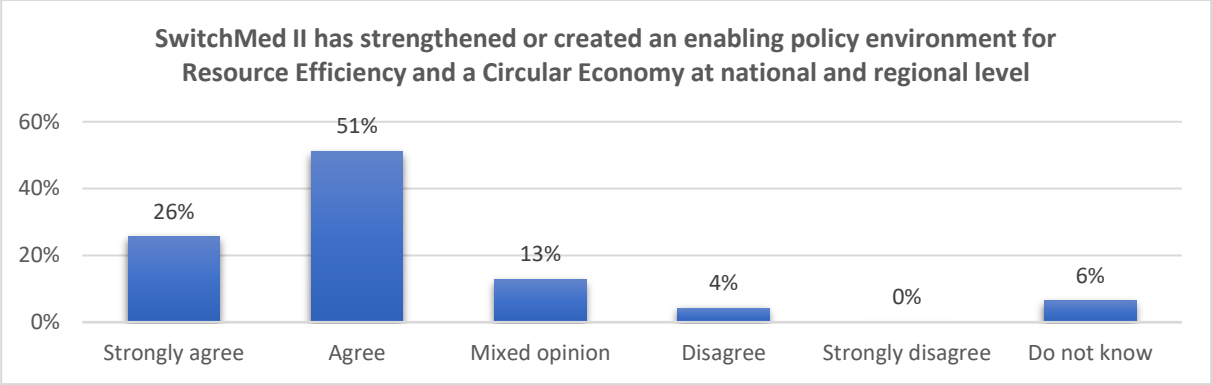
### 3.5 Progress to Impact

**EQ15. TO WHAT EXTENT HAS THE PROGRAMME GENERATED SIGNIFICANT POSITIVE OR NEGATIVE, INTENDED, OR UNINTENDED, HIGHER-LEVEL EFFECTS?**

131. The programme contributed significant positive higher-level effects. **In several countries, evaluation informants put forward the contribution of the programme to shifting partners’ and stakeholders’ perceptions on green, blue and circular economy.** In Egypt for instance, SwitchMed II was referred as having expanded the language on circularity and chemical management in ministries, councils, the industrial modernization centre, and textile companies. In Morocco, informants highlighted the contribution of SwitchMed II to promoting and enhancing the visibility of the Blue Economy agenda and in setting a momentum in the country. In Jordan, beneficiaries commended the value addition of Med Test III in installing a short to long term work plan as well as a vision for resource efficiency, behaviours and work processes aiming for continuous improvement.

132. **SwitchMed II has informed policy making and contributed to informing the formulation of new laws or policies.** According to the evaluation survey, respondents were often of the opinion that SwitchMed II strengthened or created an enabling policy environment for Resource Efficiency and a Circular Economy at national and regional level (Figure 25).

**Figure 25: Policy influence of SwitchMed II**



133. Some evidence was found of SwitchMed II having a direct influence on the drafting of new laws, policies or national strategies. In Tunisia, the project worked with the Ministry of Environment on an inventory of circular economy and on the draft for a circular economy law. In Morocco, support has also been provided to the government in preparing a circular economy law. In Jordan, the project contributed to mainstream resource efficiency in the policy umbrella of the country (e.g. 2023 Economic Modernization Vision and its action plan). The project also produced a new chapter in the National Award for Excellence for Industry and integrated UNIDO’s methodology into the National Green Road Strategy, an action plan of the government. In Israel, a newly launched technical standardisation committee for recycled polymers adopted three international standards based on UNIDO recommendations. Eight additional standards introducing norms for the manufacturing of recycled polymers and products were in the pipeline for 2024, which will be an essential

aspect for stimulating the creation of a localised circular plastic value chain. In several countries the project also organized policy dialogues. In Jordan for example, this intervention contributed to identify policy gaps and recommendations which are under review by national institutions and stakeholders. At global level, the evaluation noted significant references to SwitchMed in policy publications, with Overton<sup>37</sup> retrieving more than 330 policy papers citing SwitchMed since 2019.

134. Despite these examples, the evaluation noted overall mixed results of the project at policy level. The project logframe had set an ambitious target of “14 national policies/national initiatives (laws, bylaws) approved by national governments” (target for indicator I.R.4.1) which was not achieved per se, despite showing progress through other modalities than the set policies, laws or bylaws. Interviewees indicated that the primary vehicle for supporting policy formulation had been SwitchMed I, while SwitchMed II was aiming more for supporting policy implementation. Informants also recalled the long pipeline towards the passing of new laws, shadowing the visibility of the project’s influence. Informants in ministries also cited sometimes other projects, including from UNEP and UNIDO, as already dedicated to providing direct and substantial policy support. In some cases, informants also mentioned that the project’s downstream work in factories or with professional associations was not always strongly linked to upstream policy formulation.

135. **The project contributed moderately to strengthening the institutional capacities of stakeholders.** Across the region several informants assessed positively the transfer of knowledge that the project enabled from the global to the country level but also at national level by collecting data and delivering mappings and analyses, which interconnected stakeholders and also contributed to structure sectors (e.g. on waste management). In some factories, RECP interventions were followed by uptake of ISO standards. In several cases the project helped mobilise additional resources to promote circularity. In Palestine for example, UNEP supported national partners in requesting funds to the Global Climate Fund (GCF). In several countries the project contributed to mobilise resources from EU Delegations. In Lebanon, the EU allocated 3.7 million euros to fund 2Circular, a project implemented by UNIDO in partnership with the Ministries of Industry, Economy & Trade, Environment, and Finance and in cooperation with the Association of the Lebanese Industrialists (ALI) and the Federation of the Chambers of Commerce, Industry and Agriculture (FCCIAL). The 2Circular project built on the successful experiences in industrial resource efficiency piloted by UNIDO in the region through the EU funded Med Test projects. In Jordan, the Royal Scientific Society (RSS) has integrated environmental and economic considerations to advance sustainability in its core competences. With the support of GIZ and UNIDO, RSS has undertaken to customize for small and micro enterprises the RECP Med Test methodology. The evaluation also noted the institutional and technical capacities established by the Chamber of Industry (Box 4).

#### **Box 4: Jordan Chamber of Industry’s uptake of green and circular economy**

In Jordan, the Chamber of Industry has established itself as a pivotal actor in the industrial sector, with a proven track record of successful project implementation and donor collaboration. The Chamber of Industry has progressively evolved from a facilitator of industrial green and circular projects to a key implementer, leveraging its accredited energy, environment, and water management expertise. The technical team, holding certifications in these areas, has gained considerable experience through collaborations with international donors, positioning the Chamber as a critical player in the industrial sector’s adaptation. One of the Chamber’s notable

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<sup>37</sup> Overton provides the world’s largest searchable index of policy documents, guidelines, think tank publications and working papers. It collects data from 182 countries and over a thousand sources worldwide. More than a dozen languages are supported but not Arabic. See at: <https://www.overton.io/>

accomplishments is its leadership in the USAID Water Efficiency and Conservation Activity (WECA). The Chamber was instrumental in both drafting the proposal and executing the project's activities, showcasing its capability to manage complex initiatives. Building on this success, the Chamber is implementing the USAID-funded Energy Sector Support Activity (ESSA) 2022, further solidifying its role in the sector. In addition to these projects, the Chamber is a key partner in the Recycling in Jordan project, implemented by Chemonics and funded by USAID. The Chamber's involvement ensures synergy and integration across various projects, maximizing the impact of donor-funded initiatives in Jordan's industrial sector.

136. According to the evaluation survey, respondents had mixed opinions on the extent to which SwitchMed II has strengthened their organisation's institutional capacities (budget, staffing, priorities, etc.) for Resource Efficiency and a Circular Economy (Figure 26). The evaluation noted calls for on-going capacity development and advice. On RECP for example, interviewees in factories indicated that this is an area continuously evolving and for which periodic interventions could be considered. In some cases, it was also indicated that SwitchMed's II progress to impact was more visible with large enterprises which have the financial means to apply all the RECP recommendations. In comparison, the lack of financial support hindered the small and medium enterprises to apply all measures.<sup>38</sup> In Lebanon, this was also applicable for Switchers trainees and incubatees, where the impact should be considered only at the scale of the utility of the provided toolkits, the networking between Switchers, and the attractiveness for the investors, rather than at a higher level. In several countries the evaluation also noted unclear adoption of some SwitchMed II's methodologies and deliverables in the portfolio of partners. For example, MedWaves technical partners and BDSPPs did not always indicate adding the green and blue entrepreneurship curriculum to their service offering but were rather concerned about the lack of upcoming funding to keep up nurturing Switchers. Some informants also pointed out that by design, the institutional development dimension of the project was broad, ranging from the micro-level (e.g. enterprise) to meso- (e.g. networks) and macro-levels (e.g. regulatory agencies), without resources commensurate enough to focus support on institutional development with every project actor.

**Figure 26: SwitchMed II's contribution to institutional strengthening**



**EQ16. DID THE PROGRAMME HAVE TRANSFORMATIVE EFFECTS? WHAT DIFFERENCE DID THE INTERVENTIONS MAKE?**

<sup>38</sup> The average implementation rate of RECO measures is 80%, which remains to be considered very high.



137. **The programme had moderate transformative effects on providing greater business opportunities and stimulating decent employment.** According to the project logframe, several interventions were expected to provide beneficiaries with greater business opportunities. The project was in particular aiming for the creation of 80 green businesses in 8 Southern Mediterranean countries (MedWaves). The evaluation was unclear about the extent to which this objective was reached. According to MedWaves, based on the surveys conducted, it has been estimated that the Green Entrepreneurship Programme has contributed to the creation of 400 new sustainable and circular businesses. However, MedWaves did not provide any evidence of this achievement to the evaluation. Meanwhile, interviews found that Business Development Service Providers (BDSP) have not monitored the Switchers after the incubation phase. MedWaves made reference to an upcoming large scale impact study which is yet to be implemented. Accordingly, there is no detailed and triangulated information on the number of Switchers still incubating or developing a business at project closure. Among the Switchers interviewed by the evaluation, a minority indicated having registered a company and being in business. Examples include Digi Firm, a start-up incubated in Morocco which markets software development and IT solutions for agriculture and other sectors. The start-up has 3 staff and 2 interns. In Egypt, Ultra Biotech is also a 3-people start-up that was supported by SwitchMed II to offer bio-based solutions to reduce the environmental impact of conventional farming practices while providing farmers with effective tools to improve yields and profitability. In Lebanon, the evaluation met with Switchers representing four different start-ups which were still on a small scale and not in a position to trigger transformative effects at country level. In Algeria, the evaluation met with a Switcher who presented an organic detergent project which prevents skin, ocular and respiratory allergies. The Switcher, a PhD in Microbiology, benefited from technical assistance, patenting her innovation and prototyping the product.

138. Another avenue to create greater business opportunities was pursued by UNIDO through the intended creation of 200 new job opportunities in circular value chains. However, UNIDO reported challenges in monitoring this indicator and an overambitious target with fewer jobs created (i.e. 8 employees hired by EVOLX in Morocco for their new waste selection warehouse; 1 post of chemical manager created in Egypt by the chemical pilot Giza spinning; and 25 new job opportunities created by Zamzam in Egypt for operating the new shredding line). The project did not consult with the ILO despite having formulated the objective (impact statement) to stimulate decent employment. The ILO has set decent work at the core of its mandate, and among its monitoring and measurement competences, and could therefore be a source of technical advice for any related outcomes.

139. The programme also supported the creation of greater business opportunities through other modalities such as capacitating BSOs to enlarge their portfolio of products, services, and markets. In Jordan for example, a service provider who trained in resource efficiency participated in the regional bid implemented by UNIDO in Lebanon for the EU-funded 2Circular project. By winning the bid, the service provider demonstrated being capacitated to deliver RECP consultancy on regional scale, which is a significant achievement in terms of South-to-South cooperation. In Lebanon, informants also cited the example of a whey valorisation initiative promoted by the project (Box 5). The evaluation explored the extent to which the project has created new opportunities for business development service providers through their increased capacities and resources to support green business development, but evidence of impact and sustainability was scarce.

#### **Box 5: Whey valorisation in Lebanon**

In Lebanon, the project contributed to address a dairy-industry-related whey discharge problem causing pollution of the water bodies (particularly the Litani River). A cost-effective and easy-to-implement solution, particularly for small and medium-sized enterprises (SMEs), was piloted to utilize whey—a by-product of dairy production—by creating new whey-based products. The incorporation of whey into fruit juices, liquid yogurt (known as Aryan), and even spreadable cheese

was achieved through these efforts. Initially, work was conducted with two demonstration companies, but by the project's end, interest in these innovations had been expressed by six additional companies from Lebanon and one from Palestine.

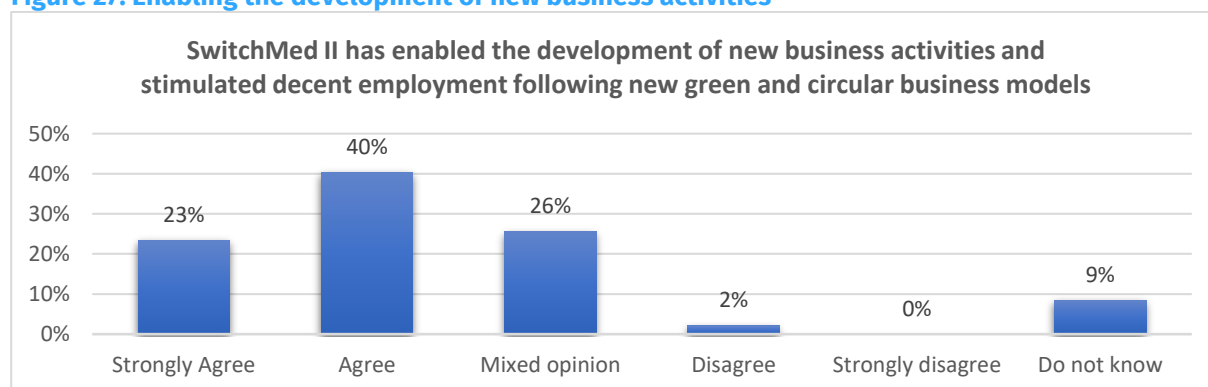
A significant achievement was noted with a major Lebanese dairy company, Candia Lebanon, which is the sister company of Candia France. They were successfully integrated into their liquid yogurt product, which is now available in the market. This success is particularly notable due to the scale of the company involved.

Furthermore, the success of the whey valorisation project, particularly the creation of Aryan and cream cheese, was found to have had a catalytic effect. The impact of the Resource Efficient and Cleaner Production (RECP) component of the project was highlighted, and additional funding was attracted from the European Union to UNIDO. This new funding supports a follow-up project called "2Circular," which focuses on similar activities in the dairy industry in Lebanon. Additionally, keen interest in further whey valorisation efforts has been shown by private investors and industries in Lebanon and Palestine.

140. About 26% of the evaluation survey respondents had mixed opinions on the extent to which SwitchMed II has enabled the development of new business activities and stimulated decent employment following new green and circular business models (Figure 27). Several interviewees shared the perspective that some of the initial targets of the programme were also not highly conducive to achieving transformational results. The number of start-ups to be supported per country was limited when compared to the overall volumes of business registrations.<sup>39</sup> Scale was in sight through some interventions, such as when collaborating with large brands like Danone, Nestlé and Coca Cola in Israel, but logframe indicators were not qualitatively specific in that regard. There was no clearly-mentioned intent to target such large companies, and some of these achievements appeared more opportunistic than strategic.

141. The contribution of the project to stimulating decent employment was partially monitored.<sup>40</sup> In Egypt for example, the project introduced safe chemical disposal and their certifications for the safe disposal of the chemical waste, helping factories to be aligned with the safety measures. Interventions were sometimes confronted with the challenge of informality, which is prevailing in the region, but this complex agenda was not a key target of the project.

**Figure 27: Enabling the development of new business activities**



<sup>39</sup> <https://data.worldbank.org/indicator/IC.BUS.NREG>

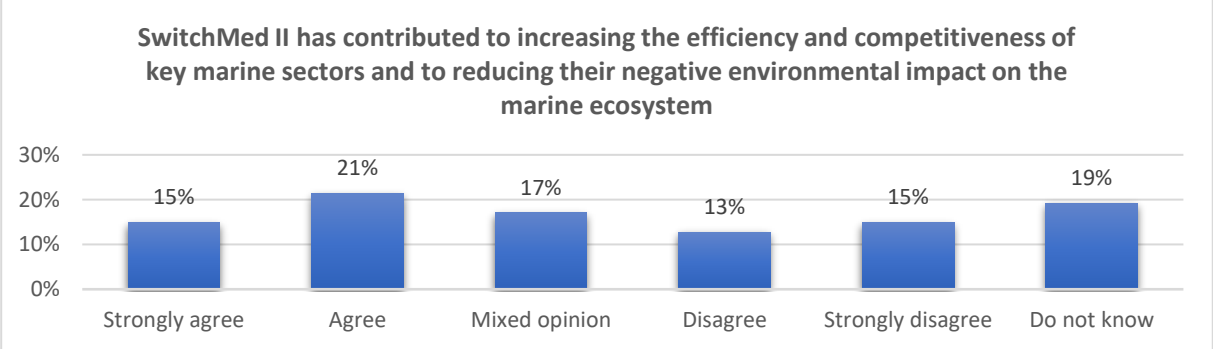
<sup>40</sup> MedWaves indicated that according to the survey conducted, it has been estimated that the Green Entrepreneurship Programme has contributed to the creation of over 1,600 green jobs. However, evidence of the survey was not provided to the evaluation.



142. **The evaluation noted a range of achievements on the blue economy component but unclear effects on the development of new business activities or reduction of negative environmental impact.** In 2023, two pilot interventions were implemented in Morocco (respectively, on RECP and fish by-product valorisation). The Moroccan fishery factory (Complexe Industriel Belhassan, CIBEL) indicated not being in a position to pursue the development of by-products due to low halieutic resources and on-going contractual agreements leading to market all current production<sup>41</sup>, but having started to implement some recommendations from Med Test III. In Tunisia, one pilot project on sustainable aquaculture was implemented. In Israel, the work done with MedWaves in circular and blue economy was found significant, building new entrepreneurship modules in Haifa University, and exposing both students and staff to the potential of creating new blue economy business models. Additionally, the university, acting as a BSO, has also promoted the blue economy ecosystem nationally.

143. Overall, survey respondents had contrasted opinions on the extent to which SwitchMed II has contributed to increasing the efficiency and competitiveness of key marine sectors and to reducing their negative environmental impact on the marine ecosystem (Figure 28).

**Figure 28: SwitchMed II’s contribution to increasing efficiency and reducing the negative environmental impact on the marine ecosystem**

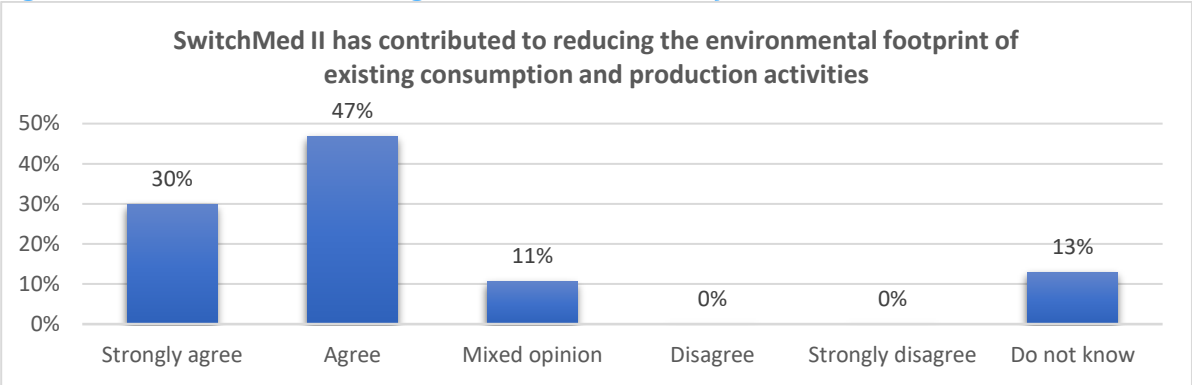


144. **The project implemented RECP initiatives that reduced the environmental footprint of existing consumption and production activities.** UNIDO and national partners reported that the amount of resource-saving generated by demonstration companies involved in the project reached 395,511 m<sup>3</sup>/year for water; 47,872 MWh/year for energy; and 2,965 tons/year for raw materials as of late 2023. Evaluation informants shared ample evidence of reduced environmental footprint. In Jordan for example, one factory reported having reduced energy consumption by 30% on a production line. Another factory mentioned installing equipment for a zero liquid discharge project as a follow-up to SwitchMed II. In Egypt, several factories established a waste management system with savings reported on water and resources for the production of cotton, reduction and recycling of textile waste, and reduction industrial processing CO<sub>2</sub> emissions. A key strategy to achieve this outcome involved stakeholders effectively cascading the project's approach.

<sup>41</sup> The pilot project on by-product valorisation at CIBEL, conducted three different lab scale and industry scale trials to valorise respectively: fish scale to produce collagen, fish viscera to produce hydrolysate and food product for human consumption. All three options are technically and economically viable, but the first two require an economy of scale, meaning a certain volume of waste as feedstock to minimum industrial process capacity.

145. Evaluation survey respondents assessed favourably the project’s contribution to reducing the environmental footprint of existing consumption and production activities (Figure 29).

**Figure 29: Contribution to reducing the environmental footprint**



### 3.6 Sustainability

**EQ17. TO WHAT EXTENT WILL THE NET BENEFITS OF THE PROGRAMME CONTINUE, OR ARE LIKELY TO CONTINUE?**

146. **The programme delivered many benefits which will continue or are very likely to continue.** Across all components, project beneficiaries conveyed evidence of sustainable benefits. At the output level, many informants indicated that the training materials, tools, methodologies, mappings, roadmaps, investment plans, and reports delivered by the project will continue informing activities and have potential for future reuse. Beneficiaries also cited strengthened capacities, new knowledge and influenced behaviours as conduits of sustainable outcomes. Regarding the pilot projects, the selection of beneficiary companies and institutions was made with a focus on success factors, ensuring strong potential for success, impact, and replication. Some highlighted evidence of durable net benefits includes:

- **Output 1:** Many factories that benefited from Med Test have already started implementing recommendations to save resources (water, energy, raw materials). Furthermore, work plans for efficiency improvements delivered by Med Test were most often referred by informants as being monitored and remaining in progress, pending eventually financial investments or a window to shut down production lines. Several informants also indicated that the project has established high-level management commitment to RECP as well as helped to integrate resource efficiency in the agenda of work of factories and in the job function of relevant staff. In some cases, factories mobilised additional funding to follow up on SwitchMed II’s recommendations, such as with a USAID-funded zero liquid discharge project for Al Baha, a chlorine factory in Jordan. In the area of circularity and waste valorisation, good practices such as the whey valorisation in Lebanon or the recycling of cotton waste in Egypt have created durable opportunities. Some interventions also made lasting institutional and regulatory changes. In Israel, UNIDO played a significant role in the establishment of a technical committee for plastic within the Standards Institution of Israel (SII). This initiative led to the adoption of two new standards in 2022, with seven more currently in development, backed by government funding.

- **Output 2:** Sustainability of the entrepreneurship component was found variable as largely owing to the capacities, market opportunities and funding of the start-ups. However, the evaluation interviewed several Switchers in Morocco, Lebanon, and Egypt committed to developing their company and putting forward positive prospects. In a few countries, MedWaves tools helped to expand the portfolio of the BDSPs' offering by installing new trainings or integrating MedWaves' methodologies into existing curricula, such as in Jordan, Algeria and Israel (Box 6). In Jordan for example, the Business Development Centre (BDC), which was the technical partner for Output 2, is currently undertaking a green innovation links project in the Azraq and Za'tri camps, funded by the EU in collaboration with the EDAMA Association. This project is based on a green business model and is an extension of SwitchMed II's MedWaves component, leveraging the green business plans developed by the Switchers as a knowledge hub in the green innovation links. In Algeria, the General Manager of the ANPT's (Agence Nationale des Poles Technologiques) affirmed that the tools and methodology acquired within the SwitchMed II program have been introduced and used within the incubation centre in the training of new start-ups.

#### Box 6: Integrating green and blue entrepreneurship trainings in curricula

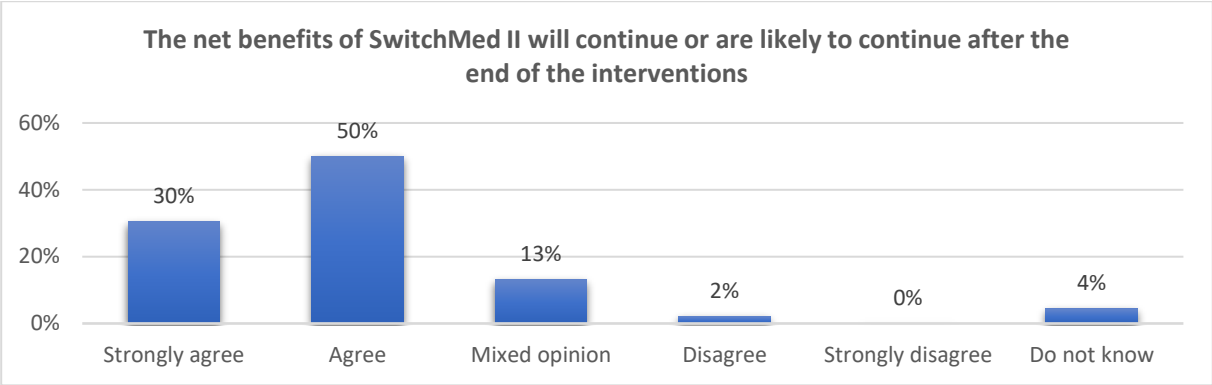
The University of Haifa was an important partner for Output 2. Notably, the university has continued to conduct workshops independently, without financial support. Last year, a workshop on entrepreneurship in blue economy was organized, during which several projects were mentored. Despite the challenging circumstances, another workshop, based on the SwitchMed model, was scheduled to open in June this year. The university has also expressed a desire to expand this initiative into an accelerator programme, demonstrating proactive engagement.

Similarly, Bezalel Academy integrated eco-design methodologies from the SwitchMed programme into their curriculum after conducting an initial workshop. The Green Academy, an online course provider that joined later in the process, has also become an active participant. They have continued to offer green entrepreneurship courses based on the SwitchMed methodology. It is noteworthy that, while the first course round was funded, the subsequent rounds were fully financed by participants, who paid between 2000 to 3600 shekels, indicating the perceived value of these courses.

- **Output 3:** In Tunisia and Morocco, informants mentioned that policy improvements were in progress but requiring several years before being translated into laws or bylaws. In Jordan, RECP was integrated into national policies and action plans like the Economic Modernization Vision 2023, or the National Action Plan of Green Growth 2021-2025. In several countries, policy dialogues have contributed to forming an agenda or work or roadmap that informants indicated is appropriate to guide the next steps.
- **Output 7:** In Morocco, Israel, Tunisia, Egypt and Lebanon, informants indicated higher awareness across the country on the potential of blue economy and commended project achievements, such as setting a roadmap for blue economy in Egypt.

147. Survey respondents were largely of the opinion that the net benefits of SwitchMed II will continue or are likely to continue after the end of the interventions (Figure 30).

**Figure 30: Sustainability of SwitchMed II's benefits**



**EQ18. WHAT MEASURES HAVE BEEN TAKEN TO ENSURE THAT THE KEY COMPONENTS OF THE PROGRAMME ARE SUSTAINABLE BEYOND THE LIFE OF THE PROGRAMME? ARE THEY SUFFICIENT? DOES THE PROGRAMME HAVE AN EXIT STRATEGY?**

148. **Implementing Partners, national partners, and stakeholders have devised various measures to support the sustainability of project outcomes.** Implementing Partners devised specific modalities to ensure sustainability. In lieu of an exit strategy, UNIDO developed a roadmap in several countries (e.g. Morocco, Tunisia, Egypt, Palestine, and Israel) that was shared with stakeholders to extend the impact of interventions beyond the project’s lifetime. This roadmap outlines the lessons learned from the project, identifies responsibilities for the country and various stakeholders based on their mandates, and specifies actions required to replicate the results on a larger scale. Additionally, the roadmap defines the technical knowledge that should be retained within the country. In various countries, project interventions have also implemented adequate exit strategies. In Tunisia for example, activities under Output 7.1 have ensured public access to the pilot project for all companies in the region, with technology ownership reverting to the National Institute of Marine Sciences and Technologies (Institut National des Sciences et Technologies de la Mer, INSTM), a public institution under the Ministry of Agriculture, Hydraulic Resources and Fisheries. The approach created an effective ecosystem with sustainable results. In Lebanon, the launch of the 2Circular project in 2023 provides MED TEST III’s beneficiaries with increased prospects of financial support and sustainability (Box 7).

**Box 7: Perspectives of sustainable benefits through funding schemes**

In Lebanon, promising perspectives have been open to MED TEST III partners, building on the success of SwitchMed II. In 2023, the EU and UNIDO launched the 2Circular project which offers substantial financial support through in-kind grants ranging from EUR 15,000 to EUR 40,000. The financing scheme developed by the EU has recently been extended, in collaboration with the EBRD, to offer soft loans with a zero-interest rate, coupled with the possibility of partial or full exemption from repayment if the company demonstrates high-impact investments. This mechanism provides a strong incentive for companies to adopt and invest in sustainable technologies and practices. Priority companies will be the companies of the 2Circular project but also the companies of SwitchMed II which implemented MED TEST III.

149. In Jordan, UNEP’s exit strategy took the form of policy dialogues that delivered recommendations and planted a way forward for specific sectors and stakeholders. Policy dialogues were organized on food waste and on textile and fashion, leading to 5 project proposals and policy notes per sector. Blue Economy National Dialogues were also held in Algeria, Israel, Jordan, Lebanon, Morocco and Tunisia. In Israel, this produced a Circular

Economy Strategy for Plastics as part of the deliverable. In Egypt, this led to the Single-Use Plastic Bags Awareness Action Plan, among other products.

150. MedWaves indicated maintaining the online environment such as the Switchers Toolbox for several years after the closure of the project. In Egypt, CEDARE in cooperation with the Ministry of Environment initiated a structure called NISE (National Initiative for Sustainable Entrepreneurs<sup>42</sup>) to serve as a self-sustainable entity after the project's lifetime. NISE has now an advisory board of directors from every sector (e.g. academia, banks, BSOs, etc.) – all voluntary. The aim is to support BSOs beyond project lifetime. The Ministry of Planning is part of the platform and was referenced as having funds sometimes for entrepreneurs. In Lebanon, the project contributed to form the EcoSwitch Coalition,<sup>43</sup> a national hub for promoting green entrepreneurship and, circular and blue economy. The platform represents the different BSOs active in Lebanon and seeks to actively mobilize human and financial resources for small and medium enterprises.

151. In most countries, dissemination workshops and project closure events were also organized to facilitate sustainable outcomes. In Israel, due to the war in Gaza, the project's closing event was cancelled but a landing page was created<sup>44</sup> to maintain access to information and also provide greater accessibility to different stakeholders. However, the evaluation did not find action plans and resources for Knowledge Management in project countries. The level of appropriation and knowledge management at the UN level was also unclear, while being described as limited at the EU level. Despite the abundance of valuable information from SwitchMed I and II, informants were of the opinion that there has been an inability to build on it and to valorise it, which was seen as very unfortunate. Some platforms or initiatives such as the Green Growth Knowledge Partnership<sup>45</sup> of Switch to Green<sup>46</sup> host some resources from SwitchMed II but a small proportion of the deliverables called for more substantive content in the form of real lessons to learn and share, which can be taken up and leveraged with other initiatives.

**EQ19. HOW EFFECTIVELY HAS THE PROGRAMME BUILT NATIONAL OWNERSHIP? ARE THERE ANY SOCIAL, FINANCIAL OR POLITICAL RISKS THAT MAY JEOPARDIZE THE SUSTAINABILITY OF PROGRAMME OUTCOMES?**

152. **The extent to which the programme has built national ownership has been variable.** Informants across several countries including Morocco, Egypt and Lebanon called for increased national ownership through stronger engagement of regional and local authorities in all stages of project implementation as well as involvement of institutional representatives in all activities contributing to set a favourable upstream policy environment. It was sometimes perceived that the insufficient involvement of National Focal Points (NFPs) in project design and monitoring jeopardized the ownership and institutionalization of the results. At national level, NFPs had sometimes the opinion to have been slightly bypassed during the execution of the project. Furthermore, while the regional baseline assessments for the policy outputs were communicated to the NFPs, the proposed regional measures were not closely coordinated with them. However, presenting these measures to the contracting parties of the Barcelona Convention could ensure the sustainability of the SCP framework beyond the project's lifespan at the national level, along with the circularity pilot projects developed under Output 4.

<sup>42</sup> <https://nise.cedare.org/>

<sup>43</sup> <https://ecoswitchcoalition.creation.camp/>

<sup>44</sup> <https://switch-plastic.org/>

<sup>45</sup> In particular: <https://www.greenindustryplatform.org/>

<sup>46</sup> <https://www.switchtogreen.eu/switchmed/>

153. **Informants highlighted several risks that may jeopardize the sustainability of programme outcomes.** The lack of financial capacities to invest in system change was the most widespread concern among partners and stakeholders. In some cases, informants pointed out depleting halieutic resources as a risk for some of the work carried out on Blue Economy.<sup>47</sup> Similarly, the risk of a market gap was highlighted for recyclers bound to a trader in the value chain, with the mitigating modality of establishing a platform.<sup>48</sup>

154. In some cases, risks were linked to the limited scope or partial delivery of project outputs. In Tunisia and Morocco for instance, cost-benefit and life cycle analyses under Output 1.2 could have been expanded<sup>49</sup> to enhance the replicability and persuasive power of the demonstrations. Pilots were rather implementation-focused than proofs of concept interventions. The absence also of a sizeable and sustainable cohort of trainers for a middle layer of Business Support Organizations (BSOs) has also hindered the creation of a knowledge-based ecosystem to ensure affordable and appropriate service provision at local level. In Tunisia, legislative barriers were not fully addressed in the development of the textile sector roadmap, weakening the sustainability of textile recycling and textile wastewater treatment practices beyond the end of the project<sup>50</sup>. In Morocco, the pilot project on fish by-product valorisation, despite its promising outlook and pilot-scale implementations, left industrial informants unclear about prospects of broader impact, scalability, dissemination, institutionalization, and more systemic cost-benefit analysis. However, the results obtained enabled drawing important and essential conclusions, as foundations to develop new opportunities for the fish-processing industry in Morocco while pointing out that R&D requires significant investment and technologies. During the span of the pilot project, INRH also benefited from international expertise to further develop its Valorisation Platform, which will be equipped with new equipment in the near future. It will benefit to any industrial actor interested to develop pre-series at pilot scale.

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<sup>47</sup> Some of the circular economy business models require an economy of scale to be economically viable, e.g. enough volumes of feedstock to be processed in the recycling plants. For larger scale investments, the challenge is to have in place the proper infrastructure to aggregate the necessary volumes of feedstock as stable and secure supply. The risk perceived by investors is the uncertainty of the supply of inputs.

<sup>48</sup> Circular economy business models in some cases require companies to establish partnerships with other economy players, eventually their competitors in the country or other supply chain actors with whom they have no contacts. This type of culture change is a challenge in the MENA region, where it is not as common for entrepreneurs to work in collaborative manner, in cluster or other forms of business community partnerships.

<sup>49</sup> In Tunisia, the pilot projects on textile-to-textile waste recycling lacked a cost analysis comparing the reprocessing of textile waste to manufacturing from virgin fibres. Additionally, no ecological comparison was made between recycling and the traditional business-as-usual (BAU) approach, such as CO<sub>2</sub> emission reduction (EVLOX, SWIFT). Similarly, for post-consumer plastic waste recycling pilots (MOVIMAT), there was no cost-benefit analysis conducted for products made from textile waste. The same gap exists for the ZDHC (Zero Discharge of Hazardous Chemicals) pilots, where a cost-benefit analysis could have helped encourage textile manufacturers to adopt the ZDHC protocol by highlighting the associated costs and market advantages. Regarding blue economy pilots, particularly in Morocco, there was no cost-benefit analysis for the valorisation of fish waste into high-value products like collagen at an industrial scale (although this analysis was completed for an aquaculture pilot in Monastir, Tunisia).

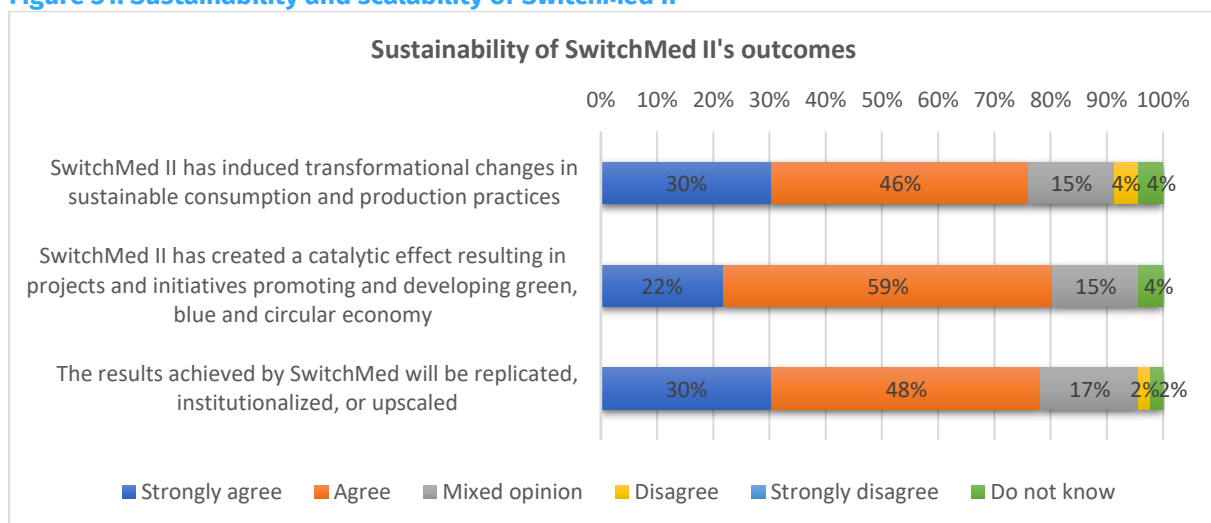
<sup>50</sup> The roadmap includes legislation to strengthen textile circularity, but feedback from informants and field visits highlighted several points for improvement. First, it would be beneficial to differentiate between various recovery sectors, such as textile-to-textile recycling and downcycling (textile to other products). Additionally, the barriers identified in the textile value chain (output 1.2) should have been integrated into the circularity law (output 4.2) to create real synergy. Lastly, in Morocco and Tunisia, textile waste is classified as hazardous, and industries are seeking ways to address this issue to open up the local and international textile waste circularity market.



**EQ20. TO WHAT EXTENT DID SWITCHMED INDUCE TRANSFORMATIONAL CHANGE IN SCP PRACTICES?**

155. **On various fronts, SwitchMed II brought transformational changes in SCP practices for project beneficiaries, introducing circularity across various components, sectors and levels.** According to the evaluation survey, respondents were overall of the opinion that SwitchMed II has induced transformational changes in sustainable consumption and production practices and created a catalytic effect resulting in projects and initiatives promoting and developing green, blue and circular economy. Furthermore, the vast majority of survey respondents assessed that the results achieved by SwitchMed will be replicated, institutionalized, or upscaled (Figure 31). Stakeholders widely acknowledged that without SwitchMed, many of the observed benefits would not have occurred. SwitchMed II continued the work of SwitchMed I, which already had a lasting impact, as evidenced by its contribution to national action plans and national priorities for SCP and green economy in countries such as Tunisia, Morocco and Jordan.

**Figure 31: Sustainability and scalability of SwitchMed II**



156. **The transformational change achieved by the project has been primarily within the programme framework and for beneficiaries, with moderate spillover and replications.** Outside the project’s scope, transformational change was sometimes reported limited, bringing SwitchMed II’s impact to concentrate primarily on participating associations, factories and Switchers. This perspective was conveyed by different partners and stakeholders, including National Focal Points, in different countries, including Egypt, Lebanon, Tunisia and Morocco. Various informants linked the project’s impact and the sustainability of transformational change to additional trainings, continuous refreshing of the expertise provided to factories, extended support to policy making, and to enlarging partnerships and number of beneficiaries.

**3.7 Good Practices and Lessons Learned**

**EQ21. WHAT ARE THE GOOD PRACTICES OF THE PROGRAMME THAT COULD BE REPLICATED, SCALED OR INSTITUTIONALISED?**

157. A range of good practices could be replicated, scaled or institutionalised, including:
- **Inclusive stakeholder engagement:** The project formed strong partnerships with key organizations in targeted sectors (e.g. food, textile, aquaculture). It fostered



collaboration among professionals within these sectors. Targeting small, medium, and large businesses as well as start-ups ensures the dissemination of SCP concepts across the economy. This approach enhances the competitiveness of local enterprises and supports a wide range of business sizes in adopting sustainable practices. Adding a policy layer as well as complementary factors, such as financial and legislative, contribute to a cohesive project. An approach targeting a specific sector across its different dimensions and actors in a systemic manner is prone to catalytic results and could be systematized in future interventions.

- **Mapping methodology:** The mapping methodology used by the Switchers' initiative was useful and influential and produced positive results. Key factors such as representativeness, regional diversity, export versus import activity, administrative engagement, and success potential were crucial in selecting pilot projects. This approach could be formalized into a standard procedure for future pilot project selection.
- **Roadmaps:** Similarly, the closing roadmaps delivered by UNIDO or enabled by UNEP's policy dialogues, which incorporated findings from project activities and identified barriers -whether legislative or otherwise- offered valuable insights for guiding future policies and project interventions. This approach could be formalized into a standard procedure for project closure.
- **MEAL system framework:** The Monitoring, Evaluation, Accountability, and Learning (MEAL) system defined by MedWaves in the Switchers programme is a remarkable framework for evaluating green initiatives. This system could be adopted in other programmes to enhance the effectiveness of monitoring and evaluation. Aligning the MEAL system and National Action Plan (NAP) indicators with Sustainable Development Goal 12 (SDG12) in accordance with Strategy 2030 is a best practice. This alignment provides a unified framework and language for national sustainability development strategies and programmes.
- **Establishment of national structures:** The Switchers' initiative to create a national structure that brings together all stakeholders was highly effective. This measure could be replicated in other contexts to ensure cohesive and coordinated efforts towards sustainable development. Similarly, the National Advisory Board established after the lessons learned from SwitchMed I to facilitate coordination and mitigate the risk of losing the experience and history upon the change of any of the members could be systematised.
- **Standardization vs. customization of tools:** The standardization of tools, as seen in the MED TEST III projects and Switchers programme, is a commendable practice. It fosters a common language among experts and stakeholders, reduces redundancies, and enables continuous improvement of methodologies through collective participation, akin to an open-source software approach. Standard tools tailored or customized to specific counties or audiences can be shared and adapted in other locations or contexts.
- **Open access:** Requiring open access for the technologies to be piloted under the Blue Economy component proved to be a good practice, enabling large-scale replication and dissemination of the pilot project benefits. Additionally, transferring the technology used in the project to national partners transformed it into a public asset, further enhancing its impact and accessibility.
- **Use of technology and AI:** The use of advanced technology and AI in the blue economy component pilot project was highly successful. This demonstrates the potential for

incorporating more advanced and ambitious technologies in pilot projects, which can be scaled and replicated for broader impact.

**EQ22. WHAT ARE THE LESSONS LEARNED FROM THE PROGRAMME THAT COULD INFORM FUTURE INTERVENTIONS?**

158. The programme elicited several lessons learned that could inform future interventions, most notably:

- **Logical Framework:** The logical framework was conceived at a regional level, and indicators were not necessarily meaningful at country level, failing to account for population size, GDP, and other relevant data. A simplification of the logical framework would enhance usability and understanding, shifting the focus from only activity tracking to also measuring immediate impacts.
- **Financial management and transparency:** Budget expenditures were not segregated by country or activity level but were defined at the output level across all countries. This made it challenging to assess the project's impact at the country level. Improving transparency and clarity around the allocation of funds among the involved parties would help partners arbitrate between activities.
- **Inclusion of partners:** Close involvement of the NFPs during the design, implementation, and monitoring phases of the project is key to ensuring strong ownership, coordination, and adaptation to local needs. This might include to take part in the elaboration of the terms of reference, in the choice of experts, and in the development of the roadmaps among other activities. Capacity building for government officials on policy development and enforcement related to circular economy principles would support such objectives. Accounting for personnels' rotation and changes in ministries and other national organisations and mitigating locally weak induction and knowledge-transfer procedures are critical to ensuring smooth project execution, continuity in the activities, and sustained ownership.
- **Clear roles and responsibilities:** Delivering TORs, SOPs, guidelines on the deliverables, and customized conceptual notes to each stakeholder from the outset can contribute to ensure that expectations and activities are clearly aligned and improve communication. A proactive approach keeps all participants well-informed about their objectives and responsibilities throughout the project. End-of-project surveys yield more meaningful insights when participants have their own tailored Terms of Reference (conceptual note) directly linked to their specific roles and activities.
- **Coordination and integration:** There were notable challenges in coordination among Implementing Partners and across the different outputs. The project was implemented in segmented components, and despite an initially holistic design, most outputs were executed independently, instead of each inputting others with relevant and vital data for proper implementation. The Steering Committee lacked a senior team leader empowered to take project decisions over all three implementing partners and with the capability to bind all activities and objectives into a cohesive and mutually reinforcing design. In other words, the project would have benefited from one overall team leader empowered to take decisions over all components. The frequency of the steering committee meetings was insufficient to ensure most effective coordination among the many outputs of a complex project. This lack of coordination hindered the project's ability to achieve a synergistic implementation across its components. Improved governance structures with sub-committees,

regular meetings, clear organizational charts and TORs, real-time evaluations including by NFPs, and a comprehensive roadmap across the full project cycle could be beneficial.

- **Regionalization:** Making the most of the regional dimension of a project like SwitchMed II requires setting specific objectives. The project was received by partners and stakeholders as a multi-country project or a sum of country projects, rather than a truly regional project. Training sessions, Switch Connect and the WeMed award events were conducted primarily to present results rather than to foster regional integration ex-ante. Furthermore, the periodicity of knowledge sharing events did not allow to build close bonds and collaborative behaviours between partners across the region. Roadmaps for different components were defined only at the national level, with no regional coordination and integration among NFPs. A notable exception to this was Output 3 where a set of regional measures were identified for the contracting parties of the Barcelona convention.
- **Diffusion of innovations:** As with the promotion of any new technology or approach, change management is key. Some well-known enablers as part of the innovation toolbox include leadership, communication, trainings, and incentives. Providing increased attention to these dimensions in the future might involve for example to steer communication strategies beyond web pages and to involve the media, universities, and incubators in raising awareness and support.
- **Knowledge Management:** The Knowledge Management toolbox comes with a range of approaches and methodologies especially useful to support large, complex and dispersed projects. Activities that could be considered from the Knowledge Management portfolio of products and services include to design and operate a central taxonomy and digital repository for all project-related information and outputs for easy retrieval and reuse; regular workshops and webinars to facilitate the exchange of knowledge and best practices among stakeholders; regional e-panels and online discussions around specific challenges and good practices; forming a dedicated knowledge management team cutting across the Implementing Partners to oversee these activities and ensure effective collection, dissemination, and utilization of knowledge; implementing a robust monitoring and evaluation framework to assess the effectiveness of Knowledge Management practices, along with providing training for stakeholders on best practices to improve the project's ability to leverage valuable information and achieve better outcomes.
- **Trust and data confidentiality:** Companies were often reluctant to share data due to concerns about competitiveness. Building trust through non-disclosure agreements (NDAs) and ensuring that data is used anonymously can help alleviate these concerns and encourage more open data sharing. To strengthen the benefits and sustainability of pilot projects, key success factors could be established during the project selection stage. These factors could include availability, openness, results sharing, effective management, access to other businesses, proper location, data sharing agreements, and commitment from the administration. Cost-benefit and life cycle analyses conducted and made available during the project can convince stakeholders to replicate pilot projects.
- **Project Management Unit (PMU):** Future projects could consider at the design and resourcing stage to conduct a cost-benefit and risk analysis about forming a Project Management Unit (PMU) at country level to coordinate efforts among pilot projects, ministries, companies, professional associations, and service providers. This unit could also streamline processes and communication, ensure proper alignment

among stakeholders, and facilitate continuous and detailed evaluations, especially during the implementation of pilot projects.

- **Financial sustainability:** While some individual outputs made significant progress in securing financing, such as through the Switchers Fund, additional efforts are needed to ensure long-term financial sustainability beyond project grants. This includes exploring financing mechanisms such as impact investing, blended finance, or green bonds. It is also crucial to identify complementary funding options like crowdfunding.
- **Exit strategy:** At the conclusion of a project, a clear and comprehensive multicomponent roadmap that integrates findings from all project activities and addresses any barriers identified, whether legislative or other constraints encountered throughout the implementation, can foster sustainability. Such roadmap can also include a temporal dimension, ensuring that long-term plans retain key insights and lessons learned, so valuable knowledge is not lost over time. It is essential that project deliverables are created with this in mind, serving as the foundation for shaping and informing the overall project roadmap.

## 4 Conclusions

### 4.1 Conclusions

#### Relevance

159. SwitchMed II demonstrated strong alignment with global, regional, and national sustainable development agendas, particularly in promoting sustainable economic growth, innovation, and environmental protection, as evidenced by its focus on Sustainable Development Goals (SDGs) and the Barcelona Convention. The project was well-received at the national level, aligning with the specific needs and priorities of countries like Tunisia, Lebanon, Israel, and Egypt. However, its relevance could have been further enhanced by deeper integration with national agendas, more flexibility in addressing emerging needs, and stronger emphasis on financial support for green entrepreneurs. While in some cases, involvement of National Focal Points in project design and implementation was extensive (at least in the UNIDO and UNEP components), in other cases it was variable. Focal points in most countries faced limited exposure and outreach to certain project components. The project strived to adapt to socio-political changes, particularly to the COVID-19 pandemic, with room for increased flexibility and capacity to adjust to adverse conditions as well as newly arising opportunities.

#### Coherence

160. The coherence of the SwitchMed II project was strong in aligning with national policies, sectoral strategies, and existing programmes in the countries of intervention. The project demonstrated compatibility with other national initiatives, such as in Morocco, Tunisia, and Jordan, by reinforcing green and circular business initiatives and aligning with national sustainable development strategies. However, the project encountered challenges in achieving synergy across its various components and outputs, with some stakeholders noting limited coordination between different project elements, awareness of one another, and a lack of integration at the regional level. This occasionally hindered the creation of a more comprehensive ecosystem of stakeholders and limited the potential for intra-sectoral, cross-sectoral, and cross-country collaboration. The project was often perceived as a bundle of multi-country initiatives rather than as a genuine regional intervention, while lacking a strong cohesive and integrated strategy at country level.

#### Efficiency

161. Many project activities were completed and within budget. In addition, the project managed to avoid significant duplications, and most stakeholders perceived that resources were used adequately, though there was room for improvement in financial management and coordination across different project components. The efficiency of the project was hindered by complex administrative procedures and challenges in budget alignment, leading to delays in project implementation and uneven expenditure across outputs. As a result, the project faced significant delays, particularly in the early stages, which had lasting effects on the overall timeline. The governance structure, both at global and national levels, was insufficiently integrated, resulting in a siloed approach to implementation that limited synergies between components and reduced overall efficiency. Financial information per country was not availed, reducing opportunities for national stakeholders to influence type and timing of activities to be conducted.

## **Effectiveness**

162. The effectiveness of the SwitchMed II project was notable, with the majority of its objectives, outcomes, and outputs being achieved or showing significant progress. Approximately 70% of the outcome indicators and 72% of the output indicators met or exceeded their targets, reflecting the project's success in improving resource efficiency in factories, enhancing economic opportunities for industries and start-ups, promoting circular economy practices, and informing national policies. Significant results included the successful training of BSOs and experts, the exposure of BSDPs and partners to the green and blue economy, the training of Switchers that contributed to establishment of new entrepreneurs, the implementation of circular economy projects across multiple sectors, and the definition of policy options and directions by/for national partners. The project also fostered valuable national partnerships and networks that contributed to its overall achievements. However, involvement of the financial sector was also partially aligned with the expectations and needs for supportive investments from national partners and stakeholders. Furthermore, some activities faced delays or were partially completed due to challenges like COVID-19 disruptions, financial constraints, and limited coordination among partners. The project contributed to Knowledge Management with room for a more ambitious agenda of work.

## **Progress to impact**

163. SwitchMed II made substantial progress toward generating significant positive higher-level effects, particularly in shifting perceptions and increasing awareness around green, blue, and circular economies in participating countries. The project contributed to policy influence, though its direct impact on passing new laws or policies was limited. It successfully strengthened institutional capacities, especially through knowledge transfer and resource efficiency initiatives, and catalysed additional investments in some regions. However, the project's transformative effects on creating new business opportunities and stimulating decent employment were moderate, with some challenges in scaling impact and ensuring the sustainability of interventions<sup>51</sup>. Despite some limitations, the project effectively reduced the environmental footprint of key sectors and fostered important advancements in resource efficiency, particularly through its RECP initiatives and pilot projects.

## **Sustainability**

164. The project has demonstrated potential for sustainability, with many of its benefits likely to continue beyond the programme's duration. The training materials, tools, methodologies, and roadmaps developed under the project are expected to have lasting impacts, particularly in resource efficiency, waste valorisation, and the blue economy. While some components, such as the entrepreneurship initiatives, may face variability in sustainability depending on market conditions and funding availability, the project has made significant strides in integrating circular economy practices into national policies and institutional frameworks. Key measures, such as the development of standards, roadmaps, policy dialogues, and the establishment of networks like the Switchers Support National Partnerships (SSNPs), have helped to ensure the continuity of benefits. However, risks related to financial constraints, incomplete delivery of certain outputs, and limited national ownership in some areas may pose challenges to the long-term sustainability of the

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<sup>51</sup> MedWaves indicated that based on the surveys conducted, it has been estimated that the Green Entrepreneurship Programme (Outputs 2.1, 2.2, and 7.2) has contributed to the creation of 400 new sustainable and circular businesses and over 1,600 green jobs. The evidence was not provided to the evaluation.

programme's outcomes. Furthermore, the level of national ownership and the potential for broader replication and scaling have remained variable. Partnerships with donors have been established in several countries, including with EU Delegations, offering strong prospects for sustainability and upscale. However, room was noted for a more strategic, integrated and systematic approach to managing partnerships, including with the financial sector.

## 4.2 Overall Rating

165. Based on the evidence collected and analysed, the evaluation assessed the overall performance of SwitchMed II as **Satisfactory** (Table 6).

**Table 6: Project assessment per evaluation criteria**

#	Evaluation criteria	Mandatory rating	Numerical Rating
<b>A</b>	<b>Progress to Impact</b>	<b>Satisfactory</b>	<b>5</b>
<b>B</b>	<b>Project design</b>	<b>Moderately satisfactory</b>	<b>4</b>
1	• Overall design	<b>Satisfactory</b>	<b>5</b>
2	• Project results framework/log frame	<b>Moderately satisfactory</b>	<b>4</b>
<b>C</b>	<b>Project performance and progress towards results</b>	<b>Satisfactory</b>	<b>5</b>
1	• Relevance	<b>Satisfactory</b>	<b>5</b>
2	• Coherence	<b>Moderately satisfactory</b>	<b>4</b>
3	• Effectiveness	<b>Satisfactory</b>	<b>5</b>
4	• Efficiency	<b>Moderately satisfactory</b>	<b>4</b>
5	• Sustainability of benefits	<b>Moderately satisfactory</b>	<b>4</b>
<b>D</b>	<b>Gender mainstreaming</b>	<b>Moderately satisfactory</b>	<b>4</b>
<b>E</b>	<b>Project implementation management</b>	<b>Moderately satisfactory</b>	<b>4</b>
1	• Results-based management (RBM)	<b>Moderately satisfactory</b>	<b>4</b>
2	• Monitoring and Evaluation, Reporting	<b>Satisfactory</b>	<b>4</b>
<b>F</b>	<b>Performance of partners</b>	<b>Satisfactory</b>	<b>5</b>
1	• UNIDO	<b>Satisfactory</b>	<b>5</b>
2	• National counterparts	<b>Satisfactory</b>	<b>5</b>
3	• Implementing partner (UNEP) • Implementing Partner (MedWaves)	<b>Moderately satisfactory</b> <b>Satisfactory</b>	<b>4</b> <b>5</b>
4	• Donor	<b>Satisfactory</b>	<b>5</b>
<b>G</b>	<b>Environmental and Social Safeguards (ESS), Disability and Human Rights</b>	<b>Satisfactory</b>	<b>5</b>
1	• Environmental Safeguards	<b>Highly satisfactory</b>	<b>6</b>
2	• Social Safeguards, Disability and Human Rights	<b>Moderately satisfactory</b>	<b>4</b>
<b>H</b>	<b>Overall Assessment</b>	<b>Satisfactory</b>	<b>5</b>



## 5 Recommendations and Management Response

To UNIDO, UNEP and MedWaves

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### Recommendation 1

**Enhance the engagement of partners and stakeholders in project design and implementation:** National partners should be closely involved in the design, implementation and monitoring of forthcoming projects across all their components to strengthen national ownership, facilitate cross-sectoral synergies, and inform upstream policy work with downstream interventions. Capacity building should be provided to national partners including on technical areas covered by the project but not falling directly under the direct mandate, core competencies and expertise of their institution.

### Recommendation 2

**Enhance the integration of regional and national interventions:** Implementing Partners should maximize the scale and synergies that a regional project can offer. At regional level, some activities should be designed to foster fluid and demand-based exchanges allowing project partners and stakeholders to consult and engage with other countries during project implementation for real-time learning, mutual support, and innovation. Implementing Partners could even consider fostering new collaborations and interventions between project partners and stakeholders on a bi-lateral or multi-lateral basis. Similarly, Implementing Partners could explore nurturing at regional level a strong investment pipeline that combines national partners' and stakeholders' financial needs, and explore diverse financing mechanisms at a scale more engaging for financiers. At national level, activities should be designed with a view to form a cohesive bundle of interventions with mutually supportive objectives, clear and specific indicators, and a predictable budget. Joint initiatives should be reflected in the project logframe through shared indicators and targets. The interface between regional and national knowledge generation should be equipped with Knowledge Management plans both at the regional and country levels, and with south-south cooperation initiatives supported by adequate resources.

### Recommendation 3

**Enhance project governance and coordination:** At regional level, for projects with a large scope and as complex as SwitchMed II, Implementing Partners should establish a robust governance and coordination framework by empowering a dedicated and overarching project team leader and by creating agile sub-committees or teams for each component. Steering Committee meetings could be more frequent and effective in facilitating both formal learning and informal communication or complemented by meeting and learning events bringing National Focal Points more regularly together. At national level, project coordination should build on the good practices from SwitchMed II and adopt a flexible design with a view to ensuring that a unified governance structure cutting across components and representing different types of stakeholders is established. Countries where Implementing Partners are not a resident agency and where national capacities for overall project coordination are limited should dedicate resources to a national coordination mechanism, such as a Project Management Unit or Project National Officer.

## To MedWaves

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### Recommendation 4

**MedWaves should continue improving the support provided to Switchers:** MedWaves should consider conducting a comprehensive mapping of the existing start-up ecosystem across a national territory to identify needs, challenges, gaps, and existing capabilities to ensure a more effective and targeted response. MedWaves could consider selecting up to several national partners (BDSPs) experienced in working with small and medium-sized start-ups and with scaling potential, and consider sector-specific specialization within incubators, such as in blue economy or textiles. Incubation periods should be tailored to better suit start-ups at different stages of development. BDSPs could maintain open calls for applications year-round, and work with multiple cohorts. This approach would balance ideation activities with the necessary phases leading up to financing and implementation, allowing each project the time needed for success. Additionally, MedWaves should continue promoting a technical assistance fund to adequately meet the broader needs of Switchers, increase the financial support to incubatees, and cover a higher number of beneficiaries. Partnerships platforms, when well formalized and established such as the ones in Tunisia or in Lebanon, could also be direct implementing partners for MedWaves. A mutual fund could be created for such activities. MedWaves should also promote and implement robust confidentiality measures to protect the ideas of incubatees, encouraging full engagement within the platforms.

## To UNIDO

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### Recommendation 5

**UNIDO should build on the achievements of SwitchMed II to scale its interventions in the region:** UNIDO should consider drawing on the lessons learned and good practices of SwitchMed II and challenges faced at country level to upscale reach and interventions. Emphasis on building capacities for policy making, institutional development (including funding), partnerships and capacity development for BSOs should shape the impact criteria and sustainability objectives of forthcoming interventions. UNIDO should consider leveraging the visibility and partnerships gained with the project to elevate its policy influence and advocacy, including to promote the introduction of a ban on certain single-use plastic products and to support businesses in developing sustainable alternatives to single-use plastics. UNIDO could also support awareness-raising campaigns on sustainable practices and the implementation of VAT reduction or exemption for second-hand goods and repair services. Furthermore, UNIDO should promote the project's follow-up implementations with partners such as GIZ and the EU Delegations to other countries and partners.

## To UNEP

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### Recommendation 6

**UNEP should continue strengthening policy frameworks and promoting country-driven approaches to the transition towards Sustainable Consumption and Production (SCP) and a circular economy in the Mediterranean:** UNEP should continue supporting countries that were engaged in SwitchMed II through differentiated strategies that account for national needs and progresses in adopting SCP strategies. This could involve providing support to (i) translate policies and laws into decrees, norms and regulations; (ii) scale policy changes to

new sectors to systematize approaches and lessons from SwitchMed II; (iii) operationalize through projects at sub-national level some of the initiatives formulated or recommended by national dialogues or roadmaps. Accordingly, UNEP should aim to mobilize increased resources in support of the countries of the south-Mediterranean region. Forthcoming funding committed to national interventions should be directed for some part or pooled as appropriate to staffing national project officers. UNEP should enhance its financial forecasting to avoid disruptions in project implementation caused by delays in funding.

## **To DG-NEAR**

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### **Recommendation 7**

**Consider better adapting project design and funding rules to national contexts/crises:** DG-NEAR should consider consulting with prospective national partners and stakeholders when designing regional projects in order to ensure adequate shared ownership and facilitate implementation. Similarly, the project's logical framework should be simplified and realistic to work with. Indicators should be defined at both the regional and country levels, considering country-specific factors such as population size, GDP, and other relevant data, in order to facilitate localization. DG-NEAR could also consider the adequacy of the rules upon which financial instalments are calculated and released when implementing partners or national partners face a crisis situation or when the context hampers accurate financial forecasts.

#	Recommendation	Management Actions <sup>52</sup>	Responsible Entity	Target Date
1.	<p><b>Enhance the engagement of partners and stakeholders in project design and implementation:</b> National partners should be closely involved in the design, implementation and monitoring of forthcoming projects across all their components to strengthen national ownership, facilitate cross-sectoral synergies, and inform upstream policy work with downstream interventions. Capacity building should be provided to national partners including on technical areas covered by the project but not falling directly under the direct mandate, core competencies and expertise of their institution.</p>	<p>The management teams recognize that the active engagement of national partners is more than just a best practice – it is a precondition to ensuring country buy-in, which is fundamental to the effectiveness of projects and sustainability/scalability of their benefits.</p> <p>SwitchMed II was already a solid demonstration of our substantial efforts to identify, inform, consult, and engage national stakeholders. However, national partner engagement can always be further improved by enhanced stakeholder mapping and involvement strategies, as well as our overall project coordination and governance mechanisms in future projects.</p>	<p>MedWaves (Project Implementation Team)</p> <p>UNEP (Industry and Economy Division)</p> <p>UNIDO (TCS/CEG/CRE)</p>	31/12/2025
2.	<p><b>Enhance the integration of regional and national interventions:</b> Implementing Partners should maximize the scale and synergies that a regional project can offer. At regional level, some activities should be designed to foster fluid and demand-based exchanges allowing project partners and stakeholders to consult and engage with other countries during project implementation for real-time learning, mutual support, and innovation. Implementing Partners could even consider to foster new collaborations and interventions between project partners and stakeholders on a bi-lateral or multi-lateral basis. Similarly, Implementing Partners could explore nurturing at regional level a strong investment pipeline that combines national partners' and stakeholders' financial needs, and explore diverse financing mechanisms at a scale more engaging for financiers.</p>	<p>The management teams agree that regional projects should aim for regional achievements, with dedicated activities and logical framework indicators.</p> <p>SwitchMed II rolled out, among other regional activities, a successful networking and communication output despite its complex structure and implementation mechanism in a turbulent regional context.</p> <p>The developments in this region and the specific relationships among the beneficiary countries also had to be considered and limited some regional or bi-lateral activities. The project implementation period (COVID-19 pandemic, political and economic crisis, etc.) has also to be considered.</p> <p>In future projects, the management teams commit to design ambitious regional components in a manner that fosters demand-based exchanges between beneficiaries</p>	<p>MedWaves (Project Implementation Team)</p> <p>UNEP (Industry and Economy Division)</p> <p>UNIDO (TCS/CEG/CRE)</p>	31/12/2025 ongoing

<sup>52</sup> The Management Actions addressed to UNIDO relate to the project succeeding SwitchMed II, entitled *Green Forward*.

<p>At national level, activities should be designed with a view to form a cohesive bundle of interventions with mutually supportive objectives, clear and specific indicators, and a predictable budget. Joint initiatives should be reflected in the project logframe through shared indicators and targets. The interface between regional and national knowledge generation should be equipped with Knowledge Management plans both at the regional and country levels, and with south-south cooperation initiatives supported by adequate resources.</p>	<p>from different countries for maximizing synergies. Knowledge management plans will be used as relevant to ensure fluidity between the national and regional levels of knowledge creation.</p> <p>Identifying (or establishing, in the case of the Switchers' Fund) financial mechanisms able to support initiatives in the eight countries of the Mediterranean and their very different contexts is a complex and long-term undertaking that technical assistance projects by themselves cannot commit to without the willing partnership of financial institutions and direct support of the donors.</p> <p>The management teams commit to engaging in a dialogue with donors on the opportunity of leveraging regional activities for the beneficiaries' improved access to finance.</p>		
<p>3. <b>Enhance project governance and coordination:</b> At regional level, for projects with a large scope and as complex as SwitchMed II, Implementing Partners should establish a robust governance and coordination framework by empowering a dedicated and overarching project team leader and by creating agile sub-committees or teams for each component. Steering Committee meetings could be more frequent and effective in facilitating both formal learning and informal communication or complemented by meeting and learning events bringing National Focal Points more regularly together. At national level, project coordination should build on the good practices from SwitchMed II and adopt a flexible design with a view to ensuring that a unified governance structure cutting across components and representing different types of stakeholders is established. Countries where Implementing</p>	<p>The management teams commit to exploring, in future projects, the feasibility of establishing country-based teams/coordination mechanisms wherever they are not resident agencies.</p> <p>While organizing more than one regional Steering Committee meeting per year would be too resource-intensive, the management teams will consider organizing information, consultation, coordination or learning/networking meetings between each Steering Committee.</p> <p>They will examine how to optimize informal exchanges to facilitate coordination with all project partners.</p>	<p>MedWaves (Project Implementation Team)</p> <p>UNEP (Industry and Economy Division)</p> <p>UNIDO (TCS/CEG/CRE)</p>	<p>31/12/2025 ongoing</p>

<p>Partners are not a resident agency and where national capacities for overall project coordination are limited should dedicate resources to a national coordination mechanism, such as a Project Management Unit or Project National Officer.</p>			
<p>4. <b>MedWaves should continue improving the support provided to Switchers:</b> MedWaves should consider conducting a comprehensive mapping of the existing start-up ecosystem across a national territory to identify needs, challenges, gaps, and existing capabilities to ensure a more effective and targeted response. MedWaves could consider selecting up to several national partners (BDSPs) experienced in working with small and medium-sized start-ups and with scaling potential, and consider sector-specific specialization within incubators, such as in blue economy or textiles. Incubation periods should be tailored to better suit start-ups at different stages of development. BDSPs could maintain open calls for applications year-round, and work with multiple cohorts. This approach would balance ideation activities with the necessary phases leading up to financing and implementation, allowing each project the time needed for success. Additionally, MedWaves should continue promoting a technical assistance fund to adequately meet the broader needs of Switchers, increase the financial support to incubatees, and cover a higher number of beneficiaries. Partnerships platforms, when well formalized and established such as the ones in Tunisia or in Lebanon, could also be direct implementing partners for MedWaves. A mutual fund could be created for such activities. MedWaves should also promote and implement robust confidentiality measures to protect the</p>	<p>MedWaves is mandated through the Programme of Work approved by the COP of the contracting parties to the Barcelona Convention (UNEP/MAP) to further develop the Switchers Support Programme, and will continue to work on these activities in the future with different funding and donors, including the Mediterranean Trust Fund from the Barcelona Convention. The channeling of technical assistance funding to green entrepreneurs is also an activity that is included within the mandate of the Centre according to the UNEP/MAP Programme of Work, and several advances are being made in this regard and future activities will be developed in this direction.</p>	<p>MedWaves (Project Implementation Team)</p>	<p>31/12/2025</p>

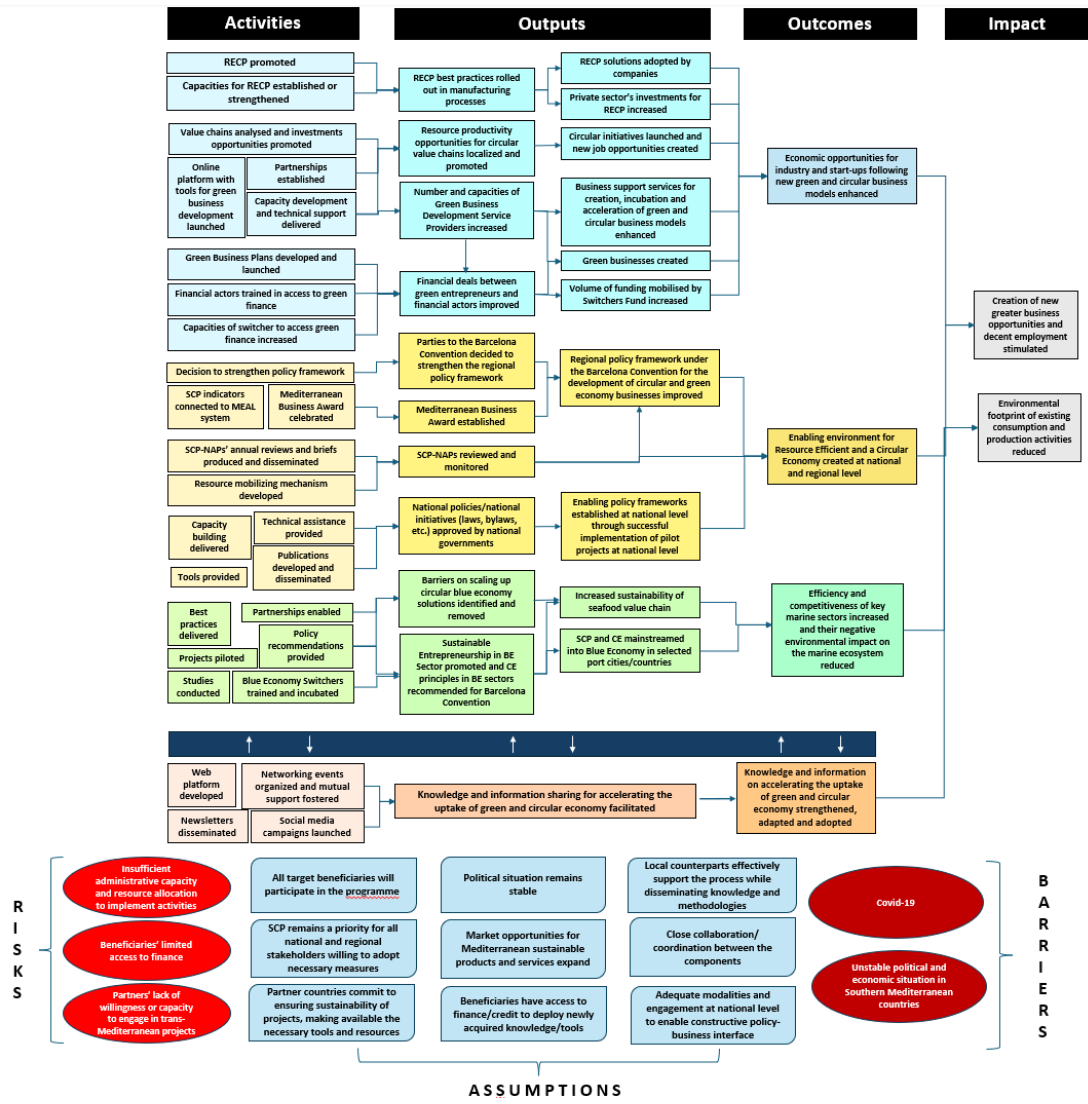
	ideas of incubatees, encouraging full engagement within the platforms.			
6.	<p><b>UNIDO should build on the achievements of SwitchMed II to scale its interventions in the region:</b> UNIDO should consider drawing on the lessons learned and good practices of SwitchMed II and challenges faced at country level to upscale reach and interventions. Emphasis on building capacities for policy making, institutional development (including funding), partnerships and capacity development for BSOs should shape the impact criteria and sustainability objectives of forthcoming interventions. UNIDO should consider leveraging the visibility and partnerships gained with the project to elevate its policy influence and advocacy, including to promote the introduction of a ban on certain single-use plastic products and to support businesses in developing sustainable alternatives to single-use plastics. UNIDO could also support awareness-raising campaigns on sustainable practices and the implementation of VAT reduction or exemption for second-hand goods and repair services. Furthermore, UNIDO should promote the project's follow-up implementations with partners such as GIZ and the EU Delegations to other countries and partners.</p>	<p>Building on SwitchMed II achievements and learnings is the very objective of the new Green Forward Industry project, commissioned by the European Union.</p> <p>This project will upscale circular economy pilot demonstrations with a new “access to finance” component and a strengthened regional component targeting policymakers and academia/TVET.</p> <p>Direct support to BSOs falls outside the scope of this project, but UNIDO will maximize synergies with a related project supporting entrepreneurs.</p> <p>Although single-use plastic bans and VAT reduction for second-hand goods are good examples of measures encouraging circularity, UNIDO will only make evidence-based policy recommendations that will be tailored to the local context and the targeted value chain.</p>	UNIDO (TCS/CEG/CRE)	31/12/2025
7.	<p><b>UNEP should continue strengthening policy frameworks and promoting country-driven approaches to the transition towards Sustainable Consumption and Production (SCP) and a circular economy in the Mediterranean:</b> UNEP should continue supporting countries that were engaged in SwitchMed II through differentiated strategies that account for national needs and progresses in adopting SCP strategies. This could involve</p>	<p>UNEP continues to support countries in mainstreaming circularity and resource efficiency in national and regional policy frameworks and national partners from public, private and civil society sectors directly in assuring a shift to more sustainable consumption and production patterns.</p>	UNEP (Industry and Economy Division)	31/12/2025



<p>providing support to (i) translate policies and laws into decrees, norms and regulations; (ii) scale policy changes to new sectors to systematize approaches and lessons from SwitchMed II; (iii) operationalize through projects at sub-national level some of the initiatives formulated or recommended by national dialogues or roadmaps. Accordingly, UNEP should aim to mobilize increased resources in support of the countries of the south-Mediterranean region. Forthcoming funding committed to national interventions should be directed for some part or pooled as appropriate to staffing national project officers. UNEP should enhance its financial forecasting to avoid disruptions in project implementation caused by delays in funding.</p>	<p>UNEP implements its work at global and national level according to its mandate and the responsibilities it has in the UN Secretariat, using all available mechanisms.</p>		
<p>8. <b>Consider better adapting project design and funding rules to national contexts/crises:</b> DG-NEAR should consider consulting with prospective national partners and stakeholders when designing regional projects in order to ensure adequate shared ownership and facilitate implementation. Similarly, the project's logical framework should be simplified and realistic to work with. Indicators should be defined at both the regional and country levels, considering country-specific factors such as population size, GDP, and other relevant data, in order to facilitate localization. DG-NEAR could also consider the adequacy of the rules upon which financial instalments are calculated and released when implementing partners or national partners face a crisis situation or when the context hampers accurate financial forecasts.</p>	<p>DG NEAR recognize the importance of the largest possible consultation of local and regional stakeholders when formulating/designing regional projects (which is part of its usual procedures). This was done during the SwitchMed formulation phase, but consultations can always be improved and extended.</p> <p>The aspect of instalment calculation and release during crisis times will be made as flexible as procedures allow.</p>	<p>DG NEAR</p>	<p>31/12/2025</p>

# Annexes

# Annex I. Theory of Change



## Annex II. Evaluation Matrix

Relevance		
Key questions	Suggested indicators or measures	Suggested sources and methods
<ul style="list-style-type: none"> <li>To what extent were programme's objectives responsive to global, regional and national sustainable development agendas and to the needs, policies, and priorities of target partners/institutions and beneficiaries?</li> </ul>	<ul style="list-style-type: none"> <li>References to global and regional agendas in progress reports and programme outputs.</li> <li>References to national policies, regulations, strategies in progress reports and programme outputs.</li> <li>References to the programme agenda and/or programme outputs in partners/institutions strategies or work plans.</li> <li>Evidence of surveys, design and validation workshops.</li> <li>Perspectives from implementing partners and partners/institutions and beneficiaries.</li> </ul>	<p><u>Desk review:</u> PRODOC/Contract, progress reports; Global and regional frameworks (SDGs, Barcelona convention, etc.), meeting reports (UfM); National policies, regulations, and strategies (SCP-NAPs); Needs assessments, surveys; Programme outputs.</p> <p><u>Interviews:</u> Implementing partners (UNIDO, UNEP, SCP-RAC); National partners/institutions and beneficiaries (Ministries, Sustainable Production service providers, Business Development Service Providers, UfM, Chambers of Commerce and Business, Research and academia, National, regional and international financiers).</p> <p><u>Survey:</u> (National partners/institutions and beneficiaries Ministries, Sustainable Production service providers, Business Development Service Providers, UfM, Chambers of Commerce and Business, National, regional and international financiers).</p>
<ul style="list-style-type: none"> <li>To what extent were partners/institutions and beneficiaries consulted in the design, planning, implementation and monitoring of the programme?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of needs assessments (surveys, reports, minutes from consultations, workshop reports, etc.).</li> <li>Evidence of partners/institutions and beneficiaries engaged in governance structures involved in programme</li> </ul>	<p><u>Desk review:</u> Progress reports; Needs assessments, surveys; Workshop agendas and reports, meeting minutes; Press releases.</p> <p><u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries.</p> <p><u>Survey:</u> National partners/institutions and beneficiaries.</p>

	<p>design, implementation, and monitoring.</p> <ul style="list-style-type: none"> <li>• Reference to the programme agenda in partners/institutions and beneficiaries' strategies, work plans, or reports.</li> <li>• Evidence of consultations, collaboration and meetings with partners/institutions and beneficiaries.</li> <li>• Perspectives from implementing partners and partners/institutions and beneficiaries.</li> </ul>	
<ul style="list-style-type: none"> <li>• To what extent did the design of the programme take into account vulnerable groups, in particular women and youth groups?</li> </ul>	<ul style="list-style-type: none"> <li>• Evidence of consultations with national partners/institutions on vulnerability.</li> <li>• Evidence of consultations and involvement of CSOs/NGOs representing vulnerable groups in programme implementation.</li> <li>• Perspectives from implementing partners and partners/institutions and beneficiaries.</li> <li>• References to vulnerable groups in programme design and outputs.</li> <li>• Evidence of vulnerability disaggregated monitoring (workshops, trainings, etc.)</li> </ul>	<p><u>Desk review:</u> PRODOC/Contract; Programme outputs; Progress reports; Surveys; Workshop agendas and reports, meeting minutes; Press releases.</p> <p><u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries.</p> <p><u>Survey:</u> National partners/institutions and beneficiaries.</p>
<ul style="list-style-type: none"> <li>• To what extent were UNIDO and other implementing partners able to adjust programme strategies and interventions to respond to changes in socio-political contexts? Did the programme's design allow for adaptive management and</li> </ul>	<ul style="list-style-type: none"> <li>• Examples of adaptive management approaches.</li> <li>• Examples of responsiveness and flexibility to integrate emerging lessons.</li> </ul>	<p><u>Desk review:</u> Progress reports.</p> <p><u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries.</p>

adjustment to the evolving needs of partners/institutions and beneficiaries?	<ul style="list-style-type: none"> <li>Perspectives of implementing partners and institutions/partners and beneficiaries.</li> </ul>	
<b>Coherence</b>		
<b>Key questions</b>	<b>Suggested indicators or measures</b>	<b>Suggested sources and methods</b>
<ul style="list-style-type: none"> <li>How compatible was the programme with other national interventions in the countries, sectors, or institutions?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of collaboration with other national programmes or projects.</li> <li>Evidence from technical meetings and implementation reports and country evaluations.</li> <li>Perspectives of implementing partners and institutions/partners and beneficiaries.</li> </ul>	<p><u>Desk review:</u> National development plans, national policies, regulations, and strategies (SCP-NAPs); Partnership agreements and MOUs; Progress reports.</p> <p><u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries.</p> <p><u>Survey:</u> National partners/institutions and beneficiaries.</p>
<ul style="list-style-type: none"> <li>To what extent were programme strategies and activities complementary to the work of other UN agencies and international organisations in the countries of interventions and at regional level?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of collaboration with UNCTs or other international organisations.</li> <li>Increased number of agreements, extent to which agreements include confirmed funding, complementarity of skills and expertise in joint activities and partnerships.</li> <li>Perspectives of implementing partners and institutions/partners and beneficiaries.</li> <li>Perspectives of UNCT/UNRCOs in programme countries.</li> </ul>	<p><u>Desk review:</u> UNSDCF; Partnership agreements and MOUs; Progress reports; Evaluation reports.</p> <p><u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries; UNCTs/UNRCOs, IFIs.</p> <p><u>Survey:</u> National partners/institutions and beneficiaries.</p>
<ul style="list-style-type: none"> <li>To what extent was the programme's Theory of Change -explicit or implicit- at country and regional levels appropriate? To what extent was the programme's logframe adequate?</li> </ul>	<ul style="list-style-type: none"> <li>Extent to which monitoring frameworks have been implemented.</li> <li>Perspectives of implementing partners and institutions/partners and beneficiaries.</li> </ul>	<p><u>Desk review:</u> PRODOC/Contract and logframe, progress reports.</p> <p><u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries.</p>

<b>Efficiency</b>		
<b>Key questions</b>	<b>Suggested indicators or measures</b>	<b>Suggested sources and methods</b>
<ul style="list-style-type: none"> <li>Were programme expenditures in line with budgets?</li> </ul>	<ul style="list-style-type: none"> <li>Analysis of sources and uses of funds by budget category (as available).</li> <li>Perception of staff from the implementing partners.</li> </ul>	<p><u>Desk review:</u> Progress reports, financial reports.</p> <p><u>Interviews:</u> Implementing partners.</p>
<ul style="list-style-type: none"> <li>Has the programme delivered results in an economic and timely manner? Did the Programme manage to avoid duplications and foster synergies between implementing partners to achieve objectives more efficiently?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of collaboration, joint activities and synergies in agendas (trainings, workshops, etc.) and programme outputs.</li> <li>Evidence of partnership agreements, MOUs, and cost sharing.</li> <li>Perception of staff from the implementing partners.</li> <li>Perception of the national partners/institutions and beneficiaries of the efficiency and appropriateness of budget allocation processes.</li> </ul>	<p><u>Desk review:</u> Progress reports; Partnership agreements, MOUs; Workshop agendas and reports, meeting minutes; Evaluation reports.</p> <p><u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries.</p> <p><u>Survey:</u> National partners/institutions and beneficiaries.</p>
<ul style="list-style-type: none"> <li>Was the programme's institutional setup and governance, management structure and arrangements, and management of operations adequate and efficient?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of management and monitoring meetings.</li> <li>Extent to which monitoring frameworks have been implemented.</li> <li>Evidence of collaboration and joint technical meetings of staff from the different implementing partners.</li> <li>Evidence of adaptive management and adjustments in the course of programme implementation.</li> <li>Opinion of staff from the implementing organisations.</li> <li>Perspectives of national partners/institutions and beneficiaries.</li> </ul>	<p><u>Desk review:</u> Progress reports.</p> <p><u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries.</p>



<b>Effectiveness</b>		
<b>Key questions</b>	<b>Suggested indicators or measures</b>	<b>Suggested sources and methods</b>
<ul style="list-style-type: none"> <li>To what extent did the programme achieve its objectives against the original/ revised targets?</li> </ul>	<ul style="list-style-type: none"> <li>Reported results against programme targets.</li> <li>Evidence of delivery of programme outputs and outcomes achieved.</li> <li>Evidence of enhanced economic opportunities for industry and start-ups following new green and circular business models.</li> <li>Evidence of enabling policy environment for Resource Efficient and a Circular Economy created at national and regional level.</li> <li>Evidence of knowledge and information sharing facilitated for accelerating the uptake of green and circular economy.</li> <li>Evidence of increased efficiency and competitiveness of key marine sectors and reduce their negative environmental impacts on the marine ecosystem.</li> <li>Number of website visits, level of social media engagement.</li> <li>Evidence of reported progress in programme management and monitoring meetings.</li> <li>Implementing partners and institutions/partners and beneficiaries' perceptions of effectiveness of actions.</li> </ul>	<p><u>Desk review:</u> Programme outputs; Progress reports, surveys; Website metrics, social media engagement.</p> <p><u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries; UNCTs/UNRCOs, IFIs.</p> <p><u>Survey:</u> National partners/institutions and beneficiaries.</p>

<ul style="list-style-type: none"> <li>What are the main/most significant results (outputs and outcomes) of the programme?</li> </ul>	<ul style="list-style-type: none"> <li>Institutions/partners and beneficiaries' perceptions on the added value and difference the programme made at regional and national levels.</li> <li>Implementing partners and institutions/partners and beneficiaries' perceptions of effectiveness of actions.</li> </ul>	<p><u>Desk review:</u> Programme outputs; Progress reports, surveys.</p> <p><u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries; UNCTs/UNRCOs, IFIs;</p> <p><u>Survey:</u> National partners/institutions and beneficiaries.</p>
<ul style="list-style-type: none"> <li>What were the key factors that enabled and constrained the achievements of the programme's intended results?</li> </ul>	<ul style="list-style-type: none"> <li>Identified areas of success and any lost opportunities and contributing factors.</li> <li>Perception of staff from the implementing partners and national partners/institutions and beneficiaries.</li> </ul>	<p><u>Desk review:</u> Programme outputs; Progress reports, surveys.</p> <p><u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries.</p> <p><u>Survey:</u> National partners/institutions and beneficiaries.</p>
<ul style="list-style-type: none"> <li>To what extent were partnerships effective in implementing the programme and have triggered/facilitated innovative approaches?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of joint activities and outputs.</li> <li>Perception of staff from the implementing partners and national partners/institutions and beneficiaries.</li> <li></li> </ul>	<p><u>Desk review:</u> Programme outputs; Progress reports, surveys.</p> <p><u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries; UNCTs/UNRCOs, IFIs.</p> <p><u>Survey:</u> National partners/institutions and beneficiaries.</p>
<b>Impact</b>		
<b>Key questions</b>	<b>Suggested indicators or measures</b>	<b>Suggested sources and methods</b>
<ul style="list-style-type: none"> <li>To what extent has the programme generated significant positive or negative, intended, or unintended, higher-level effects?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence that the programme has stimulated the creation of new greater business opportunities and decent employment while reducing the environmental footprint of existing consumption and production</li> </ul>	<p><u>Desk review:</u> Programme outputs; Progress reports; National policies, regulations, strategies, monitoring reports (SCP-NAPs); National resource mobilization mechanisms (meeting reports, funding strategies); Surveys; Website visits, social media engagement.</p>

	<p>activities in beneficiary countries (logframe indicators).</p> <ul style="list-style-type: none"> <li>Institutions/partners and beneficiaries' perceptions on the added value and difference the programme made at regional and national levels.</li> </ul>	<p><u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries. <u>Survey:</u> National partners/institutions and beneficiaries.</p>
<ul style="list-style-type: none"> <li>Did the programme have transformative effects? What difference did the interventions make?</li> </ul>	<ul style="list-style-type: none"> <li>Institutions/partners and beneficiaries' perceptions on counterfactual scenarios.</li> </ul>	<p><u>Desk review:</u> Programme outputs; National policies, regulations, strategies, monitoring reports (SCP-NAPs); National resource mobilization mechanisms (meeting reports, funding strategies); Surveys. <u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries. <u>Survey:</u> National partners/institutions and beneficiaries.</p>
<b>Sustainability</b>		
<b>Key questions</b>	<b>Suggested indicators or measures</b>	<b>Suggested sources and methods</b>
<ul style="list-style-type: none"> <li>To what extent will the net benefits of the programme continue, or are likely to continue?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of changes (behavioural, organizational, institutional, legislative, etc.) in policies, strategies, funding, work plans, staffing capacities.</li> <li>Reported country level uptake and institutionalisation of new approaches.</li> <li>Evidence of new arrangements, partnerships and funding being put in place to support the scaling up of programme achievements.</li> <li>Perception of staff from the implementing partners and national</li> </ul>	<p><u>Desk review:</u> National policies, regulations, strategies, and monitoring reports (SCP-NAPs); National resource mobilization mechanisms (meeting reports, funding strategies); Progress reports. <u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries. <u>Survey:</u> National partners/institutions and beneficiaries.</p>

	partners/institutions and beneficiaries.	
<ul style="list-style-type: none"> <li>What measures have been taken to ensure that the key components of the programme are sustainable beyond the life of the programme? Are they sufficient? Does the programme have an exit strategy?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of changes (behavioural, organizational, institutional, legislative, etc.) in policies, strategies, funding, work plans, staffing capacities.</li> <li>Evidence of exit strategies</li> </ul>	<p><u>Desk review:</u> National policies, regulations, strategies, and monitoring reports (SCP-NAPs); National resource mobilization mechanisms (meeting reports, funding strategies); Progress reports.</p> <p><u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries.</p> <p><u>Survey:</u> National partners/institutions and beneficiaries.</p>
<ul style="list-style-type: none"> <li>How effectively has the programme built national ownership? Are there any social, financial or political risks that may jeopardize the sustainability of programme outcomes?</li> </ul>	<ul style="list-style-type: none"> <li>Perception of staff from the implementing partners and national partners/institutions and beneficiaries.</li> </ul>	<p><u>Desk review:</u> Progress reports; Surveys, needs assessments.</p> <p><u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries.</p> <p><u>Survey:</u> National partners/institutions and beneficiaries.</p>
<ul style="list-style-type: none"> <li>To what extent did SwitchMed induce transformational change in SCP practices?</li> </ul>	<ul style="list-style-type: none"> <li>Evidence of synergies in policies and practices.</li> <li>Perception of staff from the implementing partners and national partners/institutions and beneficiaries.</li> </ul>	<p><u>Desk review:</u> Programme outputs; Progress reports, surveys.</p> <p><u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries; UNCTs/UNRCOs, IFIs.</p> <p><u>Survey:</u> National partners/institutions and beneficiaries.</p>
<b>Lessons learned and good practices</b>		
<b>Key questions</b>	<b>Suggested indicators or measures</b>	<b>Suggested sources and methods</b>
<ul style="list-style-type: none"> <li>What are the good practices of the programme that could be replicated, scaled or institutionalised?</li> </ul>	<ul style="list-style-type: none"> <li>Identified areas of success and most significant outcomes.</li> <li>Extent to which the programme's approach and specific actions should be formalised and used as the basis for future interventions.</li> </ul>	<p><u>Desk review:</u> Programme outputs; Progress reports; Website visits, social media engagement.</p> <p><u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries.</p>

	<ul style="list-style-type: none"> <li>• Perception of staff from the implementing partners and national partners/institutions and beneficiaries.</li> </ul>	
<ul style="list-style-type: none"> <li>• What are the lessons learned from the programme that could inform future interventions?</li> </ul>	<ul style="list-style-type: none"> <li>• Identified actions that delivered results below expectations.</li> <li>• Identified recommendations for improvement.</li> <li>• Factors contributing to disappointing results.</li> <li>• Perception of staff from the implementing partners and national partners/institutions and beneficiaries.</li> </ul>	<p><u>Desk review:</u> Progress reports.</p> <p><u>Interviews:</u> Implementing partners; National partners/institutions and beneficiaries.</p>

## Annex III. Data Collection Guide

### A. Key Questions based on Evaluation Criteria

<b>Relevance</b>			
<b>Key questions</b>	<b>Interview questions for Implementing partners (UNIDO, UNEP, MedWaves)</b>	<b>Interview questions for Policy makers and National administrations</b>	<b>Interview questions for Business partners and beneficiaries</b>
1. To what extent were the programme's objectives responsive to global, regional and national sustainable development agendas and to the needs, policies, and priorities of target partners/institutions and beneficiaries?	How did you identify the demand for SwitchMed's regional/national interventions? Is there any evidence that you could share with the evaluation of gaps you are filling (e.g. diagnostics, national development plans, NAPs, VNRs, past evaluations etc.)?	Did SwitchMed respond to a national policy agenda or sectoral priority? Was your institution already involved in addressing the challenges targeted by the programme and how did it contribute to or complement your own activities? In your opinion, was there a need for such programme and what would be the evidence to legitimate it?	Did SwitchMed respond to a national or sectoral agenda or priority? Was it designed to address some of the challenges that you/your organisation/company face? Were your needs assessed and did they inform the design of the programme? If positive, how?
2. To what extent were partners/institutions and beneficiaries consulted in the design, planning, implementation and monitoring of the programme?	How did you consult with partners to identify their priority needs? What evidence could the evaluation review involving partners and beneficiaries in the design and planning of the interventions (e.g. surveys, minutes from consultations, workshop reports, market assessments, etc.)? How were SwitchMed partners and beneficiaries involved in the monitoring of programme implementation?	How were you consulted during the design of SwitchMed and the planning of programme interventions? Were there regular meetings with the implementing partner(s)? Did you attend some programme steering or monitoring meetings? If positive, to what extent were your perspectives or expectations reflected in the implementation of SwitchMed?	How were you consulted during the planning of programme interventions? Were there regular meetings with the implementing partner(s)? Did you attend some programme steering or monitoring meetings? If positive, to what extent were your perspectives or expectations reflected in the implementation of SwitchMed?
3. To what extent did the design of the programme take into account	Are there any specific attributes, features, or approaches in the regional and national interventions	Was there a gender and LNOB component in the programme? Were women and vulnerable groups	Was there a gender and LNOB component in the programme? Were women, youth and vulnerable

vulnerable groups, in particular women and youth groups?	that aim to account for the needs of women, youth and vulnerable groups? If positive, could you please describe how the interventions aim to LNOB? How was it monitored?	involved in the design of programme interventions at regional/national levels? If positive, what would be some concrete example showing the needs of vulnerable groups were accounted for?	groups involved in the design of programme interventions? If positive, what would be some concrete example showing the needs of vulnerable groups were accounted for?
4. To what extent were UNIDO and other implementing partners able to adjust programme strategies and interventions to respond to changes in socio-political contexts? Did the programme's design allow for adaptive management and adjustment to the evolving needs of partners/institutions and beneficiaries?	How did you track the evolving needs of SwitchMed's target partners and beneficiaries? What concrete examples would you provide showing that the interventions were adapted to reflect changing needs or contexts - if any-?	Were there any changes in the national environment or in your activities over the period of implementation of SwitchMed? If positive, did it require adjustments in SwitchMed and were these changes made? If positive, which adjustments were done?	Were there any changes in the national environment or in your activities over the period of implementation of SwitchMed? If positive, did they require adjustments in SwitchMed and were these changes made? If positive, which adjustments were done?

## Coherence

Key questions	Interview questions for Implementing partners (UNIDO, UNEP, MedWaves)	Interview questions for Policy makers and National administrations	Interview questions for Business partners and beneficiaries
5. How compatible was the programme with other national interventions in the countries, sectors, or institutions?	To what extent was SwitchMed coordinated with other national programmes, projects or strategies implemented in the country (e.g. from the same or other ministries, BDP, Chamber of Commerce, etc.)? Who were the partners involved and how was coordination organized? To what extent did it lead to joint or complementary interventions?	How did SwitchMed contribute to realizing a national policy, strategy, or the work plan of your institution? To what extent was SwitchMed coordinated with other national programmes, projects or strategies implemented in the country (e.g. from the same or other ministries, BDP, Chamber of Commerce, etc.)? Who were the partners involved and how was coordination organized?	Are there other programmes or interventions in the country to enhance business opportunities and decent employment while aiming to reduce the environmental footprint of consumption and production activities (e.g. from the same or other ministries, BDP, Chamber of Commerce, etc.)? If positive, was there any sort of coordination with these programmes, projects or strategies?



		To what extent did it lead to joint or complementary interventions?	Who were the partners involved and how was coordination organized? To what extent did it lead to joint or complementary interventions?
6. To what extent were programme strategies and activities complementary to the work of other UN agencies and international organisations in the countries of interventions and at regional level?	Were there any interventions that were based on joint work with other UN agencies and international organisations (e.g. ILO, UNCTAD, UNDP, other EU projects, World Bank, etc.)? If positive, did this contribute to scale results (e.g. new products or services, enlarged dissemination, increased number of target beneficiaries, etc.)?	During the implementation of the programme, did you engage with other UN or international organisations to complement or contribute to some SwitchMed interventions? If positive, what were the benefits? Any unexpected positive or negative results?	Was there any form of collaboration with other UN or international organisations to complement or contribute to some SwitchMed interventions? If positive, what were the benefits? Any unexpected positive or negative results?
7. To what extent was the programme's Theory of Change - explicit or implicit- at country and regional levels appropriate? To what extent was the programme's logframe adequate?	To what extent were programme interventions based on a systemic analysis? Were there any gaps in terms of programme coverage (e.g. policies, institutions, sectors, stakeholder groups, change management, policy-business interface, etc.)? How did programme components interface and reinforce each other?	In your opinion, were SwitchMed's different components mutually reinforcing? Were there any systemic approaches built across and linking the components? Were interventions sufficiently targeted? If positive, what were the good practices? Alternatively, how could SwitchMed components have been more mutually supportive of each other?	In your opinion, were SwitchMed's different components, such as the policy-business interface, mutually reinforcing? Were there any links between SwitchMed components? If positive, what were the good practices? Alternatively, how could SwitchMed components have been more mutually supportive of each other?

<b>Efficiency</b>			
<b>Key questions</b>	<b>Interview questions for Implementing partners (UNIDO, UNEP, MedWaves)</b>	<b>Interview questions for Policy makers and National administrations</b>	<b>Interview questions for Business partners and beneficiaries</b>
8. Were programme expenditures in line with budgets?	Were programme interventions implemented according to their work plan, time and budget? Were there interventions that were more or less costly than expected? If cost		

	savings were made on some interventions, how did the programme use these resources?		
9. Has the programme delivered results in an economic and timely manner? Did the Programme manage to avoid duplications and foster synergies between implementing partners to achieve objectives more efficiently?	Were there any interventions that were based on joint work with other programme components? Is there any evidence of synergies between the three components? Did this contribute to reduced implementation costs (e.g. joint workshops, fewer consultants, etc.)? Could the implementation have considered cutting some interventions for similar achievements?	Were there some delays in some interventions, including in contracting or in the disbursement of funds? In your opinion, did implementing partners manage to be cost effective? If positive, how? What are your perspectives on the way SwitchMed used available resources? Could there have been ways to cut costs on some activities so that savings could benefit other interventions (e.g. more Switchers)?	What are your perspectives on the value for money of SwitchMed interventions and activities? Were resources well spent or could they have been directed to better effects at lower or similar costs? If positive, could you give some examples?
10. Was the programme's institutional setup and governance, management structure and arrangements, and management of operations adequate and efficient?	How was SwitchMed coordinated at regional and country levels? Were resources and capacities adequate for managing and coordinating the programme? What sort of adjustments could have been made originally in the programme's design for making implementation more cost effective?	What are your perspectives on the management of the programme?	What are your perspectives on the management of the programme?

<b>Effectiveness</b>			
<b>Key questions</b>	<b>Interview questions for Implementing partners (UNIDO, UNEP, MedWaves)</b>	<b>Interview questions for Policy makers and National administrations</b>	<b>Interview questions for Business partners and beneficiaries</b>
11. To what extent did the programme achieve its objectives against the original/revised targets?	How was programme delivery compared to the logframe? What is the proportion of outcome/output indicators achieved? Which outcomes/outputs still remain in progress? What are the lessons	In your opinion, did the programme deliver what was expected at the start? Were there any causes of delays and interventions that were not fully completed? If positive, which ones? Were these	What difference did the programme make for you or your institution? What did you expect to gain from the programme and did that materialize? What has been the

	learned? Was the programme's design adequate for the resources provided?	interventions either disappointing or requiring further efforts? Was the programme's design adequate for the resources provided?	added value of the programme in your specific situation?
12. What are the main/most significant results (outputs and outcomes) of the programme?	What are the most successful achievements of SwitchMed at regional and national levels? Which interventions were most influential? Which stakeholder groups/beneficiaries benefited most from the programme, how and why? Is there evidence that women, youth and vulnerable groups have benefited from SwitchMed? What evidence can be provided?	In your opinion, which activities or interventions have been particularly successful? What achievements would you highlight? What have been the higher level effects of the programme? Is there evidence that women, youth and vulnerable groups have benefited from SwitchMed?	In your opinion, which programme activities or interventions have been particularly successful? What achievements would you highlight? What have been the higher level effects of the programme? Is there evidence that women, youth and vulnerable groups have benefited from SwitchMed?
13. What were the key factors that enabled and constrained the achievements of the programme's intended results?	A. What were the key factors that enabled and constrained the achievements of the programme's intended results (e.g. Buy-in from regional/national partners, effective participation, effective programme management, technical expertise of UNIDO/UNEP/MedWaves, adequate time and resources, political/economic stability, etc.)	What are the key factors that enabled or contributed to the success of the programme? To what extent was the programme positively served by internal and external factors, such as the policy or economic environment, the capacities of national partners and beneficiaries, the expertise of the implementing partners, etc.? What have been the main bottlenecks or constraints of the programme?	What are the key factors that enabled or contributed to the success of the programme? To what extent was the programme positively served by internal and external factors, such as the policy or economic environment, the capacities of national partners and beneficiaries, the expertise of the implementing partners, etc.? What have been the main bottlenecks or constraints of the programme?
14. To what extent were partnerships effective in implementing the programme and have triggered/facilitated innovative approaches?	What partnerships did SwitchMed mobilize/establish at regional/national/local levels? Did the programme lead to any additional resources being mobilized or to complementary interventions from other partners? To what extent did partnerships trigger innovative approaches? Is there any evidence of national good/innovative practices being	What have been the most influential partnerships in the programme? To what extent did partnerships trigger innovative approaches? Did the programme lead to any additional resources being mobilized or to complementary interventions from other partners? Is there any example of national adoption of a good practice from another SwitchMed country or conversely?	What have been the most influential partnerships in the programme? To what extent did partnerships trigger innovative approaches? How was the south-south cooperation component of the programme?

	adopted/adapted in other programme countries?	How was the south-south cooperation component of the programme?	
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<b>Sustainability</b>			
<b>Key questions</b>	<b>Interview questions for Implementing partners (UNIDO, UNEP, MedWaves)</b>	<b>Interview questions for Policy makers and National administrations</b>	<b>Interview questions for Business partners and beneficiaries</b>
15. To what extent did SwitchMed induce transformational change in SCP practices?	Did the programme's interventions induce transformational change in SCP practices? If so, how? Could you provide some examples? To what extent were the changes based on synergies between policies and practices? Which actors, beyond the implementing partners, proved especially influential in making the changes happening and sticking? What were the most effective incentives for inducing change?	In your opinion, what are the key examples of transformational change in SCP practices induced by SwitchMed? To what extent were the changes based on synergies between policies and practices? Which actors, beyond the implementing partners, proved especially influential in making the changes happening and sticking? What were the most effective incentives for inducing change?	In your opinion, what are the key examples of transformational change in SCP practices induced by SwitchMed? To what extent were the changes based on synergies between policies and practices? Which actors, beyond the implementing partners, proved especially influential in making the changes happening and sticking? What were the most effective incentives for inducing change?
16. To what extent will the net benefits of the programme continue, or are likely to continue?	Is there any evidence showing that the benefits they gained from their participation will be durable? What types of longer-term development issues are likely to be most affected by the programme and how?	Did the programme lead to lasting changes, such as new or revised laws, policies or strategies; new capacities or resources; new partnerships? What types of longer-term development issues are likely to be most affected by the programme and how?	Did the programme lead to lasting changes, such as new or revised laws, policies or strategies; new capacities or resources; new markets or clients; new partnerships? What types of longer-term development issues are likely to be most affected by the programme and how?
17. What measures have been taken to ensure that the key components of the programme are sustainable beyond the life of the programme? Are they	Is there any immediate action that should be engaged to increase the likelihood of more durable results? What interventions would have room for scaling (e.g. replicating interventions to other	Is there any immediate action that should be engaged to increase the likelihood of more durable results? What interventions would have room for scaling (e.g. replicating interventions to other	Is there any immediate action that should be engaged to increase the likelihood of more durable results? What interventions would have room for scaling (e.g. replicating interventions to other

sufficient? Does the programme have an exit strategy?	municipalities, countries, beneficiaries)? What future interventions could UNIDO/UNEP/MedWaves consider designing and implementing to scale SwitchMed's results?	municipalities, countries, beneficiaries)? What future interventions could UNIDO/UNEP/MedWaves consider designing and implementing to scale SwitchMed's results?	municipalities, countries, beneficiaries)? What future interventions could UNIDO/UNEP/MedWaves consider designing and implementing to scale SwitchMed's results?
18. How effectively has the programme built national ownership? Are there any social, financial or political risks that may jeopardize the sustainability of programme outcomes?	B. To what extent are national partners and beneficiaries jointly discussing the continuation of some programme interventions or their institutionalisation? Are there any social, financial or political risks that may jeopardize the sustainability of programme outcomes?	To what extent have you been engaged in discussing a continuation of programme interventions with other stakeholders? Are there any social, financial or political risks that may jeopardize the sustainability of programme outcomes?	To what extent have you been engaged in discussing a continuation of programme interventions or approaches with other stakeholders? Are there any social, financial or political risks that may jeopardize the sustainability of programme outcomes?

## Lessons learned and good practices

Key questions	Interview questions for Implementing partners (UNIDO, UNEP, MedWaves)	Interview questions for Policy makers and National administrations	Interview questions for Business partners and beneficiaries
19. What are the good practices of the programme that could be replicated, scaled or institutionalised?	C. What examples of innovative good practice can be seen in SwitchMed? What would you suggest to replicate or to scale up?	What examples of innovative good practice can be seen in SwitchMed? What would you suggest to replicate or to scale up?	What examples of innovative good practice can be seen in SwitchMed? What would you suggest to replicate or to scale up?
20. What are the lessons learned from the programme that could inform future interventions?	D. What general lessons can be drawn from SwitchMed II in preparation for a next phase? What could have been done differently?	What general lessons can be drawn from SwitchMed II in preparation for a next phase? What could have been done differently?	What general lessons can be drawn from SwitchMed II in preparation for a next phase? What could have been done differently?

## B. Survey Questionnaire

Dear SwitchMed II partner,

We are very pleased to receive your contribution to the **independent evaluation of the SwitchMed II initiative**.

SwitchMed II was launched in 2019 to support the adoption of sustainable consumption and production practices in the Southern Mediterranean region. SwitchMed II was funded by the European Union (EU) and implemented by the United Nations Industrial Development Organization (UNIDO), the United Nations Environment Programme (UNEP), and MedWaves (named Regional Activity Centre for Sustainable Consumption and Production before 2022).

**This survey will inform the evaluation with your perspectives on SwitchMed II.**

This survey is strictly confidential and individual responses will not be attributable. Inputs will be reported on in aggregate. The questionnaire is composed of seven short sections. This survey should take about 10-15 minutes of your time and will be extremely valuable to the Evaluation Team. Please answer as much as possible all of the questions.

If you have any questions or concerns about the evaluation or this survey, please contact Elham Mc Manus at UNIDO [E.MCMANUS@unido.org](mailto:E.MCMANUS@unido.org) with copy to Patrick Breard [patrick.breard@breard-associates.com](mailto:patrick.breard@breard-associates.com).

**Thank you for your contribution!**

### About You

**1. What best describes the nature of your organization?**

- Ministry responsible for industry and/or economy
- Ministry responsible for environmental matters
- Other line ministries, regional governments and municipalities
- Entrepreneur, start-up, Switcher
- Sustainable Production service provider (e.g. technical centre, RECP centre, consultancy, etc.)
- Business Development Service Provider (BDSP)
- Union for the Mediterranean (UfM)
- Non-state sector, CSO, women or youth group, etc.
- School or University
- Chamber of Commerce and Business
- National, regional and international financier
- Donor ((EU, Catalan Waste Agency, Italian Government)
- UNCT/UNRCO
- Other (Please specify)

**2. What is your role / position within the organization?**

- Senior Management/Owner
- Middle Management
- Lower Management
- Technical
- Other

**3. What is the geographic outreach of your organization?**

Global  
 Regional  
 National level  
 Community Level

**4. In which country(ies) did your organization receive support from SwitchMed II project? (Please select all that apply)**

Algeria  
 Egypt  
 Israel  
 Jordan  
 Lebanon  
 Morocco  
 Palestine  
 Tunisia  
 Other (name of country)

**5. In which sector does your organization operate? Select all that apply**

Organic food and agriculture  
 Sustainable waste management and resource efficiency  
 Sustainable cleaning products and cosmetics  
 Renewable energy and energy efficiency  
 Communication for sustainability (ICT & others)  
 Sustainable tourism  
 Sustainable furniture  
 Sustainable clothing and textile  
 Sustainable mobility  
 Sustainable electrical and electronic equipment  
 Sustainable building and construction  
 Plastics  
 Other (please specify)

**6. What gender do you identify with?**

Female  
 Male  
 Other/Prefer not to say

**Relevance of SwitchMed II strategies and activities in the Southern Mediterranean region**

**7. To what extent do you agree with the following statements?**

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know
The objectives of SwitchMed II responded to the policies, needs, and priorities of your organisation						
Your organization was consulted during the design, implementation and monitoring of SwitchMed II						
The design of SwitchMed II took into account vulnerable groups, in particular women and youth groups						
SwitchMed II strategies and interventions were adjusted as appropriate to respond to changes in socio-political contexts						



8. **Do you have any comments regarding your assessment (successful examples, explanations, shortcomings, etc.)?**

Open Answer

**Coherence of SwitchMed II strategies and activities in the Southern Mediterranean region**

9. **To what extent do you agree with the following statements?**

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know
SwitchMed II was aligned with other regional or national programmes or interventions to ensure adequate complementarities						
SwitchMed II complemented the work of other UN agencies and international organisations in the country or region						
SwitchMed II was comprehensive in targeting the ecosystem of stakeholders in the country or region						
SwitchMed II interventions were cohesive and mutually reinforcing						

10. **Do you have any comments regarding your assessment (successful examples, explanations, shortcomings, etc.)?**

Open Answer

**Efficiency of SwitchMed II strategies and activities in the Southern Mediterranean region**

11. **To what extent do you agree with the following statements?**

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know
The resources provided to SwitchMed II interventions were spent appropriately and not wasted (all options to cut costs were implemented)						
SwitchMed II managed to avoid duplications and foster synergies between implementing partners to achieve objectives more efficiently						
The institutional setup, governance, management structure and arrangements, and management of operations of SwitchMed II were adequate and efficient						

12. **Do you have any comments regarding your assessment (successful examples, explanations, shortcomings, etc.)?**

Open Answer

**Effectiveness of SwitchMed II strategies and activities in the Southern Mediterranean region**

13. **To what extent do you agree with the following statements?**

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know
The objectives that SwitchMed II had formulated for/with your organisation were achieved						
SwitchMed II has established partnerships that were effective in implementing interventions and have triggered/facilitated innovative approaches						
SwitchMed II has enhanced economic opportunities for industry and start-ups following new green and circular business models						
SwitchMed II has strengthened or created an enabling policy environment for Resource Efficiency and a Circular Economy at national and regional level						
SwitchMed II has contributed to increase the efficiency and competitiveness of key marine sectors and to reduce their negative environmental impact on the marine ecosystem						

14. **What are the main/most significant results (outputs and outcomes) of SwitchMed II for your organisation?**

Open Answer

**Sustainability of SwitchMed II strategies and activities in the Southern Mediterranean region**

15. **To what extent do you agree with the following statements?**

	Strongly agree	Agree	Mixed opinion	Disagree	Strongly disagree	Do not know

SwitchMed II has induced transformational changes in sustainable consumption and production practices						
SwitchMed II has created new greater business opportunities and stimulated decent employment						
SwitchMed II has reduced the environmental footprint of existing consumption and production activities						
The net benefits of SwitchMed II will continue or are likely to continue after the end of the interventions						

**16. Do you have any recommendations to make UNIDO/UNEP/MedWaves technical assistance and projects more likely to be sustained when SwitchMed II ends?**

Open Answer

**17. What good practices and lessons could be offered to the design of a new programme aiming to support the adoption of sustainable consumption and production practices in the Southern Mediterranean region?**

Open Answer

**18. Any final comments?**

Open Answer

## Annex IV. List of Persons Consulted

Surname	Name	Position	Affiliation	Association with SwitchMed
<b>Donor and Implementing Partners</b>				
Dolun	Muge	Project Manager	UNIDO	Implementing Partner
Lempereur	Florence	Project Administrator	UNIDO	Implementing Partner
De Palma	Roberta	Chief Technical Advisor	UNIDO	Implementing Partner
Reuter	Luc	Programme Officer, Industry and Economy Division	UNEP	Implementing Partner
Chang	Yang	Associate Programme Officer, Industry and Economy Division	UNEP	Implementing Partner
Ibanez	Matias	Coordinator of Operations	MedWaves	Implementing Partner
Mosangini	Giorgio	Team Leader - Green Entrepreneurship	MedWaves	Implementing Partner
Miraglia	Alessandro	Team Leader - Networking and Communication	MedWaves	Implementing Partner
Junquera	Marta	Team Leader - Policy Area	MedWaves	Implementing Partner
Gonzalez Mueller	Carolina	Initial Project Manager	UNIDO	Other
Agourides	Dexippos	Lead expert – EU Neighborhood	Switch to Green (S2G) Facility	Other
Charalambous	Alexander	Team Leader	Switch to Green (S2G) Facility	Other
Pastouret	Aurélien	Programme Manager – Regional Programmes Neighbourhood South Economic development, including Blending	European Commission, DG Neighbourhood and Enlargement Negotiations (DG NEAR)	Donors (EU, Catalan Waste Agency, Italian Government)
Fortune	Frédéric	Programme manager, Environment, Water & Biodiversity	European Commission, DG Neighbourhood and Enlargement Negotiations (DG NEAR)	Donors (EU, Catalan Waste Agency, Italian Government)
<b>Algeria</b>				

Bouziane	Amel	National coordinator	CNTPP	Implementing partners (UNIDO, UNEP, MedWaves)
Hamadene	Samy	National coordinator	CNTPP	Implementing partners (UNIDO, UNEP, MedWaves)
Hachemaoui	Behidjeddine	General Manager	CNTPP	Implementing partners (UNIDO, UNEP, MedWaves)
Kernoug	Hakima	Inspectrice Environnement	Ministry of Environment & Renewable energy	National Coordinators/Focal points
Ferrani	Assia	Inspectrice Environnement	Ministry of Environment & Renewable energy	National Coordinators/Focal points
Tebbani	Ahmed	General Manager Environment	Ministry of Environment & Renewable energy	Ministries responsible for environmental matters
Benguergoura	Sofiane	Expert TEST III UNIDO Algeria	UNIDO	Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)
Knatef	Wassila	General Manager Incubator & Trainer	ANPT	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Ariech	Mounira	Switcher		Switchers, entrepreneurs, start-ups
Ferhati	Said	Switcher		Switchers, entrepreneurs, start-ups
Cheriguene	Nadjat	Switcher		Switchers, entrepreneurs, start-ups
Tadjine	Chawki	Switcher		Switchers, entrepreneurs, start-ups
Bouziane	Amel	National coordinator	CNTPP	Implementing partners (UNIDO, UNEP, MedWaves)
Hamadene	Samy	National coordinator	CNTPP	Implementing partners (UNIDO,

				UNEP, MedWaves)
<b>Egypt</b>				
Hazzaa	Amr	Commercial Minister Plenipotentiary Advisor to the Minister, Head of Developmental Projects Unit Projects Manager Office of the Minister	Ministry of Trade and Industry	Ministries responsible for industry and/or economy
Shaarawy	Heba	SwitchMED focal point, Nature Conservation Sector, Egyptian Environmental Affairs Agency, Cabinet of Ministries	Ministry of Environment	Ministries responsible for environmental matters
Hosni	Sherin	Executive Director and Board Member	Apparel Export Council of Egypt (AECE)	Chambers of Commerce and Business
Fahim	Rasha	Executive Director - Textiles Sector	Egypt Textiles & Home Textiles Export Council (THTEC)	Chambers of Commerce and Business
Naguib	Samy	Textile and Leather sector head	Industrial Modernization Center (IMC)	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
El Zahaby	Ayman	Regional TEST Coordinator	UNIDO	National Coordinators/Focal points
Gad	Rania	IDA Main contact person	Industrial Development Authority (IDA)	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Magdy	Engy	Assistant Project Engineer	Industrial Development Authority (IDA)	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
El Gamal	Aya	Textile Engineer	Industrial Development Authority (IDA)	Business Development Service Providers (BDSP) and Business Support

				Organizations (BSO)
Abdel Aziz	Sara	Economist	Industrial Development Authority (IDA)	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Taha	Ahmed	IDA Chairperson's Associate	Industrial Development Authority (IDA)	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
El Gamal	Hesham	Q.A. Chemical Chief	DNM textile for spinning, weaving and dyeing	Industries
Saad	Mohamed	Q.A Chief	DNM textile for spinning, weaving and dyeing	Industries
Gaber	Mahmoud		Merlin Industry	Industries
Saeed	Yomna	General Manager	COMETEX Threads Company	Industries
Bahubaish	Asmaa		Marib international garments	Industries
Manee	Rabab	Sustainability Director	Oriental Weavers	Industries
Sallam	Hany	Board Member respectively	Egypt Textiles & Home Textiles Export Council (THTEC)	Chambers of Commerce and Business
Wahsh	Iman	Consultant	Blumine	Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)
Ricchetti	Marco	Consultant	Blumine	Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)
Saccavini	Alberto	Consultant	Blumine	Sustainable Production service providers

				(e.g. technical centres, RECP centres, consultancy firms, etc.)
Allam	Hossam	Regional Programme Manager, Centre for Environment and Development for the Arab Region & Europe	CEDARE	Implementing partners (UNIDO, UNEP, MedWaves)
Moghni	Ghada		CEDARE	Implementing partners (UNIDO, UNEP, MedWaves)
Nooh	Salma	Junior Programme Coordinator, Sustainable Growth Programme	CEDARE	Implementing partners (UNIDO, UNEP, MedWaves)
Mamdouh	Manal	Assistant to Head of Developmental Projects Unit	Ministry of Trade and Industry	Ministries responsible for industry and/or economy
Badry	Dalia	BSO	ICE Alex	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Gilabert	Patrick	UNIDO Representative – Regional Hub in Egypt	UNIDO	Implementing partners (UNIDO, UNEP, MedWaves)
Hassan	Ahmed	Switcher	Wonder Box	Switchers, entrepreneurs, start-ups
El Rawy	Motaz	Switcher	Ultra Biotech	Switchers, entrepreneurs, start-ups
<b>Israel</b>				
Blau	Avi	Director	Afeka Institute of Circular Engineering and Economy	National Coordinators/Focal points
Tzur	Iris	Head of International Relations & Marketing,	National Centre of Blue Economy (INC-BE)	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)



Diamant	Iddo	(former)	Entrepreneurship Center – Tel Aviv University	National Coordinators/Focal points
Udi	Tomer		University of Haifa - Haifa Innovation Labs	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Liper	Sharon	Head administrator, School of Marine Sciences	Haifa University	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Carny	Ohad	Head of Regulatory Policy	Ministry of Environmental Protection	National Coordinators/Focal points
Assaf	David	Head of Environment and Cleantech Division, Industries Administration (former)	Ministry of Economy and Industry (former)	National Coordinators/Focal points
Brokovich	Eran	Head of Environment and Cleantech Division, Industries Administration	Ministry of Economy and Industry	National Coordinators/Focal points
Ron	Amit	Head of Packaging	Nestle-Osem	Industries
Levy	Rachel	Packaging Development Manager	CBC (Coca-cola Israel licensee)	Industries
Aidler	Rani	CEO (EPR)	Tamir	Industries
Shalev	Sharon	Innovation and Sustainability Manager	Tamir	Industries
Rosen	Shira	Chairman	Israeli Packaging Institute	Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)
Wuatelet	Benoît	SwitchMed Programme Coordination Specialist	UNIDO	Implementing partners (UNIDO, UNEP, MedWaves)
Ackerman	Hila	Head of Environment,	The Association of Regional	Other line ministries,

		sustainability and agriculture	Councils for Pilot A	regional governments and municipalities
Ilmar Giron	Yael	Director	Aclima	Non-state sector, CSOs, women or youth groups, etc.
Shani Rokman	Yarden	Head of Recycling (on leave)	Ministry of Environmental protection	Ministries responsible for environmental matters
Phaima	Doron	Consultant		Experts and academia
Snir	Alona			Switchers, entrepreneurs, start-ups
Machlav	Effi			Switchers, entrepreneurs, start-ups
Aminov	Roza			Medwaves - trainees
Rozen	Yotam			Medwaves - trainees
<b>Jordan</b>				
Al-Ma'ayta	Maha	Director of Policies and International Cooperation	Ministry of Environment	Ministries responsible for environmental matters
Al Asmar	Zeinab	Industrial Engineer / SMEs / Industrial Development Directorate	Ministry of Industry, Trade and Supply	Ministries responsible for industry and/or economy
El Zahaby	Ayman	Regional TEST Coordinator-Output 1.1	UNIDO-Egypt	National Coordinators/Focal points
Ayasrah	Maen	Jordan Chamber of Industry	Jordan Chamber of Industry	Chambers of Commerce and Business
Khader	Ahmed	Engineering manager	Arab Medical Containers	Industries
Matalqah	Walaa	Service Provider	Hima consult	Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)
Faris	Mohammad	Service Provider	Green Paths	Sustainable Production service providers (e.g. technical centres, RECP centres,

				consultancy firms, etc.)
Al Kilani	Husam	RSS- Cleaner Production Unit	RSS	National Coordinators/Focal points
Al Hour	Musab	RSS-Cleaner Production Unit	RSS	Experts and academia
Abdullah	Rawia	RSS- Cleaner Production Unit	RSS	Experts and academia
Abuseada	Abdullah	RSS - National Energy Research Centre	RSS	Experts and academia
Altahat	Mohammad	Academia	University of Jordan	Experts and academia
Al Shawawreh	Nidal	Academia	German Jordanian University	Experts and academia
Al Zoubi	Habis	Academia	Al Hussien Bin Talal University	Experts and academia
Hadad	Jehan	Contracted as RSS Focal point- Her contract ended	RSS	National Coordinators/Focal points
Abd Rabuh	Samer	Engineering Department Supervisor	Al Qawafel	Industries
Abuhamdeh	Mohamad	Maintenance Engineer	Al Qawafel	Industries
Falaht	Abdel	Executive Manager	Al Qawafel	Industries
Al Janabi	Khazal	Director of Environment & Safety	Al Baha	Industries
Ubaid	Lana	Manufacturing Section Head	Al Wadi-Food Industry	Industries
Al-Maghreby	Mohamad	Maintenance Sectio Head	Al Wadi-Food Industry	Industries
Al Attal	Majed	Utility Security Head	Al Wadi-Food Industry	Industries
Kefayah	Obaidah	Watermanagemnt Section Head	Al Wadi-Food Industry	Industries
Asfour	Mohammad	Expert	Contarctor-UNEP	Experts and academia
Alhaj Ali	Husameddin	Manager of Food Security & Biodiversity Studies Division, Royal Scientific Society (RSS)	RSS	National Coordinators/Focal points
Salameh	Ghayda	Green Building Council	Acting manager	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)

AlTayem	Mothana	Green Building Council	Senior researcher	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Al Tawil	Hiba	Business Development Center-BDC	MEAL manager	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Hijazi	Ghaleb	Business Development Center-BDC	General Manager	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Awartani	Ahmad	Blue Team for Cleaning the Sea Bottom	Blue Switcher	Switchers, entrepreneurs, start-ups
Hassaseen	Alaa	Blue Team for Cleaning the Sea Bottom	Blue Switcher	Switchers, entrepreneurs, start-ups
Sabra	Bayan	Green E-Switcher	Green E-Switcher	Switchers, entrepreneurs, start-ups
Mayyas	Ahmad	Masafat Agriculture Association & Mayyas Establishment for Hydroponic Systems	BSO	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Zuhair	Dalal	Platic house	Green Entrepreneur who participated in the GE training	Switchers, entrepreneurs, start-ups
Zuhair	Amani	Plastic house	Green Entrepreneur who participated in the GE training	Switchers, entrepreneurs, start-ups
<b>Lebanon</b>				
Nisrine	Khalil	General manager	PETCO (Plastic company)	Industries
Akram	Qassem	Operation manager	PETCO (Plastic company)	Industries
Raji	Rahi	Production manager	PETCO (Plastic company)	Industries
Roxana	Saadeh	Operations Director	SOAL (Chemical company)	Industries
Fouad	Haddad	Owner and manager	SOAL (Chemical company)	Industries

Elie	Rouphael	Chairman and General Manager	Arab Printing Press (APP)	Industries
Mireille	Abou Naoum	General Manager	Al Kanater (Food company)	Industries
Jacques	Touma	Plant Manager	Liban Lait (Dairy industry/whey valorization)	Industries
Ghina	Hajj Hassan	QMS officer	Liban Lait (Dairy industry/whey valorization)	Industries
Ghinwa	Hajj Hassan	R&D engineer	Liban Lait (Dairy industry/whey valorization)	Industries
Bilal	Jaafar	Quality Control manager	Liban Lait (Dairy industry/whey valorization)	Industries
Dib	Monzer	Maintenance manager	Liban Lait (Dairy industry/whey valorization)	Industries
Hanna	Faddoul	General Manager	Joseph Ammatoury (cosmetics and detergents company)	Industries
Camille	Skaff	Manager and owner	Skaff Dairy Farm	Industries
Wissam	Msallem	Manager and Owner	Msallem Tech Food (Food company)	Industries
Ali	Ismail	University Professor (Food sciences). Lebanese University.	Food Technical specialist of MEDTEST III	Experts and academia
Antoine	Ghauch	University Professor (chemistry-biochemistry). American University of Beirut	Chemical expert of MEDTEST III / Coordinator of Technical Partner Entity for 2Circular	Experts and academia
Rawad	Rizk	freelance	Technical team MEDTEST III	Experts and academia
Bassam	SABBAGH	Head of Urban Environment Service	Ministry of Environment	Ministries responsible for environmental matters
Chantal	AKL	Director General	Ministry of Industry	Ministries responsible for industry and/or economy
Nada	SABRA	National Coordinator of Lebanon	UNIDO	Implementing partners (UNIDO, UNEP, MedWaves)

Luc	Reuter	UNEP component coordinator	UNEP	Implementing partners (UNIDO, UNEP, MedWaves)
Malek	Al Jebaie	Environment Program Specialist	Hariri Foundation	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Reine	Daou	Project coordinator	Fondation Diane	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Maya	Karkour	BSO owner	Eco Consulting – Circular Hub	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Lynda	Achkouty	Private consultant	trainer with different BSOs	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Krystel	Khalil	Program coordinator	Berytech	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Samar	Dani	Member of Ecoswitch coalition board	Injaz-Lebanon	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Ahlam	Sfeir	Sustainable clothing and textile	Soul sisters	Switchers, entrepreneurs, start-ups
Amira	Sfeir	Sustainable clothing and textile	Soul sisters	Switchers, entrepreneurs, start-ups
Fadi	Denno	Organic food & agriculture (includes husbandry, fisheries and	Agriculture engineer	Switchers, entrepreneurs, start-ups

		associated industries)		
Hitaf	Hamdan	Renewable energy & Energy efficiency	Partners with the Sun	Switchers, entrepreneurs, start-ups
Toufic	Hamdan	Renewable energy & Energy efficiency	Partners with the Sun	Switchers, entrepreneurs, start-ups
Margot	Wehbe	Sustainable waste management & Resource efficiency	UWETA	Switchers, entrepreneurs, start-ups
Shadi	El Indary	Organic food & agriculture (includes husbandry, fisheries and associated industries)	Agriculture engineer	Switchers, entrepreneurs, start-ups
Jocelyne	Saadeh	Co-owner	Grade A Plus	Switchers, entrepreneurs, start-ups
Michelle	Mouracade	Head of Investor Relations, Impact & Operations	Al Fanar / Anara Impact Capital	National, regional and international financiers
Lea	Kai	BTR project coordinator-climate change unit	UNDP	UNCT/UNRCOs
Hammou	Laamarani	Economic affairs officer-Food and Environment Policies section	ESCWA	UNCT/UNRCOs
<b>Morocco</b>				
Trimarchi	Antonino	UNIDO O1.2 Coordinator	UNIDO	Implementing partners (UNIDO, UNEP, MedWaves)
Wuatelet	Benoit	UNIDO O7.1 Coordinator	UNIDO	Implementing partners (UNIDO, UNEP, MedWaves)
Hanzaze	Hanane	UNIDO local representative	UNIDO	Implementing partners (UNIDO, UNEP, MedWaves)
Ameziane	Seloua	Head of the Partnership Division at the Department of Sustainable Development.	Ministry of Environment	National Coordinators/Focal points

Janati Idrissi	Rabia	Head of the Sustainable Development Division.	Ministry of Industry	National Coordinators/Focal points
Sajid	Omar	Vice president	AMITH	Industries
Belghali	Mohamed	General director	AMITH	Industries
Kairouch	Khalid	Factory director	Evlox	Industries
El-Eulj	Othmane	PDG	Novimat	Industries
El-Eulj	Abdesslam	Director	Novimat	Industries
Khalil	Abdellah	Production director	Artefil	Industries
Ricchetti	Marco	CEO	Blumine	Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)
Dreyef	Mehdi	Expert	Blumine	Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)
Farhat	Sayda	Higg FEM Generalist Verifier	LS (ZDHC)	Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)
Znagui	Lamia	Director	FENIP	Industries
Machaar	Mohamed	Webmaster	FENIP	Industries
Ahfir	Kawatar	Head of communication	FENIP	Industries
El Baissi	Sara	General director	CIBEL	Industries
Kharroubi	Mariem	Head of Biotechnology Laboratory	INRH	Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)
Delannoy	Charles	Director	Procydis	Sustainable Production service providers (e.g. technical centres, RECP centres,



				consultancy firms, etc.)
Coquelle	Mathilde	Project manager	Procydis	Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)
Timsit	Michel	Associate director	GEM consulting	Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)
Belaaziz	Hicham	Regional director	CTPES	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Hachami	Meriem	Head of public relations and human resources	CTPES	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Jkhakha	Mouna	Unit Head, Directorate of Sectoral and Regional Studies in Agriculture and Agro-Industry	Crédit Agricole	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Benmokhtar Benabdellah	Ali	Director, Directorate of Sectoral and Regional Studies in Agriculture and Agro-Industry	Crédit Agricole	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Fakhour	Abdelhakim	Regional director	OFPPT	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Rhlib	Mostafa	Regional director	Anapec	Business Development Service Providers (BDSP) and

				Business Support Organizations (BSO)
Mehnaoui	Adil	CEO and cofounder	DIGI FIRM	Switchers, entrepreneurs, start-ups
Ouiziane	Youssef	CTO and cofounder	DIGI FIRM	Switchers, entrepreneurs, start-ups
El Meraoui	Abdelmaoula	Technical consultant and cofounder	AQUACOTECH SOLUTIONS	Switchers, entrepreneurs, start-ups
Kerzazi	Mohammed	Cofounder	AQUACOTECH SOLUTIONS	Switchers, entrepreneurs, start-ups
El Ouassouli	Soumia	Founder	SILVA 4.0	Switchers, entrepreneurs, start-ups
Benguergoura	Sofiane	Expert working on the Regional policy measures to support green and circular economy businesses	Independent	Experts and academia
<b>Palestine</b>				
Samhan	Zaghloul	Director General of Policies and Planning	Environmental Quality Authority	Ministries responsible for environmental matters
DaraghmeH	Khader	Acting Director General, Industry and National Resources	Ministry of National Economy	Ministries responsible for industry and/or economy
Dwaikat	Said	UNIDO National MED TEST IIII Project Coordinator in Palestine-Output 1.1	UNIDO office	National Coordinators/Focal points
Abu Ghalyoun	Bassam	Genral Manager	The Palestinian Food Industries Union	Chambers of Commerce and Business
Zatar	Dr. Nidal	CEO	Al-Rawafed food company	Industries
Dwaikat	Dr. Nidal	Vice President for Planning, Development, and Quality Assurance	An-Najah National University.	Experts and academia
Sarhan	Dr. Asal	Assistant Professor	Al Quds University	Experts and academia
Nasereldine	Arein	Director of Development	AL Wafa Plastic Industry (Plastic)	Industries

Jibreen	Saeb	Team Leader	Arab Development Society company (Food)	Industries
Musa	Abeer	Manager	Beit Jala Pharmaceutical Industry Company (Pharmaceutical)	Industries
Ghanim	Sawsan	Capacitated RECP service provider	RECP trainee-Service Provider	Industries
Qabajah	Heba	Capacitated RECP service provider	Service Provider	Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)
Othman	Mohammed	Capacitated RECP service provider	Service Provider	Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)
Sharia	Dr. Muhammad	Expert	Al Quds University	Experts and academia
AlSayed	Shereen	Expert	GCL Palestine	Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)
Al Sayed	Dr. Mohammad	Prof	Al Najah University	Experts and academia
Anabtawi	Dr. Mahasen	Prof	Al Quds University	Experts and academia
Batran	Eng. Olga	Director of B-Hub   Center for Continuing Education (CCE)	Beirzait University	National Coordinators/Focal points
Dikeidek	Baher	Trainer-BeirZait University	Beirzait University	Experts and academia
Qudhie	Sawsan	Green Switcher in Gaza	Green Switcher - Hydroponic	Switchers, entrepreneurs, start-ups
Taha	Ashraf	Trainer & BSO-Manager	Entrepreneurial Agricultural Projects Accelerator	Business Development Service Providers (BDSP) and

				Business Support Organizations (BSO)
AbuSobhiya	Raeda	Trainee	Trainee of the Sustainable Business Development Training Programme	Switchers, entrepreneurs, start-ups
<b>Tunisia</b>				
Trimarchi	Antonino	UNIDO O1.2 Coordinator	UNIDO	Implementing partners (UNIDO, UNEP, MedWaves)
Wuatelet	Benoit	UNIDO O7.1 Coordinator	UNIDO	Implementing partners (UNIDO, UNEP, MedWaves)
Ben Hassin	Lasaad	UNIDO local representative	UNIDO	Implementing partners (UNIDO, UNEP, MedWaves)
Hamdi	Nabil	Head of the Partnership Division at the Department of Sustainable Development.	Ministry of Environment	National Coordinators/Focal points
Elachaal	Nada	Head of the Sustainable Development Division.	Ministry of Industry	National Coordinators/Focal points
Jelassi	Rym	General coordinator	FTTH	Industries
Lahmar	Fathi	Senior project manager	FTTH	Industries
Ben Chaabane	Mehdi	Business process director & digital transformation	Wicmic	Industries
Ben Hadj Salah	Rahma	Sustainability director	Wicmic	Industries
Lahbib	Hassane	Director	Sotrafib	Industries
Sahli	Amal	Head of management system	Denim Authority	Industries
Laatiri	Kamel	Technical director	Swift	Industries
Ricchetti	Marco	CEO	Blumine	Sustainable Production service providers (e.g. technical centres, RECP centres,

				consultancy firms, etc.)
Dreyef	Mehdi	Expert	Blumine	Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)
Farhat	Sayda	Higg FEM Generalist Verifier	LS (ZDHC)	Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)
Ben Khniss	Moncef	General director	GIPP	Industries
Nakbi	Seifeddine	Technical director	Hanchia	Industries
Dreyef	Nasser	Technical expert	INSTM	Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)
Salah Azaza	Mohammed	Professor and expert	INSTM	Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)
Bouzgarrou	Sallouha	Expert on eco-entrepreneurship and green economy	CITET	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Saidi	Kamel	Head of training and capacity building	CITET	Business Development Service Providers (BDSP) and Business Support Organizations (BSO)
Ghidaoui	Makrem	Founder	Tunisian Wool	Switchers, entrepreneurs, start-ups

Belgacem	Myriam	Founder	Innov'algue	Switchers, entrepreneurs, start-ups
Benguergoura	Sofiane	Expert working on the Regional policy measures to support green and circular economy businesses	Independent	Experts and academia

## Annex V. List of Documents Reviewed

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- UNIDO. 2024. MED TEST III Jordan. Transfer of Environmentally Sound Technologies. Plastic Sector. Arab Medical Containers LLC.
- UNIDO. 2024. MED TEST III Jordan. Transfer of Environmentally Sound Technologies. Food sector. Anabtawi Sweets Co.
- UNIDO. 2024. MED TEST III Jordan. Transfer of Environmentally Sound Technologies. Chemical sector. Chemvet – Advanced Agrochemicals and Veterinary Products
- UNIDO. 2024. MED TEST III Jordan. Transfer of Environmentally Sound Technologies. Food and beverages sector. Tareq & Zakaria Al Faqeeh Partners – Haritna Dairy Co.
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- UNIDO. 2024. MED TEST III Jordan. Transfer of Environmentally Sound Technologies. Chemical sector. Lamis Detergents Company LLC.
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## Annex VI. Results Monitoring Logframe

Corresponding project element	Logframe indicator title and description	Responsible organization	Baseline	Targets	Achievements	Status
Overall objective	I.G.1. Amount of resources saving generated by demonstration companies involved in the project (% saved in terms of water, energy and raw material)	All	0 (water)	20%	27.1%	Achieved
Overall objective	I.G.1. Amount of resources saving generated by demonstration companies involved in the project (% saved in terms of water, energy and raw material)	All	0 (energy)	24%	33.6%	Achieved
Overall objective	I.G.1. Amount of resources saving generated by demonstration companies involved in the project (% saved in terms of water, energy and raw material)	All	0 (raw materials)	5%	2.3%	Partially achieved
Overall objective	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	All in principle, should be mostly MedWaves and UNEP in practice, but UNIDO does contribute to a lesser extent.	4	14	16	Achieved
Overall objective	I.G.3. Increased number of businesses and start-ups applying SCP principles	All	0	128	121	Partially achieved

Outcome 1	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 green industry and resource efficiency	UNIDO	44 (by end of SwitchMed I)	80 (by end of Switched II)	79	Partially achieved
Outcome 1	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	UNIDO	2 (Israel and Algeria)	10	21	Achieved
Outcome 1	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	MedWaves	0 BDSP	40-80 BDSP	132	Achieved
Outcome 1	I.R.2.2. 80 green businesses created in 8 southern Mediterranean countries	MedWaves	0 green business created	80 green businesses created	0	N/A
Outcome 1	I.R.2.3. Volume of funding mobilised within The Switchers Fund through third party agreements (grants, loans, equity, etc.)	MedWaves	0€ mobilised within the Switchers Fund	250,000€ mobilised within the Switchers Fund	0	N/A

Output 1.1	I.O.1.1.1. # of industries sensitized and introduced to RECP business case	UNIDO	1,687 (by end of SwitchMed I)	2,687	2095	Partially achieved
Output 1.1	I.O.1.1.2. # of RECP experts trained (disaggregated by gender)	UNIDO	95 male	145 male	491	Achieved
Output 1.1	I.O.1.1.2. # of RECP experts trained (disaggregated by gender)	UNIDO	47 female	50 female	208	Achieved
Output 1.1	I.O.1.1.3. # of academia including RECP into their curricula	UNIDO	0	4	8	
Output 1.1	I.O.1.1.4. # of companies adopting RECP solutions	UNIDO	125 (by end of SwitchMed I)	165	168	Achieved
Output 1.1	I.O.1.1.8. Amount of investments leveraged by private sector for implementing RECP	UNIDO	EUR 86,000,000 (by end of SwitchMed I)	EUR 110,000,000	EUR 111,388,711.00	Achieved
Output 1.1	I.O.1.1.9. # of policy makers trained on Circular Economy (CE) policies and tools	UNIDO	0	40	46	Achieved
Output 1.2	I.O.1.2.1. # circular value chain analysis	UNIDO	0	3	5	Achieved
Output 1.2	I.O.1.2.2. # amount of investment (euro) promoted for circular investment	UNIDO	0	EUR 55,000,000	EUR 220,660,000.00	Achieved
Output 1.2	I.O.1.2.3. # of business linkages for circularity facilitated (e.g. contracts/partnership between two economic players along value chain)	UNIDO	0	30	77	Achieved
Output 1.2	I.O.1.2.4. # tons of waste to be valorised	UNIDO	0	1,000	2,712.5	Achieved

Output 1.2	I.O.1.2.5. # % of joint circular initiatives started vs. those identified/promoted	UNIDO	0	20%	88%	Achieved
Output 1.2	I.O.1.2.6. # of new job opportunities created in circular value chains	UNIDO	0	200	N/A	N/A
Output 2.1	I.O.2.1.1. 8 Switchers Support National Partnerships (SSNPs) have been established bringing together 40-80 Green BDSP	MedWaves	0 SSNP	8 SSNPs	8	Achieved
Output 2.1	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	MedWaves	0 BDSP	40-80 BDSP	132	Achieved
Output 2.1	I.O.2.1.3. 800 Switchers Starters have developed and tested their green business models (at least 40% are women)	MedWaves	0 Switchers Starters	800 Switchers Starters	874 (48% female)	Achieved
Output 2.1	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)	MedWaves	0 Switchers incubated	80 Switchers incubated	150 (47% female)	Achieved
Output 2.1	I.O.2.1.5. A full set of online software applications and tools for green business development is available	MedWaves	0 online platform	A full set of online software applications and tools	1	Achieved
Output 2.1	I.O.2.1.6. At least 1,000 BDSP and green entrepreneurs use the online platform providing software applications and tools for	MedWaves	0 BDSP and green entrepreneurs use the online platform	At least 1,000 BDSP and green entrepreneurs use the online platform	7,075	Achieved

	green business development					
Output 2.2	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	MedWaves	0 investor-ready Switchers	96-128 investor-ready Switchers	23	Partially achieved
Output 2.2	I.O.2.2.2. 40-80 financial actors have been put in contact with Switchers to promote financial deals	MedWaves	0 financial actors	40-80 financial actors	14	Partially achieved
Output 2.2	I.O.2.2.3. Volume of funding mobilised through financial deals	MedWaves	EUR 0 mobilised through financial deals	EUR 1,000,000 mobilised through financial deals	426,000	Partially achieved
Output 2.2	I.O.2.2.4. At least 3 regional actors have supported the Switchers Fund	MedWaves	0 regional actor has supported the Switchers Fund	At least 3 regional actors have supported the Switchers Fund	3	Achieved
Outcome 2	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	MedWaves	0 CP	21 CPs	21	Achieved
Outcome 2	I.R.3.2. Best Mediterranean Circular Economy businesses award established beyond duration of project	MedWaves	0 second edition of the award planned	1 second edition of the award planned	3 (3rd edition)	Achieved
Outcome 2	I.R.3.3. Updated version of SCP trends agreed at the regional level	MedWaves	0 recent SCP trends overview for the region	1 overview of SCP trends in the Mediterranean region	1	Achieved

Outcome 2	I.R.4.1. At least 6 enabling national policies/national initiatives (laws, bylaws) approved by national governments	UNEP Economy Division	4 policies/ national initiatives in Egypt, Israel and Jordan on plastic reduction and waste management initiated	14 national policies/national initiatives approved by national governments	22 initiatives	Achieved
Outcome 2	I.R.4.2. 8 Sustainable Consumption Production National Action Plans (SCP-NAPs) monitored and reviewed	UNEP Economy Division	8 SCP-NAPs developed during SwitchMed I	16 monitoring/ review reports on NAPs	24	Achieved
Outcome 2	I.R.4.3. At least 8 pilot projects successfully implemented	UNEP Economy Division	8 pilot projects developed and implemented in SwitchMed I	16 pilot projects developed and implemented	43	Achieved
Output 3	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	MedWaves	0 Decision on GE measures	1 Decision on GE and 2 initiatives supporting the implementation of the Decision launched	1	Achieved
Output 3	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	MedWaves	0 analysis of the adopted SCP indicators	25 SCP indicators analysed for all countries, updated and uploaded within the MapX tool of the World Environment Situation Room (WESR)	25	Achieved
Output 3	I.O.3.1.3. 1 Mediterranean Business Award celebrated with a special emphasis on businesses led by women	MedWaves	0 Mediterranean Business Award	1 Mediterranean Business Award	3	Achieved

Output 3	I.O.3.1.4. 1 strategy for the long-term sustainability of the Award validated with the Barcelona Convention CPs	MedWaves	0 strategy	1 strategy for the long term sustainability	2	Achieved
Output 4.1	I.O. 4.1.1. Review interviews or workshops organized at country level	UNEP Economy Division	0 workshops	8 methodology reports of interviews or workshops with at least 20 stakeholders and gender data included	12	Achieved
Output 4.1	I.O. 4.1.2. 8 SCP-NAPs monitored and reviewed	UNEP Economy Division	8 NAPs developed during SwitchMed I	8 SCP-NAPs status reports delivered	26	Achieved
Output 4.1	I.O. 4.1.3. At least 8 national dissemination workshops/roundtables for government officials organized	UNEP Economy Division	0 workshop	8 workshops/roundtables delivered with at least 40 participants per workshop, with gender data included	9	Achieved
Output 4.2	I. O. 4.2.1.b. At least one implementing project is identified per country	UNEP Economy Division	4 projects in SwitchMed I stage with Egypt, Israel, Jordan and Palestine	Additional 8 pilot projects identified	45	Achieved
Output 4.2	I. O. 4.2.2. Needs assessment developed for at least 8 demo projects	UNEP Economy Division	4 need assessment reports developed in SwitchMed I	Additional 8 assessment reports developed	25	Achieved
Output 4.2	I. O. 4.2.3. Implementing strategies/work plans for at least 8 implementing projects are developed and approved by government and stakeholders	UNEP Economy Division	4 work plans developed and implemented in SwitchMed I	Additional 8 work plans developed and implemented	14	Achieved



Output 4.2	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))	UNEP Economy Division	50 workshops/trainings carried out during SwitchMed I	At least 16 additional training/capacity building workshops delivered	53	Achieved
Output 4.2	I.O. 4.2.5. The technical assistance and advisory services provided to national stakeholders through field missions, policy advocacy and working sessions	UNEP Economy Division	Services delivered through at least 2 missions per year to countries	At least 16 missions in total to 8 countries for services delivering	29	Achieved
Output 4.2	I.O. 4.2.6. Tools, methodologies and guidelines adapted to national contexts (including translation into national languages)	UNEP Economy Division	= 'Logical framework (Add. III)'!D53	At least additional 4 tools/methodologies and guidelines developed and/or adapted to national context	23	Achieved
Output 4.2	I.O. 4.2.7. At least 6 enabling national policies/national initiatives (laws, bylaws, ...) approved by national governments	UNEP Economy Division	3 laws/bylaws in Egypt, Israel and Jordan on plastic reduction and waste management initiated	6 national laws/bylaws approved by national governments	8	Achieved
Output 4.2	I.O. 4.2.8. At least 8 publications produced on lessons learned, good practices and other project outputs, with gender reference reflected	UNEP Economy Division	4 national project reports and briefs developed under SwitchMed I	At least additional 8 publications produced on project lessons learned, good practices with gender data and reference reflected	135	Achieved
Output 4.2	I.O. 4.2.9. At least 8 national/regional/internati	UNEP Economy Division	5 events organized at country and	At least additional 8 events organized at	52	Achieved

	onal/dissemination and knowledge sharing events organized		regional level during SwitchMed I	national/regional/international level with at least 30 participants/stakeholders with gender data included		
Outcome 3	I.R.5.1. Information and knowledge sharing about the SCP practices facilitated	MedWaves	No visits on the new SwitchMed web platform	100,000+ visits on the new SwitchMed platform	118,000 +	Achieved
Outcome 3	I.R.5.1. Information and knowledge sharing about the SCP practices facilitated	MedWaves	7,000 likes on social media accounts	10,000 likes on social media accounts	11,788	Achieved
Outcome 3	I.R.5.2. Demand for sustainable products stimulated	MedWaves	No stimulation of demand for SwitchMed products and services	Stimulation of demand for 100+ SwitchMed products and services		N/A
Outcome 3	I.R.6.1. Governance structure set in place through establishment of the Steering Committee	UNIDO	No Steering Committee established	1 steering committee established	1	Achieved
Output 5.1	I.O.5.1. Fully functional new SwitchMed web platform: 100,000+ new total visits	MedWaves	2018 version of the SwitchMed web platform	1 newly established SwitchMed web platform	1 (118,000 visits)	Achieved
Output 5.1	I.O.5.2. Quarterly SwitchMed newsletters (new) reaching to 1,000+ recipients	MedWaves	0 recipients	1,000+ new recipients	2,956	Achieved
Output 5.1	I.O.5.3. Fully functional SwitchMed social media channels: 10,000+ likes (from the region)	MedWaves	Circa 7,000 likes on social media accounts (SwitchMed I)	10,000+ likes on social media accounts	11,788	Achieved
Output 5.1	I.O.5.4. 3 side events	MedWaves	0 side events	3 side events	24	Achieved
Output 5.1	I.O.5.5. 2 Regional Dissemination Networking Events (SwitchMed Connect)	MedWaves	0 events with 0 participants	2 SwitchMed Connect with at least 248 participants each	2	Achieved

	organized with at least 248 regional participants					
Output 5.1	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	MedWaves	0 participants	At least 200+ satisfied participants on the knowledge acquired	96	Partially achieved
Output 5.2	I.O.5.2.1. Stimulation of demand for 100 sustainable products and services on the SWITCH-products platform	MedWaves	No activities for stimulation of demand for the SwitchMed products and services	4 workshops and online platform for stimulation of demand for SwitchMed products and services	1 online platform launched, 83 products and services on the platform + 12 start-ups engaged	Partially achieved
Output 5.2	I.O.5.2.2. 4 sustainable product retailers and distributors engaged	MedWaves	0 retailers and distributors engaged	4+ retailers and distributors engaged	0	N/A
Output 5.2	I.O.5.2.3. 4 successful matches on the open innovation platform	MedWaves	0 matches on the open innovation platform	4+ successful matches on the open innovation platform	14	Achieved
Output 5.3	I.O.5.3.1. Fully functional new SwitchMed web platform: 3,000+ new total visits on Blue Economy pages	MedWaves	No visits from Blue Economy actors on the SwitchMed web platform	3,000+ new total visits on Blue Economy pages	4 300	Achieved
Output 5.3	I.O.5.3.2. Quarterly SwitchMed newsletters reaching to 250+ Blue Economy actors	MedWaves	0 Blue Economy actors receiving the newsletter	Newsletters reaching to 250+ Blue Economy actors	0	N/A
Output 5.3	I.O.5.3.4. Fully functional SwitchMed social media	MedWaves	Circa 0 likes on social media	1,500+ likes (from Blue Economy actors)	0	N/A

	channels: 1,500+ likes (from Blue Economy actors)		accounts by Blue Economy actors			
Output 5.3	I.O.5.3.5. 1 Blue Economy side event	MedWaves	0 side events	2 Blue Economy side events	2	Achieved
Output 5.3	I.O.5.3.6. 1 Regional dissemination and networking events (SwitchMed Connect) organized with participation of 10 Blue Economy implementing partners and beneficiaries	MedWaves	0 events with 0 Blue Economy participants	2 editions of SwitchMed Connect with participation of 20 Blue Economy implementing partners and beneficiaries	1	Partially achieved
Output 5.4	I.O.5.4.1. Stimulation of demand for 20 sustainable products and services from the Blue Economy sectors on the SWITCH-products platform	MedWaves	No activities for stimulation of demand for the Blue Economy products and services	2 workshops and enhanced online platform for stimulation of demand for sustainable products and services from the Blue Economy sectors		N/A
Output 5.4	I.O.5.4.2. 2 sustainable product retailers and distributors engaged	MedWaves	0 retailers and distributors engaged	2+ retailers and distributors engaged	0	N/A
Output 5.4	I.O.5.4.3. At least 1 successful match on the open innovation platform	MedWaves	0 matches on the open innovation platform	1+ successful match on the open innovation platform	0	N/A
Output 6	I.O.6.1. Steering Committees held	UNIDO	0	6	6	Achieved
Output 6	I.O.6.2. Bi-annual coordination group meetings held	UNIDO	0	11	7	Partially achieved
Output 6	I.O.6.3. Six-monthly progress reports submitted	UNIDO	0	5	5	Achieved

Output 6	I.O.6.4. Annual reports submitted	UNIDO	0	5	5	Achieved
Output 6	I.O.6.5. Independent, terminal evaluation completed	UNIDO	0	1	1	Achieved
Outcome 4	I.R.7.1. # resource efficiency and best practices business cases in the seafood/aquaculture industry demonstrated using the UNIDO Transfer of Environmentally Sound Technologies (TEST) methodology	UNIDO	0	5	47	Achieved
Outcome 4	I.R.1.1. # of collaborations (such as private sector partnership) established with national institutions and international organizations involved in Blue Economy	All	0	5	19	Achieved
Output 7.1	I.O.7.1. Stakeholders and service providers engaged and partnerships established	UNIDO	0	At least 15 stakeholders engaged	25	Achieved
Output 7.1	I.O.7.2. Mapping of seafood/aquaculture value chains completed in each country	UNIDO	0	3 mapping exercises completed	Mapping exercise completed covering 8 value chains in the fish and sea food sector	Achieved
Output 7.1	I.O.7.3. At least 3 pilot projects implemented	UNIDO	0	At least 3 pilot projects implemented	3	Achieved
Output 7.1	I.O.7.4. Results of pilot projects disseminated	UNIDO	0	At least 10 best practices for sustainable seafood value	47	Achieved

				chains promoted within the pilots		
Output 7.1	I.O.7.4. Results of pilot projects disseminated	UNIDO	0	At least 30 professionals trained in sustainable seafood and aquaculture best practices	688	Achieved
Output 7.1	I.O.7.4. Results of pilot projects disseminated	UNIDO	0	At least 1 publication produced and disseminated on results of pilot projects	4	Achieved
Output 7.1	I.O.7.5. Policy recommendations developed on removing existing barriers in the business environment for scaling up circular Blue Economy solutions	UNIDO	0	At least 3 roadmaps/guidelines with policy recommendations developed and/or adapted to national context	3	Achieved
Output 7.2	I.O.7.2.1. 8 Switchers Support National Partnerships have included activities related with Blue Economy sustainable entrepreneurship in their work plans (WP)	MedWaves	0 Switchers Support National Partnerships include BE activities in WP	8 Switchers Support National Partnerships include BE activities in WP	8	Achieved
Output 7.2	I.O.7.2.2. 80-160 Blue Economy Switchers Starters have developed and tested their Green Business Models (at least 40% are women)	MedWaves	0 BE Switchers Starters	80-160 BE Switchers Starters	115 (50% women)	Achieved
Output 7.2	I.O.7.2.3. 8 Blue Economy Switchers incubated have developed their Green	MedWaves	0 BE Switchers incubated	8 BE Switchers incubated	22 (but only 23% women)	Achieved

	Business Plans and have been supported to launch their sustainable businesses (at least 40% are women)					
Output 7.2		MedWaves	0 investor-ready BE Switchers	8 investor-ready BE Switchers	2	Partially achieved
Output 7.3	I.O.7.3.1. # of studies measuring the strategic opportunities for the integration of Circular Economy principles in the Blue Economy sector	MedWaves	0 specific study on the integration of Circular Economy principles in the Blue Economy sector in the Mediterranean	1 set of recommendations on the integration of Circular Economy principles in selected Blue Economy sectors in the Barcelona Convention framework	1	Achieved
Output 7.3	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	MedWaves	0 specific event/session on Blue and Circular Economy in the Mediterranean	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)	10	Achieved
Output 7.3	I.O.7.3.3. At least 20 candidatures promoting Blue Economy solutions are received and at least 1 is awarded	MedWaves	0	At least 20 Blue Economy solutions recognized by the green business		N/A
Output 7.3	I.O.7.3.3. At least 20 candidatures promoting Blue Economy solutions are received and at least 1 is awarded	MedWaves	0	At least 1 Blue Economy awarded award		N/A

Output 7.4	I.O.7.4.1.a. At least 8 workshops to identify and select Blue Economy implementing projects organized at country level	UNEP Economy Division	0 workshops	8 reports of workshops with at least 20 stakeholders and gender data included	9	Achieved
Output 7.4	I.O.7.4.1.b. At least 8 implementing projects identified in 8 countries, 1 project per country	UNEP Economy Division	4 projects on SCP in SwitchMed I stage with Egypt, Israel, Jordan and Palestine	8 additional pilot projects identified	8	Achieved
Output 7.4	I.O.7.4.1.c. Needs assessment developed for at least 8 demonstration projects	UNEP Economy Division	4 needs assessment reports developed in SwitchMed I	8 additional assessment reports developed	12	Achieved
Output 7.4	I.O.7.4.1.d. Implementing work plans for at least 8 implementing projects are developed and approved by government and stakeholders	UNEP Economy Division	4 work plans developed and implemented in SwitchMed I	8 additional work plans developed and implemented	8	Achieved
Output 7.4	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)	UNEP Economy Division	50 workshops/trainings carried out during SwitchMed I	At least 8 additional training/capacity building workshops delivered	18	Achieved
Output 7.4	I.O.7.4.3. Tools, methodologies and guidelines adapted to national contexts (including translation into national languages)	UNEP Economy Division	Tools, methodologies and guidelines on eco-innovation and LCA developed and translated national languages	At least 1 additional tools/methodologies and guidelines developed and/or adapted to national context	11	Achieved
Output 7.4	I.O.7.4.4. At least 8 documentation/reports	UNEP Economy Division	4 national project reports and briefs	At least 8 additional publications	8	Achieved



	produced on project outputs and outcomes, lessons learned, good practice and possible upscaling and replication strategies with gender reference reflected		developed under SwitchMed I	produced on project lessons learned, good practices with gender data and reference reflected		
Output 7.4	I.O.7.4.5. At least 2 national/regional/international dissemination and knowledge sharing events organized	UNEP Economy Division	5 events organized at country and regional level during SwitchMed I	At least 2 additional events organized at national/regional/international level with at least 30 participants/stakeholders with gender data included	14	Achieved

## **Annex VII. Terms of Reference**



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
MoI	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

## PROJECT BACKGROUND AND CONTEXT

### 1. Project factsheet<sup>53</sup>

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

<sup>53</sup> Data to be validated by the Consultant.

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.

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 Agency<sup>54</sup>. 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**

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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

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<sup>54</sup> No co-funding from the Catalan Waste Agency is transferred to UNIDO. Rather, it is managed directly by the Agency, which hosts MedWaves.

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 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**

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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
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		selected value chains (UNIDO only)
<b>COMPONENT 1</b>	<b>UNIDO and SCP-RAC/MedWaves</b>	
<b>Direct support to the private sector</b>		
<b>Output 1: Greener and circular industry – MED TEST III</b>	<b>UNIDO</b>	
Output 1.1: Resource Efficient and Cleaner Production (RECP) best practices rolled out in manufacturing processes	UNIDO	<ul style="list-style-type: none"> <li>Algeria;<sup>55</sup></li> <li>Jordan;</li> <li>Lebanon; and</li> <li>Palestine.</li> </ul>
Output 1.2: Resource productivity opportunities for circular value chains localized and promoted	UNIDO	<ul style="list-style-type: none"> <li>Egypt (textile value chain);</li> <li>Israel (plastics value chain); and</li> <li>Morocco and Tunisia (textile value chain).</li> </ul>
<b>Output 2: Support for the creation and development of circular and Green Economy businesses</b>	<b>SCP-RAC/MedWaves</b>	
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
<b>COMPONENT 2</b>	<b>SCP-RAC/MedWaves and UNEP Industry and Economy Division</b>	
<b>Creation of an Enabling Environment</b>		
<b>Output 3: Improved regional policy framework under the Barcelona Convention for the development of circular and green economy businesses</b>	<b>SCP-RAC/MedWaves</b>	
<b>Output 4: Support the implementation of the Sustainable Consumption and Production National Action Plans (SCP-NAPs)</b>	<b>UNEP Industry and Economy Division</b>	
Output 4.1: Monitoring and review of the Sustainable Consumption and Production National Action Plans	UNEP Industry and Economy Division	N/A
Output 4.2: Enabling policy frameworks established at national level through successful implementation of projects	UNEP Industry and Economy Division	N/A

<sup>55</sup> 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).



<b>COMPONENT 3</b> <b>Coordination, networking and communication</b>	<b>SCP- RAC/MedWaves and UNIDO</b>	
<b>Output 5: Networking and Communications Facility</b>	<b>SCP- RAC/MedWaves</b>	
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
<b>Output 6: Programme management</b>	<b>UNIDO</b>	
<b>COMPONENT 4</b> <b>Blue Economy</b>	<b>UNIDO, SCP- RAC/MedWaves and UNEP Industry and Economy Division</b>	
<b>Output 7: Blue Economy</b>	<b>UNIDO, SCP- RAC/MedWaves and UNEP Industry and Economy Division</b>	
Output 7.1: Increased sustainability of the seafood value chain	UNIDO	<ul style="list-style-type: none"> <li>• Morocco (fish processing value chain); and</li> <li>• Tunisia (aquaculture value chain).</li> </ul>
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

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.

<b>Stakeholders</b>	<b>Type and level of involvement in the project</b>	<b>Capacity Gaps</b>	<b>Desired future outcomes</b>
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,	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.

	such as the identification and prioritization of beneficiaries or key stakeholders.		
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 dialogues and initiatives.	Not applicable.	Strengthened collaboration through relevant regional dialogues and initiatives.
Non-state sector, especially civil society, women or youth groups, etc.	Local partner institutions for workshops and capacity building activities;	Lack of understanding, experience and expertise on	Increased involvement and engagement in supporting countries' transition

	dissemination of information and knowledge products through networks; and partner institutions for awareness raising campaign and consultation processes; possible implementing partners for projects.	SCP/Circular Economy(CE) Limited capacity to effectively raise awareness on SCP/CE beyond 'green' groups.	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 (SCPRAC).

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
<b>Total (\$)</b>	€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
<b>Total Co-financing (€)</b>	/	€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
<b>Total</b>		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) <sup>56</sup>		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
	<b>Total</b>	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

## 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

<sup>56</sup> Source: Addendum III. 7 per cent direct costs are included.

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:

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

## Evaluation approach and methodology

The TE will be conducted in accordance with the UNIDO Evaluation Policy<sup>57</sup>, the UNIDO Guidelines for the Technical Cooperation Project and Project Cycle<sup>58</sup>, 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 approach<sup>59</sup> 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.

## 7. Data collection methods

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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

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<sup>57</sup> UNIDO. (2021). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/2021/11)

<sup>58</sup> UNIDO. (2006). Director-General's Administrative Instruction No. 17/Rev.1: Guidelines for the Technical Cooperation Programme and Project Cycle (DGAI.17/Rev.1, 24 August 2006)

<sup>59</sup> For more information on Theory of Change, please see UNIDO [Evaluation Manual](#).

- Representatives of donors, counterparts, and other stakeholders.
- (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.

## 8. 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
<b>A</b>	<b>Progress to Impact</b>	<b>Yes</b>
<b>B</b>	<b>Project design</b>	<b>Yes</b>
1	• Overall design	Yes
2	• Project results framework/log frame	Yes
<b>C</b>	<b>Project performance and progress towards results</b>	<b>Yes</b>
1	• Relevance	Yes
2	• Coherence	Yes
3	• Effectiveness	Yes
4	• Efficiency	Yes
5	• Sustainability of benefits	Yes
<b>D</b>	<b>Gender mainstreaming</b>	<b>Yes</b>

<b>E</b>	<b>Project implementation management</b>	Yes
1	• Results-based management (RBM)	Yes
2	• Monitoring and Evaluation, Reporting	Yes
<b>F</b>	<b>Performance of partners</b>	
1	• UNIDO	Yes
2	• National counterparts	Yes
3	• Implementing partner (if applicable)	Yes
4	• Donor	Yes
<b>G</b>	<b>Environmental and Social Safeguards (ESS), Disability and Human Rights</b>	Yes
1	• Environmental Safeguards	Yes
2	• Social Safeguards, Disability and Human Rights	Yes
<b>H</b>	<b>Overall Assessment</b>	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.

## 9. 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).
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## 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.

## 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



## 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.

## 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.<sup>60</sup>

### 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

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<sup>60</sup> The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by UNIDO 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.

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.

## 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.



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