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Independent Terminal Evaluation

**Strengthening of the National Cleaner Production  
Centre in Tunisia, part one: Phases 1 and 2**

UNIDO project Nos. UE/TUN/09/001, UE/TUN/09/004 - SAP 104107



UNITED NATIONS  
INDUSTRIAL DEVELOPMENT ORGANIZATION



**UNIDO OFFICE FOR INDEPENDENT EVALUATION**

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This document has not been formally edited.

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The evaluator hopes that the findings, conclusions and recommendations will contribute to the continuous improvement of similar projects in other countries.

## Abbreviations and acronyms

ANETI	Agence Nationale pour l'Emploi et le Travail Indépendant"
ANME	Agence Nationale pour la Maîtrise de l'Energie
ATGMG	Association Tunisienne des Groupements de Maintenance et de Gestion des Zones Industrielles
CITET	Centre International des Technologies de l'Environnement de Tunis"
COCO	Coordination Committee (Commission de coordination)
COFIL	The Steering Committee (Comité de pilotage)
CP	Cleaner Production
CTP	Consultant Technique Principal
CTS	Centres techniques sectoriels
EFTA	European Free Trade Association
FODEC	Fonds de Développement de la Compétitivité
FODEP	Fonds de Dépollution
FTH	Fédération Tunisienne de l'Hôtellerie
GTZ	(former) German Technical Cooperation (now: GIZ)
MED TEST	Project Transfer of Environmental Sound Technology in the South Mediterranean region implemented by UNIDO
MEDD	Ministère de l'Environnement et du Développement Durable (MEDD)
MENA	The Middle East & North Africa region
MIEPME	Ministère de l'Industrie, de l'Energie et des Petites et Moyennes Entreprises
ONTT	Office National Tunisien du Tourisme
NCPC	National Cleaner Production Centre located within CITET
PAEB	Parc d'activités économiques de Bizerte
PAMPAT	Projet d'accès aux marchés des produits agroalimentaires et de terroir
PCM	Project cycle management
RECP	Resource Efficient and Cleaner Production
SCO	Swiss Cooperation Office (in Tunis)
SECO	Swiss State Secretariat for Economic Affairs
TEST	Transfer of Environmentally Sound Technology
ToRs	Terms of Reference



UNEG	United Nations Evaluation Group
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Cooperation
UTICA	Union Tunisienne de l'Industrie, du Commerce et de l'Artisanat,

## Glossary of evaluation related terms

Term	Definition
Baseline	The situation, prior to an intervention, against which progress can be assessed.
Effect	Intended or unintended change due directly or indirectly to an intervention.
Effectiveness	The extent to which the development objectives of an intervention were or are expected to be achieved.
Efficiency	A measure of how economically inputs (through activities) are converted into outputs.
Impact	Positive and negative, intended and non-intended, directly and indirectly, long term effects produced by a development intervention.
Indicator	Quantitative or qualitative factors that provide a means to measure the changes caused by an intervention.
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.
Log frame (logical framework approach)	Management tool used to guide the planning, implementation and evaluation of an intervention. System based on MBO (management by objectives) also called RBM (results based management) principles.
Outcomes	The achieved or likely effects of an intervention's outputs.
Outputs	The products in terms of physical and human capacities that result from an intervention.
Relevance	The extent to which the objectives of an intervention are consistent with the requirements of the end-users, government and donor's policies.
Risks	Factors, normally outside the scope of an intervention, which may affect the achievement of an intervention's objectives.
Sustainability	The continuation of benefits from an intervention, after the development assistance has been completed.
Target groups	The specific individuals or organizations for whose benefit an intervention is undertaken.

# Executive summary

## Background, purpose and methodology of this evaluation

This Independent Terminal Evaluation commissioned by UNIDO (“the Evaluation”) covers the project “UE/TUN09004 - SAP ID 104107: RENFORCEMENT DU CENTRE NATIONAL DE PRODUCTION PROPRE EN TUNISIE - PREMIERE PARTIE: Phases 1 et 2” (“the Project”) and is guided by the Terms of Reference (“ToRs”) dated 11 July 2015. The ToRs were operationalized through an inception report dated 27 July 2015.

The Project was designed as a support to the CP programme in Tunisia hosted within the “Centre International des Technologies de l’Environnement de Tunis” (CITET), established by the Tunisian government, since 1996.

The Project was implemented in two phases: Phase I formally started in December 2009 with an originally planned duration of three years and a total budget € 1,249,905. Activities however only commenced slowly towards the end of 2010. In mid-2012 a Phase II was designed to strengthen and expand support provided under Phase I. The originally planned project duration was extended until the end of 2014 and the overall budget increased to € 3,631,269, of which the Swiss State Secretariat for Economic Affairs (SECO) contributed € 3,157,918, CITET € 393,345 (€ 69,098 in cash and € 324,247 in kind) and KUONI (CHF 80,000 (in cash and kind). Subsequently, the Project received a further no-cost extension until October 2015. By the end of July 2015, 99% of the budget had been commissioned or spent.

Within the overall aim to improve the economic competitiveness, the reduction of the ecological footprint and the strengthening of Tunisian companies, Phase I mainly applied UNIDO’s conventional CP Approach. It was expected that by the Project’s end, companies would, incentivized through government subsidies, commission CP services from CITET and the “Centres Techniques Sectoriels (CTSSs), and that the CP methodology would be adopted by Tunisian companies as a customary practice.

Phase II included in addition the following activities:

- Introduction of Industrial Ecology to industrial parks;
- Training on sustainable tourism and support of hotels to obtain TRAVELIFE certification;
- Introduction of tools for environmental impact assessments including Life Cycle Analysis (LCA) and Water Footprint Analysis, including providing an LCA software to CITET and the creation of Tunisia specific LCA data sets;
- Introduction of the Swiss ENERGO training module on Energy Efficiency, and
- Support to integrating freshly graduated environmental specialists into the job market.

Activities towards the regional dimension of strengthening a network of “CP Centers” in the MENA (Middle East & North Africa) region were undertaken under a separate project “UETUN09005 - SAP ID 104108: RENFORCEMENT DU

CENTRE NATIONAL DE PRODUCTION PROPRE EN TUNISIE - RESEAU REGIONAL DES CENTRES NATIONAUX DE PRODUCTION PROPRE ARABES DE LA REGION MOYEN-ORIENT ET AFRIQUE DU NORD - DEUXIEME PARTIE”, which is not part of the scope of this evaluation.

The Project was implemented by UNIDO. Parts of the activities were nationally executed through CITET and its subcontractors. SOFIES Sàrl (“SOFIES”) as a “Swiss Reference Center”, which was selected based on a competitive offering, provided international expertise and some managerial work under a UNIDO subcontract.

Specific responsibilities of CITET and SOFIES were guided by two separate agreements with UNIDO. In Phase II, SOFIES was represented by a full-time, field-based “Consultant Technique Principal (CTP)” until July 2014 who mainly fulfilled coordination tasks. This contrasts with the job description agreed upon by the Steering Committee of 21 September 2012 and SOFIES offer, which would have called for significant technical input.

Subsequently, the CTP continued his support through missions and video conferencing until the end of his term in May 2015. A Steering Committee (“COPIL”) consisting of CITET, SECO, SOFIES and UNIDO was responsible for strategic governance, although it also regularly discussed typical operational matters. Other key stakeholders participated in the COPIL with consultative voice. A Coordination Committee (“COCO”), including CITET, CTS, ONTT and the CTP was in charge of coordinating project activities in the field. De-facto, most activities were executed under the responsibility of CITET, and SOFIES. Compared with previous CP projects, UNIDO’s involvement into day-to-day operations remained limited. SECO occasionally also gave direct instructions to SOFIES, rather than directing them through UNIDO.

The start of the Project and the implementation of activities experienced significant delays, caused by both internal and external factors. Internal factors included: delays in commissioning SOFIES, an initially slow responsiveness from CITET and SOFIES and limited absorption capacities of CITET. The revolution in 2011 followed by political uncertainties, repeated restructuring of CITET and a still ongoing economic crisis in Tunisia, led to further delays continued to distract government and business interests.

The Evaluation was conducted from 15 July and 15 September 2015 by Daniel Keller, EvalCo Sàrl, Switzerland who is independent and has not been involved into project preparation or implementation. UNIDO did not appoint a national evaluator as foreseen in the ToRs. The evaluation process applied balanced the needs for organizational learning with accountability purposes. While maintaining independence in compliance with UNIDO’s evaluation policy, the evaluator used a participatory approach, taking the views of all stakeholders into account and seeking alignment on conclusions and recommendations. Different evaluation tools were combined to ensure an evidence-based qualitative and quantitative assessment. Particular emphasis was given to the cross-validation of data and an assessment of plausibility of results obtained. The methodological mix included desk study of relevant documents provided by UNIDO (see list in Annex 1, all documents are in French language), interviews conducted in French (see list of persons met in Annex 2) and direct observation at CITET and in selected beneficiary companies.

CITET and in particular its Project Coordinator provided strong support in preparing and implementing the mission. Main limitation was an unsatisfactory application of standard project cycle management (PCM) tools. While the project documents for both phases outlined the services to be delivered (outputs and activities), expected outcomes were only vaguely defined. The narrative part of the project document is partially inconsistent with the logical framework. Progress reports list activities and achieved results in comparison to planned outputs. Outcome objectives were not systematically monitored and reported against.

The validation of outcomes at beneficiary levels was therefore conducted based on the Project's limited follow-up monitoring reports, visits of a small, though not representative sample of beneficiary companies and, indirectly, through interviews of experts who provided support to companies. Considering the Project's broad scope, the duration of the mission, which also included beneficiary visits outside Tunisia, was short.

Despite these limitations, findings were consistent and clear. Factual information was sufficient for a well-founded assessment. CITET, the Swiss Cooperation Office, and UNIDO endorse the key results of the evaluation presented in two separate de-briefings.

## **Main findings and conclusions**

### ***Conclusion 1: Services provided were generally of high relevance and good quality***

Services to beneficiaries covering an extended CP+ approach, including CP assessments, industrial ecology, energy efficiency, and social responsibility in the tourism sector, met the needs of beneficiaries and were of good quality. Project objectives also fully responded to national and international priorities, in particular to decouple economic growth from increased resource use and further environmental degradation, which also affects the livelihood of the population in terms of health, income and wellbeing. For beneficiary companies, the main objective of applying CP was to gain a competitive edge through increased productivity. Obtaining a sustainable tourism certification seems to be an additional value proposition for hotels to market their services to some of their target customers. Socio-economic challenges in Tunisia further increased project relevance, but also distracted the attention of beneficiaries to more urgent priorities.

### ***Conclusion 2: Due to a difficult socio-economic context, the initially mixed quality of management and limited absorption capacities, the Project did not achieve all of its expected ambitious outcomes. Monitoring of and reporting on results remained weak.***

Due to a limited follow-up on trainings and CP assessments, only few of the proposed CP options were implemented. Promoting CP was an important objective, yet awareness raising activities were patchy and not based on a clear communication strategy. Comparing the budget with the rather limited outcomes achieved, project efficiency was only moderately satisfactory. Management gradually identified shortcomings and addressed some of them. Results-based monitoring and reporting remained weak, which is partially also a result of not

properly applying the logical framework tool at the planning stage. Financial budgeting and reporting does not provide a transparent picture on fund use.

***Conclusion 3: Only few of the many, but not specifically defined, expected synergies materialized. The value added of applying two similar approaches (TEST and CP+) through two separate projects partially with the same partners is questionable.***

Ambitious synergies with different donor interventions only partially materialized, mainly because no specific joint activities were defined. Some unplanned synergies in terms of sharing expertise and mobilizing companies were achieved with UNIDO's EU-funded MED TEST project, which was implemented in parallel with the same partners and using a similar approach. The two projects were not formally coordinated. Apart from the aspect of fund mobilization, the value added of applying TEST and CP+ in the same country through two different projects is questionable.

***Conclusion 4: The concept of executing the Project in cooperation with a "Swiss Reference Center" and of using a full-time Technical Coordinator (the CTP) to facilitate day-to-day operations was not clearly defined and implemented.***

Project execution was to a large degree subcontracted to SOFIES, a private environmental consulting company with limited experience in development cooperation. Project partners did not share a clear understanding of SOFIES role. After an initial learning curve, SOFIES mobilized the right type of experts. Weaknesses in applying standard planning, monitoring and reporting tools used in development interventions however remained. Emerging evidence from this particular evaluation suggests a need to revisit the way of using "Swiss Reference Centers". Cascades of subcontracting arrangements increase overhead costs and reduce efficiency. Subcontracting of services is appropriate where an external Swiss Reference Center has a distinctive comparative advantage over UNIDO, such as the mobilization of highly specialized Swiss expertise. This is not the case for ensuring the development orientation of a project. If the objective is a "twinning" of institutions, Swiss Reference Centers need to be selected according to their mandate and available budget to engage in long-term technical cooperation with beneficiary institutions, which is typically not the case for private companies.

The "CTP", whose essential contribution to moving the Project forward was commended by all persons interviewed, worked mainly (70%) on "coordination". He did only marginally provide the substantial technical input agreed upon by CITET, SOFIES and UNIDO, which is also reflected in SOFIES' offer. According to UNIDO, the costs of a CTA would have been significantly higher and were not warranted, since it would not have been possible to cover the expertise needed within broad scope of the project through a single specialist.

***Conclusion 5: The future of longer-term availability of CP services in Tunisia outside donor-funded initiatives is unclear. A broad application of CP seems rather unlikely.***

The project documents did not articulate a clear sustainability strategy agreed upon with CITET. Beyond CITET's limited follow-up to provide CP services to

handful of companies using government funding, a plan on how to upscale CP services in the country does not exist. The ONTT is not a service provider. The mandate of the CTSs is to ensure the upgrading of the sectors they are responsible for. CITET (as the host of the “NCPC”) is primarily interested to use its experts for other donor-funded projects inside and outside the country and is expecting UNIDO to facilitate this through its RECPC network. Initial steps towards using CITET’s services for other UNIDO projects seem to have been undertaken.

### **Conclusion 6: Gender aspects**

Gender-related aspects of industrial development, which are a high priority for UNIDO, were not integrated into project design or implementation.

### **Recommendations**

#### **A. Recommendations to UNIDO (Environment Branch, project specific)**

- (1) Finalize the ongoing Project as planned and on time.
- (2) In line with the ToRs of their subcontracts, request SOFIES and CITET to update the final report with outcomes at beneficiary companies.
- (3) Consider providing further tailored support to CITET within the framework of its existing RECPC network on a demand basis, with a main focus on highly specialized training and capacity building.
- (4) Where appropriate, consider using the services of CITET for specific other UNIDO projects within and outside Tunisia under a formal arrangement. Moreover, UNIDO may also consider assisting CITET in developing technical proposals for the implementation of donor-funded initiatives in fields that match its competencies.

#### **B. Recommendations to UNIDO (Environment Branch, general)**

- (5) Based on an assessment of the entire programme, decide whether to continue using “Swiss Reference Centers” for the implementation of RECPC projects. If so, consider allocating the responsibility for overall project coordination, monitoring and quality control to UNIDO and the counterparts, while only subcontracting specific technical services to the Swiss Reference Center. If the objective is a “twinning” of local with Swiss institutions, the potential for an institutionalized long-term cooperation with local partner organizations should be among the criteria of selecting the Swiss Reference Center.
- (6) Based on a systematic assessment of the two approaches, UNIDO should for each country take a decision on whether the TEST or the RECP approach is more effective in reaching specific development objectives and then apply one methodology consistently.

#### **C. Recommendations to UNIDO (general)**

- (7) Where awareness raising and advocacy is a project objective, the tools to be used should, as a standard approach, be designed based on a clear communication strategy.

- (8) Where UNIDO sub-contracts operational management of technical cooperation projects to third-party service providers, UNIDO should:
- a. Ensure that proven practical experience in technical assistance to developing and transition countries is defined as a selection criteria for service providers;
  - b. Exercise stringent quality control of the work provided by subcontractors (e.g. the selection of experts, meeting deadlines, the quality of work, etc.);
  - c. Ensure that UNIDO's core development approaches and technical capacity building tools are consistently applied;
  - d. Where UNIDO processes are not directly applicable and subcontractors perform management tasks request subcontractors to establish a management manual together with the national partner organizations.
  - e. Enforce the consistent and proper use of UNIDO's standard planning and monitoring tools during implementation.
  - f. Require subcontractors to report financial results according to budget lines and results and consolidate the figures in a single report.
  - g. Establish and enforce clear rules on the use of project information for communication and promotional purposes by contractors.
- (9) Continue carefully considering costs and benefits of fielding full-time international staff. Fielding full-time CTPs is only warranted if the person is able to add significant value as a technical expert, not merely performing coordination work. Otherwise, part-time arrangements or locally recruited coordinators as more cost effective alternatives (if qualified candidates are available).
- (10) Where project staff fulfils project management tasks on behalf of UNIDO (monitoring, coordination) they should for accountability purposes report to UNIDO.

#### **D. Recommendations to the Government of Switzerland**

- (11) Together with UNIDO, reassess the approach of using Swiss Reference Centers in RECP Projects and agree on a standard model that is used across the entire programme.

#### **Lessons learned**

- Emerging evidence suggest that the potential advantage of using "Swiss Reference Centers" in RECP projects is to ensure the mobilization of highly qualified Swiss expertise. If however project execution as a whole is subcontracted, overhead costs increase significantly and the opportunity to capitalize on UNIDO's institutional know how in technical cooperation might be lost.
- The use of international staff as coordinators or technical advisers needs to be carefully assessed. If a field based full time presence of an international staff is considered as essential to move the project forward, this person



should, considering the high costs involved provide both significant technical input instead of not highly specialized short-term experts and fulfill coordination tasks. Otherwise, a part-time field-based national/international coordinator or CTP might be more cost effective.

- Where project staff fulfils project management tasks on behalf of UNIDO (monitoring, coordination) they should for accountability reasons directly report to UNIDO.

Table 1: Key strengths and weaknesses of the Project

Key strengths	Key weaknesses
<ul style="list-style-type: none"> <li>• Generally activities highly relevant to all beneficiaries (although priorities shifted in the aftermath of the ongoing socio-economic difficulties following the revolution in 2011).</li> <li>• The combination of CP with related services (sustainable tourism, environmental impact analysis, working on industrial ecology and linking young experts to the job market) was innovative, led to some synergies among project components and has the potential for replication in other countries.</li> <li>• Support to promoting industrial ecology within industrial zones is a tool that could potentially multiply the impact of individual CP projects at company level.</li> <li>• Beneficiary companies were highly satisfied with the quality of advice received. In particular appreciated was the support of sector-specific experts. Quality of expertise provided by CITET generally high.</li> <li>• Complementary to support of other donors; some specific synergies within the UNIDO Programme in Tunis and with other SECO-funded projects.</li> </ul>	<ul style="list-style-type: none"> <li>• Application of planning and monitoring tools unsatisfactory, both for planning and monitoring.</li> <li>• Besides external factors, management problems led to significant delays in implementing activities. The Steering Committee identified key challenges, but was not always effective in deciding on and ensuring the implementation of remediate actions.</li> <li>• Comparing the budget and benchmarking the Project against results reported by MED TEST implemented in parallel, limited outcomes at company level.</li> <li>• Delegating implementation to SOFIES and CITET prevented UNIDO to fully deploy its know-how and expertise in technical cooperation.</li> <li>• Lack of financial transparency: Financial reports to not provide a clear picture on how funds were used.</li> <li>• Awareness rising on CP was a core element of the Project, but the limited activities were not based on a clear communication strategy.</li> <li>• Gender-related aspects of industrial development, which UNIDO understands as a high priority, were neither integrated into project design nor in implementation.</li> </ul>



# 1. Background, objectives and methodology

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## 1.1 Project background

This independent Terminal Evaluation covered the project “UE/TUN09004 - SAP ID 104107: RENFORCEMENT DU CENTRE NATIONAL DE PRODUCTION PROPRE EN TUNISIE - PREMIERE PARTIE: Phases 1 et 2” (“the Project”).

The Project was designed as a support to the CP programme in Tunisia hosted within the “Centre International des Technologies de l’Environnement de Tunis” (CITET), established by the Tunisian government, since 1996. Support to CITET was part of UNIDO’s second Integrated Programme for Technical Cooperation, which has been implemented since 2008 with the “Ministère de l’Industrie, de l’Energie et des Petites et Moyennes Entreprises (MIEPME)” as the main counterpart. Besides from UNIDO, CITET had received substantial other prior donor support to Clean Production and related fields, particularly by USAID and the former German Technical Cooperation (GTZ).

The Project was prepared and implemented in parallel to the project Transfer of Environmental Sound Technology in the South Mediterranean region (MED TEST) funded by the European Union (EU) and also implemented by UNIDO’s Environment Branch. Applying UNIDO’s TEST and Hotspot methodology, which is essentially an enhanced and complemented CP approach, MED TEST worked to a large degree with the same partners (CITET, CTSs) and reported similar results.<sup>1</sup>

MED TEST did not cover additional intervention areas covered by Phase II of the Project (industrial ecology, sustainable tourism, environmental impact assessments, energy efficiency and support to professional integration of environmental specialists, see below).

Until 2007, Tunisia was one of the priority countries for the Swiss economic development cooperation. In 2010, Switzerland decided to phase out its interventions in Tunisia. Responding to arising challenges in the aftermath of the “Arab Spring” in 2011, the Swiss State Secretariat of Economic Affairs (SECO) adopted a strategy for North Africa to support the transition process in Tunisia and other Arab states. Tunisia became again a priority country<sup>2</sup>. Tunisia is also one of the main markets for Swiss companies in North Africa and the sixth largest market in Africa.

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<sup>1</sup> See UNIDO: Brochure MED TEST: Transfer of environmental sound Technology in the South Mediterranean Region - Project Summary and Achievements funded by the European Union.

<sup>2</sup> The Memorandum of Understanding of 22 July 2011 between the Republic of Tunisia and the Swiss Confederation forms the legal basis for the Swiss government’s support for Tunisia’s transition in the wake of the revolution. See SECO, Swiss Economic Cooperation and Development, Tunisia Country Strategy 2013 - 2016.

## 1.2 Project description

Overall, the Project aimed at improving the economic competitiveness, the reduction of the ecological footprint and the strengthening of Tunisian companies.

The originally expected end of the project situation was that companies would, incentivized by government subsidies, use CITET's CP<sup>3</sup> and CP + services<sup>4</sup> and that as a result of this, the CP methodology would be adopted by Tunisian companies as a customary practice. Under the aspect of competitiveness, the benefit of applying CP was expected to reduce production costs of companies.

The Project thus aimed at narrowing the gap between competitive industrial production and environmental concerns. Moreover, more environmentally friendly production should in theory help companies expand their markets by responding to the demand of environmentally conscious buyers and consumers.

Within these broader general objectives, the following five key outcomes were defined:

1. The capacities of "national institutions" to manage, implement and promote CP projects at enterprise level are strengthened.
2. Renewable energy technology is increasingly introduced in the Tunisian market and used by key industry sectors.
3. Transfer of know-how in the field of Life Cycle Analysis and improvement of environmental and economic performance of beneficiary companies.
4. Strengthening of the tourism sector through improving of the social, economic and environmental performance of its hotels.
5. The principal relevant Tunisian actors (government, private sector) are convinced by the benefits offered by a strategy on ecological industries and contribute to promulgating it.

The project document for Phase II, but not its logical framework, further includes two Swiss rather ambitious export promotion objectives:

- Strengthen the leadership of Switzerland as a world-wide provider of environmental data
- The Swiss renewable energy sector is stimulated and strengthened thanks to spreading its know-how and innovative technology (provided that companies select Swiss solutions).

The Project was implemented in two phases: Implementation of Phase I formally started in December 2009 with an originally planned duration of three years and a total budget € 1,249,905. Specific activities commenced in October 2010. In mid-2012, the Project was re-designed to strengthen and expand support provided under Phase I through a Phase II. The originally planned project duration was extended until the end of 2014 and the overall budget increased to [€ 3,631,269], of which SECO contributed [€ 3,157,918], CITET € 393,345 (of

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<sup>3</sup> CP Information dissemination and awareness raising; CP training and capacity building; CP assessments and in-plant demonstrations; CP Policy advice (only marginally provided)

<sup>4</sup> "CP+" is commonly referred to as tools complementing UNIDO's original CP approach. UNIDO now uses the term "Resource Efficient and Cleaner Production (RECPC)" instead of "CP+".

which € 69,098 in cash and € 324,247 in kind<sup>5</sup>) and the Swiss Travel Service Provider KUONI € 80,000 (50% in cash and 50% in kind).

The budget managed by UNIDO was € 2'412'101 excluding support costs, of which by 31 August 2015, € 2'388'906 or 99% were commissioned or spent.

Subsequently, the Project received a further no-cost extension until October 2015.

Within the overall aim to improve the economic competitiveness, the reduction of the ecological footprint and the strengthening of Tunisian companies, Phase I mainly applied UNIDO's conventional CP approach thus: awareness raising, training, identifying CP options (see [Box 2](#)) through pilot projects in companies, which at the same time serve the purpose of providing national CP specialists with practical experience.

#### Box 2: Proposed CP options briefly explained

The implementation of CP options aims at changing processes, products and services to increase efficiency and reduce risks to humans and the environment. Possible options may include:

1. **Enhance housekeeping:** prevents leaks and spills and aims to achieve proper, standardized operation and maintenance procedures and practices;
2. **Change input material:** replacement of hazardous or non-renewable inputs by less hazardous or renewable materials or by materials with a longer service life-time;
3. **Improve process control:** modification of working procedures, machine operation and process record keeping. The objective is to operate processes at higher efficiency and with lower rates of waste and emission generation;
4. **Modify equipment:** modification of the production equipment that lead to higher efficiency and lower rates of waste and emission generation;
5. **Change technology:** replacement of the technology, processing sequence and/or synthesis pathway in order to minimize the rates of waste and emission generation during production;
6. **On-Site recovery/reuse:** reuse of the wasted materials in the same process or for another useful application within the company;
7. **Production of useful by-products:** transformation of previously discarded wastes into materials that can be reused or recycled for another application outside the company; and
8. **Product modification:** modification of product characteristics in order to minimize the environmental impacts of the product during or after its use (disposal) or to minimize the environmental impacts of its production.

*Source: UNIDO and evaluator, only options actually proposed in Tunisia categorized.*

<sup>5</sup> According to information provided by CITET on 19 September 2015

In addition to CP, the following activities were implemented under Phase II:

- Introduction of Industrial Ecology<sup>6</sup> to industrial parks;
- Training on sustainable tourism and support of hotels to obtain TRAVELIFE certification (see Box 3 below);
- Introduction of tools for environmental impact assessments including Life Cycle Analysis (LCA) and Water Footprint Analysis, including providing an LCA software to CITET and the creation of Tunisia specific LCA data sets;
- Introduction of the Swiss ENERGO training module on Energy Efficiency, and
- Support to integrating freshly graduated environmental specialists into the job market.

### Box 3: TRAVELIFE standard

TRAVELIFE is an international sustainability certification scheme. It helps hotels members to improve their environmental, social and economic impacts cost-effectively. Hotels that meet the TRAVELIFE standard are formally recognized with a TRAVELIFE award to promote their achievements. TRAVELIFE has been designed by the travel industry as an affordable and fair system that helps hotels and accommodations to improve their sustainability. To achieve a TRAVELIFE award and become certified hotels must become a TRAVELIFE member and prove they meet the TRAVELIFE assessment criteria. They will then receive a TRAVELIFE Gold award, an award plaque and the right to use the TRAVELIFE certification mark to showcase their sustainability achievements to their customers. Total costs per year to maintain the standard (certification, membership are € 400.00 for small and € 700 for large hotels. Certification criteria depend on the size of hotels (small hotels with an accommodation capacity of 160 guests per night that are not part of a centrally managed hotel chain, which in total can accommodate more than 200 guests per night.)

The standard for both types of hotels requires fulfillment of criteria such as:

- **The hotel's business policies** (environment, labor, human rights, corporate social responsibility and corporate citizenship), quality assurance, health and safety;
- **Compliance with local regulations** (environment, labor, human rights, financial responsibilities, licenses and permits);
- **Internal and external communication** on social and environmental issues;
- **Management** of energy and water use (including record keeping), solid waste and hazardous waste;
- Corporate citizenship.

*Source: TRAVELIFE GOLD Checklists for Type I and Type II Accommodations; prices published on [www.travelife.org](http://www.travelife.org)*

<sup>6</sup> Expands CP beyond looking at individual enterprises only to the "context", e.g. cooperation among companies to use of waste of one factory as resource for another factory (industrial symbiosis)

Activities towards the regional dimension of strengthening a network of “CP Centers” in the MENA (Middle East & North Africa) region were undertaken under a separate project “UE/TUN 09005 - SAP ID 104108: RENFORCEMENT DU CENTRE NATIONAL DE PRODUCTION PROPRE EN TUNISIE - RESEAU REGIONAL DES CENTRES NATIONAUX DE PRODUCTION PROPRE ARABES DE LA REGION MOYEN-ORIENT ET AFRIQUE DU NORD - DEUXIEME PARTIE”, which is not covered by this evaluation.

The Project’s implementation structure was framed through an Agreement between SECO, UNIDO, the “Ministère de l’Environnement et du Développement Durable (MEDD)” and the “Ministère de l’Industrie, de l’Energie et des Petites et Moyennes Entreprises (MIEPME)”. CITET under the MEDD formally hosted the Project and provided substantial personnel input as an in kind contribution.

In order to expand and broaden the reach of the Project, the CTS, the ONTT, the “Union Tunisienne de l’Industrie, du Commerce et de l’Artisanat (UTICA)”, the “Fédération Tunisienne de l’Hôtellerie (FTH)” were involved as implementing partners.

An “International Reference Center” (Sofies Sàrl based in Geneva<sup>7</sup>, Switzerland, “SOFIES”) selected through a competitive bidding process limited to Swiss organizations and subcontracted by UNIDO was contractually tasked with providing international expert input and with a regular follow-up and monitoring of the Project in order to ensure that activities were properly and timely implemented.

During Phase II until July 2014, SOFIES was represented by a full-time, field-based “Consultant Technique Principal (CTP)”<sup>8</sup> who mainly fulfilled coordination tasks. This contrasts to his job description agreed between CITET, SOFIES and UNIDO, which allocated a strong technical role to the CTP.<sup>9</sup> The Job Description in CITET’s offer<sup>10</sup> also emphasizes on the CTP’s technical function. The evaluation found little evidence of substantial technical input. According to UNIDO, the broad technical scope of the Project did not allow to hire an expert who would be able to cover all intervention areas.

It should however be highlighted that the CTP’s contribution to facilitate cooperation among the different stakeholders and in moving the Project forward was appreciated by all persons interviewed. After leaving Tunis, the CTP

<sup>7</sup> Since 2011: SOFIES SA (see Swiss Commercial Registry).

<sup>8</sup> Views on to whom the CTP was reporting (to UNIDO or to SOFIES) differed.

<sup>9</sup> “(...) Précisions concernant le rôle du Consultant Technique Principale : Rôle principal technique, renforcer la présence dans les entreprises, effectuer l’assurance qualité des livrables et l’auto-évaluation des projets, assurer la formation des formateurs PP au CITET, assurer le suivi de la mise en œuvre des actions en entreprise, recueillir les besoins spécifiques des entreprises, assister les entreprises pour utiliser les mécanismes de financement. (...)”. See Minutes of Meeting dated 21 September 2012, signed by CITET, UNIDO and SOFIES. SECO (represented through the Swiss Cooperation Office) attended the meeting.

<sup>10</sup> “(...) Un coordinateur (expert international SOFIES) à plein temps en zone projet basé au CITET permettra :

1) d’intensifier le transfert de compétence auprès du personnel du CITET tout en veillant à ne pas se substituer à lui, notamment en termes de capacités organisationnelle et managériale ; 2) de renforcer le coaching des experts nationaux entre les missions ; 3) de centraliser les données provenant des experts internationaux ; 4) d’assurer un suivi auprès des entreprises pour stimuler la mise en œuvre des plans d’action ; 5) de construire des synergies avec les autres projets, notamment avec le Programme Environnement-Énergie. (...)”



continued his support through limited missions and via occasional video-conference calls until the end of his term in May 2015.

Project input to be provided by CITET (mainly national expertise and implementation of some activities) and CITET's cooperation with other stakeholders was stipulated in another sub-contract with UNIDO.

A Steering Committee (Comité de Pilotage, "COPIL") including representatives of CITET (the Director General, the Director of Enterprise Support and the Project Coordinator), SECO (Programme Managers in Berne, Deputy Head of the Swiss Cooperation Office), SOFIES (CEO and CTP) and UNIDO (the Project Manager) was responsible for strategic governance and decision making<sup>11</sup>. Other key stakeholders<sup>12</sup> participated in COPIL meetings with consultative voice.

A Coordination Committee (Comité de Coordination, "COCO") (SOFIES, the ONTT, the CTSs and CITET, but not UNIDO) was charged with operational management in the field.

In practice, most activities were directly implemented and managed by CITET and SOFIES.

UNIDO's involvement into day-to-day operations and management remained limited. The UNIDO Representative (whose post was at times vacant) was only marginally involved.

The Project was implemented in a very difficult context. Project start and implementation experienced significant delays, which were caused by both internal and external challenges. The selection of SOFIES through a call for offers took 10 months. CITET's absorption capacities were weak. An initially confrontational atmosphere within CITET, a disruption of dialogue between the former Director of CITET and its "CP Unit", repeated restructurings, as well as frequent changes of experts. An initially sometimes slow responsiveness from SOFIES also contributed to delays.

The revolution in early 2011 followed by political uncertainties, social unrest and the still ongoing economic crisis in Tunisia distracted government and business interests and impeded a smooth implementation of activities.

The planned external mid-term review, which would be UNIDO's and SECO's standard process for projects of this size and was explicitly requested by CITET, was not undertaken. Instead, recommendations derived from an internal self-review conducted by the Project presented during the COPIL of September 18<sup>th</sup>, 2012 and used in the design of Phase II.

At the time of the evaluation, no follow-up phase or project was planned.

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<sup>11</sup> As reflected in the Document: "Rapport d'activités final 2010-2015" (UNIDO). Views on the role of SOFIES in the Steering Committee (voting right or not) differed.

<sup>12</sup> Including MIEPME, the relevant CTSs, ONTT, and UTICA

### 1.3 National context

This chapter briefly describes the national socio-economic context of the Project.<sup>13</sup>

With an estimated GDP PPP<sup>14</sup> per capita of US\$11,300, Tunisia is a middle-income country located in Northern Africa, bordered by Algeria and Libya. Tunisia has a population of almost 11 million, of which around 40% is below the age of 25 and 44% between 25-54 years.

Tunisia gained independence from French colonial rule in 1953. After unsuccessfully experimenting with socialist economic policies in the 1960s, the country embarked on a successful strategy to develop into a diverse market-oriented economy, fostering foreign investment, exports and tourism, which have become the driving forces of the country's socio-economic development. Tunisia's liberal strategy, coupled with investments in education and infrastructure, fueled decades of 4-5% annual GDP growth and contributing to improved living standards. Regional disparities (rural and urban areas) have however been increasing. The significant poverty reduction (15.5% in 2010 against 32.4% in 2000) has only marginally benefitted the South East and Central East parts of the country, leading to regional disparities.

Services, industrial production and agriculture are estimated to contribute 62.3%, 29% and 8.7% respectively to the country's GDP (estimate 2014). Tourism alone accounts for 8% of the GDP and directly or indirectly provides around 450,000 jobs. The overwhelming majority of Tunisian companies are Small- and Medium-Sized Enterprises (SMEs). Less than 0.2% of companies employ more than 200 persons.

With the aim to increase industrial competitiveness, a national industrial upgrading and rehabilitation programme was launched around 20 years ago. The industrial sector counts around 5,500 companies of more than 10 employees. Textile and garment account for 32%, agro-processing 18.5%, electric, mechanic and electronic industries for 17.6%, chemical industry for 9.7% and construction material for 8% of the industrial production.

Exports are a pivotal driving force for Tunisia's economy. In 2013, Tunisia counted 2,614 enterprises that export 100% of their goods, creating employment for 300,000 people. Tunisia's key exports include textiles and apparel, food products, petroleum products, chemicals, and phosphates, with about 80% of exports bound its main economic partner, the European Union. One of the key provisions of the Association Agreement with the European Union is the establishment of an EU-Tunisia free trade area from 2010<sup>15</sup>. Also in 1995, a free-

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<sup>13</sup> Summarized from: CIA World Fact Book, retrieved on 10 August 2015 from <https://www.cia.gov/library/publications/the-world-factbook/geos/ts.html>, amended through interviews with CITET

<sup>14</sup> Gross Domestic Product calculated based on Purchase Power Parity

<sup>15</sup> Tunisia was the first Mediterranean country to sign an Association Agreement with the EU on 17 July 1995. The Euro-Med Association Agreement between the European Community and its Member States, on the one part, and the Tunisian Republic, on the other, came into force on March 1, 1998. Under the term of the Agreement, the EU and Tunisia commit themselves to co-operate in a wide range of areas including: strengthened political dialogue, trade, economic, social and cultural issues. The Agreement foresees also financial co-operation to accompany reform measures in Tunisia.

trade agreement was signed with the European Free Trade Association (EFTA)<sup>16</sup>, of which Switzerland is a member, to ensure non-discriminatory treatment of companies of EFTA Member States in their business relations with Tunisia. Tunisia has also entered into bilateral free trade agreements with Morocco, Jordan, Egypt and Turkey.

The implementation of the Project coincided with a period of high political and economic uncertainties. Street protests over high unemployment, corruption, widespread poverty, and high food prices started in October 2010, escalated in January 2011 and culminated in rioting that led to hundreds of deaths. The "Spring Revolution" initiated a process of democratic transition. On 14 January 2011, the former president BEN ALI dismissed the government and fled the country. By late January 2011, a "national unity government" was formed. Elections for the new Constituent Assembly were held in late October 2011, which in December, elected human rights activist MONCEF MARZOUKI as the interim president. The Assembly began drafting a new constitution in February 2012 and, after several iterations and a months-long political crisis that stalled the transition, ratified the document in January 2014. Parliamentary and presidential elections for a permanent government were held at the end of 2014.

The political transition negatively affected economic growth. GDP growth reduced to 1.9% in 2011. Although it recovered to 3.6% in 2012, it dropped again to around 2.6% in 2013 and 2.5% in 2014. Lower production, reduced foreign direct investment and the difficulties of the tourism sector contributed to the economic slow-down. Budget and trade deficits increased. The business environment in general was affected as well, reflected by the Tunisia's ranking in the latest World Bank's Report on Doing Business in 2014 (51<sup>th</sup> versus 49<sup>th</sup> in 2013)<sup>17</sup>. Unemployment was among the principle factors leading to the Spring Revolution in 2011 and remains a key challenge for the country. The number of jobs created by the informal sector is increasing. Around 15.3% of the population (estimate 2014) and a third of young graduates are unemployed.

#### **1.4 Objectives of the evaluation**

The evaluation process was guided by the Terms of Reference (ToRs) dated 11 July 2015, enclosed in [Annex 3](#), the revised UNIDO Evaluation Policy<sup>18</sup> and the UNEG Evaluation Norms and Standards.<sup>19</sup> The field work was carried out in Tunis, Hammamet and Bizerte, Tunisia, between 3 and 8 August 2015 by an independent evaluator ("the evaluator")<sup>20</sup>, who was appointed by UNIDO following a transparent selection process. The evaluator operationalized the ToRs through an inception report, submitted to UNIDO on 27 July 2015, prior to a briefing meeting with the Project Manager in Vienna. The evaluator fulfills the requirements of impartiality and independence<sup>21</sup>. Neither has he been involved

<sup>16</sup> Current EFTA Members are Iceland, Liechtenstein, Norway and Switzerland.

<sup>17</sup> World Bank, Doing Business 2014: Understanding Regulations for Small and Medium-Size Enterprises

<sup>18</sup> Available from [www.unido.org](http://www.unido.org) (last updated on 19 March 2015)

<sup>19</sup> United Nations Evaluation Group (UNEG), Norms for Evaluations in the UN System, 29 April 2005

<sup>20</sup> Daniel P. Keller, Director, EvalCo Sàrl, Evillard, Switzerland

<sup>21</sup> This principle is underlined in paragraphs 48 of the UNIDO Evaluation Policy: "For independent evaluations, the members of an evaluation team must not have been directly responsible for the policy-

into project preparation or implementation, nor has he or is expected to work for UNIDO in other functions than as an evaluator. CITET provided strong logistical support in preparing and conducting the mission. UNIDO's Evaluation Group managed the evaluation and ensured quality control at the different stages of the process.

The key evaluative question of a terminal evaluation is whether the Project has achieved or is likely to achieve its main objectives. The evaluation was designed to respond both to the purpose of accountability of UNIDO towards the beneficiary government and the donor as well as to the need of organizational learning. Under the perspective of accountability, the purpose of the evaluation was to enable the Tunisian Government, counterparts, SECO, UNIDO and other stakeholders and donors to verify prospects for development impact and sustainability. To ensure organizational learning, deriving recommendations and lessons learned from evaluation findings aims at improving the selection, enhancing the design and implementation of similar future projects.

The evaluation covered the entire period of implementation (Phase I and II), thus the period from 1 January 2010 to 31 July 2015. Prior UNIDO support and subsequent developments were taken into account as contextual information.

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setting, design or overall management of the subject of evaluation (nor expect to be so in the near future)."

## 1.5 Methodology and evaluative approach

The following **core methodological principles** and evaluative approach were applied:

- Application of the basic principle of “realistic evaluation”, i.e. “intervention plus environment leads to results”. Factors external to UNIDO’s support that may have facilitated or impeded the achievement of the expected results were taken into account.
- The use of an iterative approach. Evolving findings were taken into account and subsequently validated, as far as this was possible.
- Rather than driving the discussion through a detailed list of narrow questions, the evaluator tried to primarily facilitate an open discussion with the purpose of collecting as many different opinions and ideas as possible that might be of use for formulating well-funded, useful recommendations.
- As the Project did only marginally monitor and report on outcomes, a particular emphasis on triangulation (cross-validation) of data sources and an assessment of plausibility of the results obtained.
- The application of primarily deductive reasoning. Evaluation conclusion and recommendations are derived from evaluation findings.
- While maintaining independence in compliance with UNIDO’s Evaluation Policy, the evaluator applied a highly participatory approach, seeking the views of all project stakeholders. Active enrolment of key stakeholders in the process and seeking alignment on key findings, conclusions and recommendations as well as the evaluation process itself was expected to contribute to organizational learning.

The evaluator based his assessment of whether the Project provided the right type of support in the right way and whether the project objectives were achieved according to the following six **evaluation criteria**:

- **Quality of project design**: the assessment against good practices in result-based management, in particular the proper application of standard project planning tools such as logical frameworks ([chapter 2.1](#));
- **Relevance**: the extent to which objectives at all levels are consistent with beneficiaries’ requirements, national and global priorities and policies ([chapter 2.2](#));
- **Effectiveness**: the extent to which planned objectives are achieved, or are expected to be achieved, taking into account their relative importance (see below). The evaluation further explored unplanned/unexpected negative/positive outcomes ([chapter 2.3](#));
- **Efficiency**: the appropriateness of the approach used, the quality of program management, how economically resources/inputs (e.g. funds, expertise, time) are converted into results (“value for money”), an assessment of quality of service delivery and possible synergies achieved with other donor-funded initiatives ([chapter 2.4](#));

- **Project management:** the quality of governance and management (including operational and financial planning, monitoring and reporting), [chapter 2.4 E](#);
- **Sustainability:** an assessment of the likelihood that benefits generated will continue after the assistance/support has been completed ([chapter 2.5](#)).

Reconstituting the not clearly articulated intervention logic, the Project's **results chain** can be summarized as follows:

- Capacity building in all fields covered (including in sustainable tourism) together with awareness raising, demonstrations at company level (project outputs) would,
- Under the assumption of availability of government subsidies (for CP services in general and technological upgrading of manufacturing entities only) (external factor),
- Enable CITET, the CTSSs, ONTT and private service providers to respond to the assumed demand for CP, CP+ and services (including support to preparing for TRAVELIFE certification) to industries (including hotels)/industrial zones sector, which would then
- Lead to a future wider implementation of CP/CP+ and the principles of sustainable tourism within Tunisian industries/the tourism sector,
- Resulting in financial, environmental, social and other benefits for beneficiary companies, leading ultimately to the intended
- Wider economic and environmental impact in Tunisia.

**Data collection:** Data was collected through desk study (see list of documents included in [Annex 1 all of which are in French language](#)), in-depth discussions with all of the Project's key stakeholders in French, both in the form of focal-groups and individually (see list of organizations and persons met enclosed in [Annex 2](#)) and personal observation during field visits to beneficiary companies and two industrial zones. All stakeholders interviewed were well informed about the Project and ready to openly share their views.

Preliminary findings were discussed in detail with CITET on 8 August 2015 and the new SECO Representative at the Swiss Cooperation Office in Tunis. Furthermore, the Director of the Swiss Cooperation Office received, upon her request, a separate de-briefing at the Embassy. The UNIDO Representative in Tunis was on home leave and not interviewed.

On 24 August 2015, the evaluator circulated a first draft report to UNIDO's Project Manager in preparation of a physical de-briefing on 7 September 2015 in Vienna, in which both the Environment Branch and the Evaluation Group participated. Purpose of the de-briefing was a factual verification of key findings and an in-depth discussion of conclusions and recommendations. An updated "final draft" version of the evaluation report was subsequently circulated for factual verification by the donor and CITET.

All factual corrections received were taken into account. Overall, and despite the limitations explained in [chapter 1.6](#), evaluation findings were comprehensive,

consistent and clear. The evaluation results presented below were fully endorsed by all key stakeholders.

## **1.6 Limitations**

Firstly, the weak application of results-based management principles limited the degree to which the Project was evaluable. Collecting information on results required efforts that went well beyond the level usually required in final evaluations. The results framework is of poor quality and not reported against (see chapters 2.1 and 2.4 E below). Effects generated by project outputs (in particular the implementation of CP options in enterprises) were not systematically monitored and reporting on them remained mostly vague. While field visits and in-depth interviews with local consultants provided some additional insight, a detailed assessment of outcomes at company level was not possible. Financial reporting, although in line with UNIDO's standards, is rudimentary and does not provide sufficient information on how funds were spent. Figures are not presented in a way that allows for a proper assessment of type of expenditures per outcome (see chapter 2.4 E on efficiency below), which would be necessary to assess financial efficiency in detail.

Secondly, the evaluator received most of the key documents (including all annexes the implementation report refers to) only at the briefing meeting immediately prior to his departure to the field mission or only during his visit to CITET. Considering the Project's scope and geographical coverage, the duration of the field mission, which also included field visits to beneficiary companies outside Tunisia, was short. The working hours of CITET during summer (08:00 – 14:00 from Monday to Friday) further reduced the time available for company visits. The evaluator only learned at the briefing, two days before leaving on mission, that the national evaluator foreseen in the ToRs would not be recruited.

Last but not least, the evaluator was requested to assess "gender" aspects of the Project. Both phases did not include any objectives, activities or principles relating to "gender".

The evaluation findings presented in this report should be understood in the light of the above limitations.

## 2. Findings and assessment

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### 2.1 Project preparation

This chapter assesses the quality of project preparation reflected in the original project documents for Phases I and II, including their identification and design.

#### A. Finding and assessment of project preparation Phase I

Phase I was prepared as a part of the support UNIDO provided through its second Integrated Programme for Technical Cooperation, which has been implemented in Tunisia with the Ministry of Industry, Energy and Small and Medium Enterprises as the main counterpart since 2008. It followed upon limited earlier CP activities UNIDO and other donors implemented together with a “NCPC or CP Unit” within CITET, which had already been established by the Tunisian government and was considered as the natural counterpart/host institution for the Project. The Project is also embedded into UNIDO’s global joint global RECP Programme with the United Nations Environment Programme (UNEP), which aims to scale up and mainstream RECP in developing and transition countries, including through the set up and support for “NCPCs”. The Project was designed before Tunisia again became a priority country for SECO in 2011. In parallel, the UNIDO’s Environment Branch prepared the regional MED TEST Project<sup>22</sup>, which partially worked with the same counterparts with similar objectives and started in 2009.

Preparatory work was conducted by the Swiss association “Sustainable Business Associates (SBA)”. The SBA undertook desk research, dispatched an international expert mission to Tunisia in 2009 and facilitated a stakeholder consultation workshop. The SBA recommended UNIDO’s traditional approach to developing CP, thus conducting project-funded demonstration projects combined with expert training, under the assumption that this would create demand to which Tunisian institutions (in particular the “NCPC” within CITET) would subsequently be able to respond to. Some, but not all good practices identified in earlier CP projects were applied. These include for instance identifying a limited number of priority sectors (hotels, textile, garment, leather, agro-food industry and metal surface treatment), which allows for focusing on industries where CP is likely to lead to a high impact and also for an efficient mobilization of sector-specific expertise needed. CITET’s weak capacities to respond to the demand of the industry (including marketing and

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<sup>22</sup> The MED TEST project has been designed to address pollution from land-based activities of priority industrial pollution hot spots identified in the Strategic Action Plan of the Mediterranean Sea. This project will primarily address industrial hot spots of the Mediterranean basin in each of the participating countries, which are associated with persistent toxic substances (PTS), and will serve to demonstrate the introduction of an integrated approach, including the adoption of best available techniques (BAT), cleaner production technology, appropriate environmental management and accounting practices (source: <http://www.unido.org/medtest.html>)



service quality) were highlighted as a risk, but no measures were planned to address them.

Similar interventions of other donors (excluding MED TEST, which must have been under preparation by UNIDO when Phase I was designed) were mapped. Generic “synergies and complementarities” with other donor-funded projects were identified, but subsequently not translated into specific joint-activities that would allow them to materialize.

Activities towards the regional dimension of strengthening a network of “CP Centers” in the MENA (Middle East & North Africa) region mentioned in the project document for Phase I were undertaken under a separate project<sup>23</sup>, which is not part of the scope of the evaluation.

The initial budget for Phase I, which was defined based on the availability of SECO-funding, was clearly not commensurate with the ambitious objectives defined.

UNIDO’s choice of the project structure was limited. The use of a “Swiss Reference Center” to provide technical expertise was prescribed by SECO. CITET was selected as it was a traditional UNIDO partner and because it is the government’s main focal point for implementing environment-related donor activities. Using CITET to implement certain activities (partially through subcontracts with other institutions) was an appropriate way to anchor the Project locally and to promote ownership. Innovative was also to include the CTSSs, which as public service providers are mandated to assist companies in upgrading their production, into training and CP demonstration activities. The same applies to a more limited degree to the ONTT and the FTH.

## **B. Preparation of Phase II**

In mid-2012, the Project was re-designed to strengthen and expand the very limited support provided under Phase I under a Phase II. Findings of an internal “self-assessment”<sup>24</sup> were discussed by the COPIL and taken into account.

The originally planned project duration was extended until the end of 2014 and the overall budget increased to € 3,631,269. The project document was apparently jointly drafted by SOFIES and UNIDO. CITET was invited to comment, but otherwise not involved into preparation. SECO subsequently amended the initial text of the document (but not the logframe) to synchronize it with its internal Decision Note and added the promotion of Swiss technology, institutions and companies as a project objective.<sup>25</sup> This may be the reasons for inconsistencies within the document. Besides a follow-up on activities of Phase I, Phase II

<sup>23</sup> “UE/TUN09005 - SAP ID 104108: RENFORCEMENT DU CENTRE NATIONAL DE PRODUCTION PROPRE EN TUNISIE - RESEAU REGIONAL DES CENTRES NATIONAUX DE PRODUCTION PROPRE ARABES DE LA REGION MOYEN-ORIENT ET AFRIQUE DU NORD - DEUXIEME PARTIE”.

<sup>24</sup> As reflected in the Steering Committee Minutes, 18 September 2012. The self-assessment report itself was not available to the evaluator.

<sup>25</sup> “Renforcer le leadership de la Suisse en tant que fournisseur mondial de données environnementales”; “le secteur suisse des énergies renouvelables est stimulé et renforcé grâce à la diffusion de son savoir-faire et de technologies innovantes (pour autant que les solutions choisies soient suisses).”

significantly expanded and broadened the Project's scope (see [chapters 1.3 and 2.3](#)).

Assuming the need of an on-site presence of SOFIES to accelerate implementation and taking into account the findings of an ex-post evaluation of UNIDO's support to the Vietnam Cleaner Production Center<sup>26</sup>, Phase II added a field-based "CTP".

The CTP's key responsibilities were: (1) to intensify the transfer of competencies within CITET's personnel while at the same time not replacing managerial and organizational capacities, (2) strengthening the coaching of national experts between missions, (3) centralize data retrieved by international experts, (4) ensure a follow-up within beneficiary companies and stimulate the implementation of action plans and (5) ensure synergies with other projects. This means that the CTP representing a subcontractor (SOFIES) fulfilled roles that would typically be UNIDO's responsibility (e.g. support to monitoring and donor coordination). In some aspects, SOFIES through its CTP was partially responsible to monitor its own work. The choice of a CTP rather than a "Chief Technical Adviser" under a UNIDO contract was primarily made because it was not possible to cover the expertise needed within broad scope of the Project through a single specialist and for cost reasons.

Another key measure taken was the establishment of a COCO tasked with on-site coordination to the implementation structure.

### **C. Observations on project planning in general**

Assessing both project documents and the ToRs for CITET and SOFIES, the services they were required to provide were reasonably clear. Not specifically attributed and formalized in a single agreement were management responsibilities among CITED, UNIDO and SOFIES.

Taking into consideration that the subcontract signed with SOFIES (including the ToRs of the CTP reporting to SOFIES) includes most of the day-to-day management responsibilities (including monitoring and parts of local donor coordination, excluding "political" issues) and that UNIDO was not part of the "COCO" in Phase II, the role attributed to UNIDO seems, in contrast to other CP projects using the services of "Swiss Reference Centers", to have been limited to strategic governance, supervision and overall coordination.

The following aspects of project preparation (Phase I and II) leave room for improvement:

- While raising awareness and advocacy were core objectives, no clear communication strategy and no framework to measure the effects for communication was developed. Producing flyers, brochures and conducting meetings might not be the most efficient way to reach the target audience. This implies a risk to waste resources for communication, advocacy and awareness raising activities that do not lead to the desired effect.

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<sup>26</sup> See KELLER Daniel/LOEWE Peter, Independent Ex-Post Evaluation of UNIDO Support to the National Cleaner Production Center in Viet Nam, funded by SECO, UNIDO, Vienna, 2012. This project used a CTA who was a leading expert in the field and did provide substantial technical input.

- No prior “market” analysis was conducted for the Tourism Certification Mark. The criteria for selecting TRAVELIFE versus other certifications to be promoted are unclear. TRAVELIFE was selected because of a prior cooperation with KUONI in other countries, and also because KUONI committed co-funding. Important would however be to assess which of the many sustainable tourism certifications would potentially have the most significant impact on the decision of those tour operators and individual tourists on the decision to select a particular hotel. This also depends on the target market of each hotel. Also, costs involved in fulfilling the requirements of certification (which are relatively low for TRAVELIFE) and the social, environmental and economic benefits for participating hotels were not analyzed.
- No clear plan on how to gradually phase out support by transferring activities in the field of CP+ and “TRAVLIFE” from the Project to the “national institutions” was spelled out.

Moreover, the project concept was not translated into a clear results framework, which would meet the following good practices<sup>27</sup>:

- Expected results are categorized into different result levels. Outputs and activities are direct deliverables provided through a project (using project resources). Outcomes are expected results generated by the use of outputs. Impact objectives are broader changes achieved as a result of expected outcomes. Thus, there must be a causal link between the different result levels either in the form of attribution or contribution (depending on the degree of causality).
- Progress towards achieving expected results is assessed through the use of objectively verifiable “SMART”<sup>28</sup> indicators. For each of them, the means of verification (e.g. data collection through surveys or reference to statistical data) are defined. The means of verifications should be realistic, thus take the resources available for data collection into account. Baseline data for each indicator is collected at the onset of the Project.
- For each of the outcomes and the expected impact, specific risks and assumptions are defined. Assumptions refer to external conditions that need to be in place to successfully translate outputs into outcomes and outcomes into impact. Risks refer to external factors (threats) that prevent project outputs from being translated into outcomes (or outcomes into impact). The degree of each risk should be assessed, weighting threats according to how severely they may affect the achievement of results and the probability the threat is likely to materialize. This allows the Steering Committee to focus on the factors that are most pivotal for the achievement of project objectives.

Proper planning is a pre-condition for results-based monitoring, thus assessing progress towards achieving intended results using the indicators defined in the logical framework rather than simply planning and monitoring activities.

<sup>27</sup> Objectives and indicators are presented in [Chapter 2.3](#) below.

<sup>28</sup> SMART: Specific, measurable, ambitious, relevant and time-bound

**In conclusion:** Overall, the quality of project preparation was moderately satisfactory, with the exception of applying UNIDO's standard project planning tools, which was moderately unsatisfactory.

## **2.2 Relevance**

The assessment of relevance looks at the extent to which the objectives of the projects were consistent with the requirements of key beneficiaries, international priorities, donor policies and UNIDO.

### **A. Relevance to national priorities and the needs of beneficiaries**

The Project responded well to the policies and priorities of the Tunisian government, both in terms of reducing industrial pollution and increasing efficiency and competitiveness of production. All stakeholders interviewed agreed that industrial pollution is a significant threat for the environment in Tunisia and it is evident that the Project objectives contribute to tackling it. "Rehabilitating" enterprises to become more internally competitive is highly relevant as Tunisia's economy largely depends from export revenues (including tourism).

Policy relevance is also reflected by different incentive mechanisms of the Tunisian government, including the "Fonds de Dépollution (FODEP)" (preferential loans for investments into environmentally friendly technology) and the "Fonds de Développement de la Compétitivité (FODEC)", which subsidizes business development services to companies (under certain conditions).

More productive and competitive industries are more likely to create jobs and pay higher salaries. A competitive industry potentially contributes to the creation of employment, higher salaries and increases of tax revenues. The recent economic crisis further increased the already high degree of project relevance, both in regards to government policies and the needs of companies. On the other hand, "CP+" and TRAVELIFE certification is competing with numerous other priorities in the country caused by the current socio-economic crisis.

All stakeholders interviewed, including beneficiary companies confirmed the high relevance of project objectives and support provided. Through training and coaching of young professionals within its training activities, the Project addressed the key problem of young graduates in finding jobs, which is the lack of practical experience.

### **B. Relevance to international priorities**

CP and CP+ methodologies (including the aspect of sustainable tourism) address productivity, environmental and social imperatives in parallel. A reduction of material, energy and pollution intensity per unit of industrial output reduces the overall ecological footprints (carbon, water, etc.), while at the same time improving productivity and competitiveness through cost savings. The Project is highly relevant to addressing the global challenges of industrial pollution and high industrial resource use, a priority expressed in

several Multilateral Environmental Agreements. From a macro perspective, CP contributes to the global objective of decoupling of economic growth from increased resource use and further environmental degradation, which also affects the livelihood of the population in terms of health, income and wellbeing.

### **C. Relevance for UNIDO**

Project objectives are fully in line with UNIDO's core objective to promote what in most other similar projects is referred to as "resource efficient and cleaner industrial production". The Project obviously matches UNIDO's operational mandate, core competencies, expertise and experience.

**In conclusion:** Project relevance was highly satisfactory.

## **2.3 Effectiveness**

Effectiveness assesses the extent to which the development objectives of an intervention were or are expected to be achieved. Following the principles of "realistic evaluation" (see [chapter 1.5 above](#)) effectiveness is assessed taking the degree to which external factors that might have contributed to the achievement of objectives into account.

The Project provided significant support in the field of CP, but both UNIDO and other donors had already been active before the Project started. CP and most other concepts promoted through the Project were not new in Tunisia. Moreover, as explained above, the Project was implemented in parallel with the EU-funded MED TEST Project, which also worked with selected CTSs (not CITET) and applied UNIDO's TEST methodology, which includes essential parts of CP. MED TEST also reported outcomes similar to those the Project aimed at.

According to the Project Document of Phase II, which partially revised the original objectives, the Project was expected to results in four outcomes:

1. The capacities of "national institutions" to manage, implement and promote CP projects at enterprise level are strengthened.
2. Renewable energy technology are increasingly introduced in the Tunisian market and used by key industry sectors.
3. Transfer of know-how in the field of Life Cycle Analysis and improvement of environmental and economic performance of beneficiary companies.
4. Strengthening of the tourism sector through improving of its social, economic and environmental performance of hotels.
5. The principal relevant Tunisian actors (government, private sector) are convinced by the benefits offered by a strategy on ecological industries and contribute to promulgate it.

Indicators for achieving these targets were:

- The action plans developed in the Tunisian CP project are actually implemented in the participating companies in the project;

- The host institution of the Tunisian CP project “pays” (according to the clarification received “is paid by its clients for” its consulting activities and services);
- At least 10 experts at CITET master the CP tools and are able to apply them at the enterprise level;
- At least 9 experts at CITET master the CP+ tools and are able to apply them at the enterprise level;
- At least 20 Tunisian experts (at the CTSs, ONTT and other experts) master the CP+ methodologies and are able to apply them at the enterprise level;
- At least 15 industrial and hotel companies integrate CP+ in the elaboration of their strategies and / or the operational management of their activities;
- At least 25 industrial companies and 50 hotels apply conventional CP concepts;
- At least 100 companies are aware of CP and CP+ services
- Incentive mechanisms facilitate the adoption of the CP approach in general and clean technologies in particular;
- At least 45 companies use the incentive mechanisms of the Tunisian CP project and at least 10 actually benefitting from funding;
- The legislative framework provides a favorable environment for the CP approach;
- The collaboration between the host institution of the Tunisian CP project, CTS, ONTT and national consultants is reinforced.

The following additional environmental objectives (which are not reflected in the logical framework) were defined:

- Reduction of 15 to 20% of the energy consumption in companies which approach the CP project services;
- Reduction of 15 to 20% of Green House Gas Emissions (e.g. CO<sub>2</sub>) in businesses which approach the services of the CP project;
- Reduction of 15 to 20% of water consumption in the companies which approach the CP services;
- Reduction of 15 to 20% of waste production in companies which approach the CP services;
- Reduction of pollution of the Tunisian coast (Gulf of Tunisia and Gabés).

For each outcome objective, specific output objectives were defined, and linked to (mostly) objectively verifiable indicators, which are used for the assessment. Considering their achievement turned out to be unrealistic due to a lack of budget, the Steering Committee updated some of the output indicators on 4 February 2014 (see Annex to detailed implementation report).

A cross validation of project reports<sup>29</sup> with interviews and study of technical reports resulted in the following findings and assessment:

### **A. Component on Cleaner Production**

Based on the outcomes and the general indicators above, the Project aimed at strengthening the capacities of “national institutions” to manage, implement and promote CP projects at enterprise level. The implementation of action plans developed through the CP audits by the beneficiary companies were expected to lead to environmental and economic benefits.

(a) Project outputs (deliverables using project resources)

The evaluation validated the following outputs reported by the Project:

- CP audits of 54 companies<sup>30</sup> versus 75 initially planned;
- Training of 30 experts (CITET, CTSs, independent experts) on the CP methodology;
- Training of 37 company managers on the CP methodology (originally not planned)
- The Project further published two guidebooks on support mechanisms available to Tunisian companies for funding of technological upgrading (unplanned).

Work with the companies followed a standard approach, consisting of identification of companies, pre-audits, audits, the establishment of CP action plans and a follow-up. Practical support to the implementation of CP options and action plans was limited. In spite that “technology” aspects (renewable energy) were one of the Project’s initial core objectives, no systematic support to companies in sourcing funding for technological upgrading was provided. Generally, both the services provided at company level and the trainings were of satisfactory quality, with a tendency for improvement towards the end. This is evidenced by a survey the Project conducted among 17 (out of 20 companies of the “first batch”) in 2012, validated by two interviews the evaluator conducted with two beneficiary companies. The Project recognized and responded to the need of shifting towards more industry-specific expertise. After an initial learning curve, SOFIES mobilized the right type of expertise.

(b) Outcomes observed at the level of CITET and the CTSs

CITET and CTS experts interviewed confirmed that the capacity of experts to conduct CP assessments independently has significantly improved. The Project’s support in the form of training and twinning with international experts under the Project contributed to this. Considering that some CTS experts also benefitted from training under the project MED TEST, the enhanced expertise is only partially attributable to the Project.

(c) Outcomes at company level

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<sup>29</sup> Renforcement du Centre National de Production Propre en Tunisie, Rapport Final 2010-2015 (version détaillée), May 2015, drafted by SOFIES; Renforcement du Centre National de Production Propre en Tunisie, Rapport d’Activité Final 2010-2015 (drafted by UNIDO).

<sup>30</sup> Including metallurgic industry, garment and textile, leather and shoes, hotel and agro-processing

As mentioned above, the Project did not systematically monitor<sup>31</sup> and follow-up on the implementation of all action plans at the company level as it would be UNIDO standard practice. It is unlikely that this was due to the lack of resources or to the difficult context in 2011 – 2012, because the MED TEST project reported changes observed within its 15 target companies<sup>32</sup> in great detail. The full-time CTP should have been able to systematically survey and document changes at the level of all beneficiary companies, not only 20 out of 54. Examples of some improvements reportedly made by companies are presented in the detailed implementation report, but the evaluator was not able to track them back to specific data collection.

In the two companies visited (one hotel, one processor and exporter of dates) management confirmed the ongoing implementation of some options, but was unable to substantiate the benefits achieved in economic or environmental terms. Both companies regretted that project support in actually implementing action plans was too limited.

- **Date processor/exporting company:** prior to receiving support under the Project since 2011, the company had already benefitted from CITET's assistance funded by an earlier GTZ project on environmental management. The Company received parallel support under the MED TEST Project. Interviews clarified that they are in the process of installing automated doors between different production/processing areas, individual electricity meters to some of the machines and the replacement of fumigation technology (from bromide methyl to phosphine)<sup>33</sup>. The main reason for this replacement was that ban on using of bromide methyl for fumigation. The new installation (phosphine generator) was proposed by a project expert, but implemented with assistance by the MED TEST project. Personal observation showed that around half of the automated doors separate areas with a similar climatic environment. As also confirmed by management, the main purpose and benefit of installing automated doors was compliance with food hygiene standards required by importing countries and by clients. The main outcome (change of fumigation technology) is only partially attributable to the Project.
- **Hotel:** Participated in 2013/2014 both in the CP and Sustainable Tourism components<sup>34</sup>. The hotel management highlighted a number of changes made (installing water and electricity meters, installing water tabs with a lower through-put of water, installing key switches that turn-off the A/C when guest leave the room or open the windows, recycling of parts of organic waste, the installation of soap dispensers etc.) but was not able to specify the resource or financial savings achieved. Several of the above mentioned measures were implemented during a comprehensive renovation in 2012 and are thus only partially attributable to the Project.

Due to the lack of data, it not possible to draw any specific conclusions on environmental and economic effects achieved at company level and even less beyond. The percentage of options implemented does not allow any conclusions

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<sup>31</sup> Except through a survey of 17 out of 20 companies of the "first batch" in 2012, after the revolution

<sup>32</sup> See UNIDO: Brochure MED TEST: Transfer of environmental sound Technology in the South Mediterranean region - project summary and achievements.

<sup>33</sup> For organic dates, they use congelation instead of fumigation.

<sup>34</sup> See document "fiche bonne pratique, Hôtel Menara, Hammamet Sud, Nabeul"



on their effects. The amounts invested do not necessarily correlate with their economic/environmental impact. Anecdotic evidence<sup>35</sup> and a survey conducted by the Project in 2012 (see above)<sup>36</sup> indicate that around 25-30% of the options proposed were implemented, mainly however low cost options with a pay-back period of less than one year. In comparison, the MED TEST project reported that among their 15 beneficiary companies, 63% of the measures had been implemented. It should be particularly emphasized that the availability of bank loans is not a barrier in Tunisia, especially for companies that have collateral for secured loans. Interest rates are below the typical return on investments. Companies seem to use short- and long-term debt financing to cover their financial needs.

According to expert interviews, trainings of management and technical specialists at the company level were instrumental to ensure an (although limited) take-up and implementation of the CP action plans developed. Capacity building for management and technical specialists companies is pivotal for anchoring and mainstreaming the CP methodology into the company culture. While part of UNIDO's approach to CP/RECPC in other countries, this aspect was initially neglected, which might – in addition to the limited follow-up – have been a reason for rather disappointing results so far.

## **B. Component on Industrial Ecology**

### **(a) Outputs delivered**

- Identification of opportunities in two industrial zones based on an audit of 23 companies (one visit of half a day per company).
- Training of 35 members of Industrial Zones Management Boards represented in the “Association Tunisienne des Groupements de Maintenance et de Gestion des Zones Industrielles (ATGMG)” and of 22 national experts, including two experts of CITET.
- Awareness raising and advocacy among key stakeholders of industrial zones (local and national government agencies, professional associations, industrial groups).
- Implementation report on one Zone (Parc d'activités économiques de Bizerte, PAEB) including five reports and action plans on potential priorities identified and implementation report on one zone (Djebel Oust M'cherga).
- Brochure on the potential of industrial ecology in Tunisia (in French and English).

### **(b) Outcomes observed**

At least one expert at CITET who is also the author of the brochure on industrial ecology displayed an in-depth knowledge on the topic. He independently conducted company audits.

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<sup>35</sup> Mainly through expert interviews, personal observation of the evaluator at two beneficiary companies,

<sup>36</sup> CITET is currently conducting a follow-up survey among beneficiary companies covered in 2013 and 2014.

Management of one industrial zones interviewed confirmed their interest in the topic, but regretted a limited follow-up on the options proposed. In terms of “industrial symbiosis”, two companies in the Bir M’cherga Industrial Zone reportedly engaged into a recommended cooperation (use of waste brick of one company as an input to cement production of another company)<sup>37</sup>. While confirmed by CITET, the evaluator was not able to visit the site. In the industrial park visited (PAEB), no specific results were observed, which might be partially due to a lack of assessing their feasibility and parts due to a shift of priorities of companies during and after the Spring Revolution. It was also not entirely clear to the Management Board, which role they would have to play (beyond facilitating company visits). Typically, industrial zones would act as a service center for companies and actively promote industrial ecology, often in cooperation with external experts. Industrial parks are a dynamic environment and if actions are not swiftly implemented, they quickly lose relevance and subsequently remain on paper. Overall, beyond building local expertise within CITET and the implementation of one of the actions proposed by two companies, few outcomes can be recorded. Beyond a lack of follow-up, the Project mainly applied an ad-hoc, activity-driven approach rather than systematically “institutionalizing” service provision in industrial ecology within Management Boards.

It should be noted that Germany (GTZ, now: GIZ) had provided support in industrial ecology before and are still funding some limited activities (e.g. co-funding particular demonstration activities in industrial zones via the GMG, in which CITET is also involved as a partner). Broader results achieved (awareness) are only partially attributable to the Project.

### **C. Sustainable Tourism**

#### **(a) Outputs**

The Project reported the following outputs:

- 10 hotels, which also participated in the CP Programme benefitted from support towards TRAVELIFE<sup>38</sup> certification (initial audit, action plans)
- 10 national experts (private service providers, ONTT, CITET) were trained in the field of sustainable tourism, five of which specifically for accompanying hotels towards obtaining TRAVELIFE certification.
- Results of initial audits and action plans are clearly documented.

TRAVELIFE was apparently selected, as it was part of a prior SECO cooperation with KUONI in other countries. If not already done at the project design stage, undertaking a market study on which of the different certification schemes would best meet the demand of tour operators and local hotels would have been important. Depending on the tourism markets (e.g. France) other certifications (e.g. CLE VERTE, PAVILLON BLEUE) would be required. On the other hand, their requirements are similar. The ONTT, which operates its own sustainable tourism standard, regretted its rather limited involvement into the implementation of the component.

#### **(b) Outcomes observed**

<sup>37</sup> The case study is described in detail in the Brochure on Industrial Ecology, page 12.

<sup>38</sup> For a description of the TRAVELIFE certification, please refer to [Box 3](#) above

Based on interviews with experts involved and one hotel, the main benefits for the hotels was to formalize their internal procedures towards good practices in hotel management in general, including risk management. One hotel visited and the ONTT confirmed that the TRAVELIFE certification would be a positive selling point with larger tour operators.

Through its cooperation with the Swiss Tour Operator KUONI<sup>39</sup>, the Project managed to mobilize additional funding from the private sector, which is a good example of a private-public partnership in development cooperation. Five<sup>40</sup> out of six hotels that underwent the audit have reportedly obtained TRAVELIFE certification.<sup>41</sup> At least two hotels already had obtained certification independently from the Project's support. The evaluation did not find evidence that any of the experts trained have provided support to additional clients or that – as a result of the Project's support – any additional hotels have obtained TRAVELIFE certification. Independently from project support, the TRAVELIFE auditor audited two more hotels, which indicates that more hotels are in the process of obtaining certification without project support. Evidenced by interviews with representatives of the tourism sector, the Project's contribution to tourism development (objective 3) in general is marginal compared with the huge challenges Tunisia's tourism sector faces since the Spring Revolution and the recent terrorist attacks in April/June 2015. Generally, interviews with industry specialists also revealed that social and economic performance of hotels is an important selling point for some segments of the market, but other criteria, highlighted were in particular a good overall "product" and "destination management", both of which leave room for significant improvement, would be of much higher importance.

## **D. Life Cycle and Water Footprint Analysis**

### **(a) Outputs**

- The Project supported the establishment of a reference database (which could be but has not yet been expanded to other countries in the Maghreb region) and covered the relating software costs (ECOINVENT)<sup>42</sup>;
- 35 Tunisian experts received training;
- Four CITET experts were twinned with international experts in conducting five Life Cycle and two Water Footprint Analysis within the entire, specific value chains of three different Tunisian products (olive oil, dates and harissa, see also comments on synergies in [chapter 2.4](#) on efficiency below);
- Through funding software licenses (QUANTIS Suite) and training, the Project facilitated initial contacts and collaboration between CITET and the Swiss ECOINVENT Center<sup>43</sup> and with the Swiss "Federal Laboratories for Material Science and Technology, (EMPA)" which could have the potential to develop

<sup>39</sup> It should be noted that KUONI is currently in the process of divesting from its tour operator business

<sup>40</sup> Menara (Hammamet), Royal (Hammamet), Yadis Eden Khaldoun (Tunis), Le Russelior (Hammamet), and Meheri (Hammamet)

<sup>41</sup> According to the TRAVELIFE website, <http://travelifecollection.com> (retrieved on 18 August 2015) three hotels in Tunisia are certified Gold TRAVELIFE: LiLas Menara (Hammamet), a project beneficiary visited by the evaluator; Sentido Le Sultan (Hammamet) and Fiesta Beach, Djerba.

<sup>42</sup> QUANTIS Suite 2.0 is available to CITET until June 2018 and will subsequently have to be renewed.

<sup>43</sup> <http://www.ecoinvent.org/database/database.html>

into a partnership consisting in sharing environmental data. No steps have yet been undertaken to formalize this partnership, thus a follow-up leading to tangible outcomes is uncertain.

The evaluation did not observe any particular outcomes (except data use at one date producing company, as reported in [chapter 2.2.A](#) above).

## **E. Energy efficiency**

This chapter summarizes project results in the field of ENERGO training and support to young professionals to integrate into the labor market. The Project delivered its support in partnership with the “Agence Nationale pour l’Emploi et le Travail Indépendant” (ANETI) and the “Agence Nationale pour la Maîtrise de l’Energie” (ANME).

### **(a) Outputs**

- 60 young engineers and 21 national experts received training on energy efficiency (training partially combined with training of seven “trainers” for replication of the programme).
- 60 young engineers received support and coaching to apply for jobs (including identifying job opportunities and drafting job applications).
- An energy analysis was conducted among 38 companies (with recommendations on how to improve energy efficiency in the field of production, heating, refrigeration etc.)
- The Swiss training curriculum/modules “ENERGO” were adapted to the Tunisian context and the rights to use them transferred to CITET.
- ENERGO training for 50 enterprise technicians responsible for maintenance (originally not planned)

### **(b) Outcomes observed**

The MoU signed between CITET, ANETI, and ANME as such is an important outcome, which increases perspectives of a continuation of similar activities beyond the Project.

As validated by beneficiary interviews, 14 young engineers (6 according to the project records) found temporary or permanent employment (either by the private sector or in one case through another donor-funded project). One of them had already found employment during the training.

Transferring the (adapted) ENERGO training material could potentially lead to its replication. CITET intends to offer ENERGO training as a service to its clients, but not specific plan is yet available.

## **F. Study visits**

### **(a) Outputs**

Three study visits (27 participants), which, concluding from the selection criteria for participants, also had the purposes of incentivizing CITET staff<sup>44</sup>, were conducted: one to an industrial fair in Brussels (on CP in 2012, no report available; the CTA of the MED TEST Project apparently participated as well), and two to Switzerland (one on CP in 2014, one on Life Cycle Analysis in 2015). The study visits were well organized and provided participants with exposure to best practices in different fields covered by the Project.

No particular outcomes were observed.

## **G. General awareness raising, advocacy and activities**

### **(a) Outputs**

The Project established various communication materials, including a corporate identity for the project, logos, fact sheets, case studies and a video. A detailed list is available on page 6 of the implementation report. The video in particular is of good quality and explains the Project in a way that is understandable to a broader public. The CTP (not always involving CITET) promoted the Project in different donor events in Tunisia and Switzerland. Moreover, press releases resulted in several newspaper articles.

The Project was further promoted on different websites (CITET, UNIDO, and SOFIES company website). Information is however difficult to find and it is unclear whom the respective, rather hidden sections of UNIDO's and CITET's websites actually target. Promotional material reviewed is rather generic and not really tailored to specific target audiences. A company interested in different services of CITET would find it challenging to find the necessary information. Developing a clear communication strategy would have helped to make more efficient use of available resources and allocate them to activities that potentially achieve a higher impact. Important would also be to regularly assess outcomes of communication activities and adopt the tools used accordingly.

Publicizing project results on websites of subcontractors (SOFIES) is rather problematic, was however, despite CITET's, tolerated by SECO and UNIDO. It may be construed as a violation of the confidentiality clause, which is a standard provision in UNIDO's contractual agreements.

If the publication of project material is not carefully managed, SECO and UNIDO lack control over how results of development cooperation projects using public funding are communicated to the public. The video, also published on SOFIES website, presents project figures on a potential impact, which are not endorsed by UNIDO.

## **H. Other outcomes**

Lobbying and advocacy by UNIDO and SECO (through the Embassy of Switzerland) resulted in a decision of the government to make CP services by

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<sup>44</sup> Private sector consultants trained under the Project were not eligible to participate!

CITET eligible for subsidies under the FODEC scheme, which should in theory incentivize companies to use CP services.

Beyond providing some training for a UNIDO project in Guinea<sup>45</sup>, CITET, with assistance from UNIDO also started tendering for services to different other donor-funded projects, mainly in French speaking West Africa. One proposal developed by CITET presented to the evaluator is, although it was not successful, of good quality. This shows that the Project also contributed to strengthening CITET's ability to respond to calls of development agencies to provide services under their projects.

The Project facilitated the mobilization of beneficiaries for the MED TEST project. Some project experts also used to provide services under the MED TEST project.

No evidence was found that as a result of the Project, any Swiss technology (other than the QUANTIS Suite Software, which was directly purchased) had been transferred. The same applies to the planned stimulation and strengthening of the Swiss renewable energy sector. The Project's contribution to Swiss export promotion and technology transfer was minimal.

## **I. Perspectives of wider outcomes and impact**

### **(a) Outcomes**

Assuming sufficient socio-political and macro-economic stability in the country, the perspectives of achieving broader incomes and impact in all intervention areas covered under the Project mainly depend on the institutional capacities of CITET, the CTs and the ONTT, in their ability to attract funding (from donors and government sources) and to effectively operate as a service provider.

CITET does have government funding and a plan to conduct six CP assessments per year and committed to do so. Most partner institutions of the Project have in the past suffered from high staff turnover, leading to the departure of qualified engineers. Perspectives of maintaining and using institutional capacities built under the Project to provide further support to companies, resulting in tangible future outcomes are rather questionable.

### **(b) Impact**

Under a separate assignment requested by SECO, SOFIES undertook an impact assessment (without directly involving UNIDO and CITET), which is presented on page 48 of the detailed implementation report (referring to its Annex 7.9) and essentially concluded that:

- The project costs including investments made by companies were CHF 23 million.
- The current benefits of the Project exceed 70 million CHF, of which 80% are generated by lower production costs, 12% by the reduction of negative environmental impact and 8% by improved productivity.
- The Project resulted in a return on investment of 300%.

<sup>45</sup> "Programme spéciale d'emploi spécifique (filles et garçons) à risque de conflit (gestion des déchets solides)"

The way the results of the study were presented by SOFIES led to misunderstandings.

Reading the slides in Annex 7.9 of the “detailed implementation report” more carefully, the above figures refer to the expert’s estimate of **potential impact** over 20 years since the start of the Project and **not the impact actually achieved**.

Calculations were made based on a model that accounted for potential effects of proposed options (not effects actually observed!)<sup>46</sup>, the “value added” of experts trained (basis of calculation unclear), and the prevention of future negative environmental impact. Assumptions made are based on many uncertainties. Some of them seem rather unlikely to materialize. Even if they materialized in the farer future, the causal link to project inputs would be weak. Moreover, future financial benefits over 20 years resulting from earlier investments are not appropriately discounted. Time-value of money is not accounted for.

Conducting an impact assessment of a project without involving the parties responsible to implement it (UNDIO and CITET) is an unusual practice and a missed opportunity for transferring know-how. Although the assessment was apparently conducted using project funds (budget of SOFIES), it was done outside the official implementation plan and UNIDO’s control. UNIDO rightly decided to not reproduce the study results in its official final report.

**In conclusion:** Overall, effectiveness at the output level was moderately satisfactory, while at the outcome level it was moderately unsatisfactory. Considering that an essential part of the planned outputs have only been delivered within the last two years and have not yet resulted in substantial outcomes, an assessment of potential impact would be premature.

## 2.4 Efficiency

This chapter looks at how economically inputs were converted into outputs, including project management aspects.

### A. Approach applied in practice in general

Complementing UNIDO’s traditional CP approach with similar tools (Life Cycle, Water Footprint Analysis, Energy Efficiency, Industrial Ecology), the intervention strategy of Phase II was innovative and a good way to address the same objectives through a combination of different tools. Complementing CP through work in the field of industrial ecology at the level of industrial zones expands the scope of CP to several companies (collective solutions, industrial symbiosis). The revised approach of Phase II provided more value added to CITET’s experts in terms of know-how development. The envisaged “institutional strengthening” aspect of CITET however remained insufficiently covered.

The involvement of other institutions, in particular the CTSs, the ONTT and the GMG (as opposed to just developing capacities within a single partner

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<sup>46</sup> Potential impact of proposed options from 20 companies extrapolated to 57 companies, under the assumption that companies funded 25% of the options proposed.

institution) expanded the Project's reach. Working with the same hotels both on a sustainable tourism norm (TRAVELIFE) and on CP resulted in meaningful synergies among different project components<sup>47</sup>. The combination of training (ENERGO) with hands-on support to young graduates into the job market in cooperation with the Tunisian Employment Agency was a good way to leverage the effects of training provided.

Efficiency was negatively affected by a weak follow-up, in particular CP and industrial ecology. The rather superficial coverage at company level came possibly at the price of maximizing the number of participating enterprises through different rounds of support. Working with fewer companies but providing a more sustained in-depth support over a longer time might have increased chances of take-up and implementation of CP options.

## **B. Quality of technical input**

The quality of expertise provided by SOFIES was, with some exception at the beginning, generally high. Most of the experts SOFIES listed in its offer to UNIDO (see list in paragraph 2.03) were subsequently not used.

The reason given by SOFIES was that the project content changed significantly over time.

After CITET intervened, SOFIES generally dispatched the right experts. Appropriate trainings to the right beneficiaries were provided in the right form, as evidenced by participants' positive feed-back and the sample of training material reviewed. Especially appreciated was the support of sector-specific experts mobilized by SOFIES, which added significant value both to building local expertise and to the support provided to companies. The shift to more sector-specific experience came however only during Phase II, thus rather late.

CITET and UNIDO were informed, but otherwise little involved into the expert selection.

## **C. Monitoring and reporting**

SOFIES performance in applying project cycle management tools in monitoring results, which was part of its ToRs, was weak. Possibly due to a limited experience in multi-faceted technical cooperation, SOFIES did not sufficiently fulfil its monitoring role, despite the presence of a full-time CTP. Evidenced by expert and company interviews, the CTP seems to have allocated little of his time to company visits, although following up on the implementation of action plans was parts of his ToRs. Detailed results available on the MED TEST project implemented during the same time indicate that monitoring in the Tunisian context would have been feasible.

UNIDO tolerated the poor quality of monitoring and reporting, which would normally be an essential part of its CP approach. CITET was consulted on the progress reports, but otherwise not actively involved into drafting them.

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<sup>47</sup> Combining CP with social norms as such was not new and has for instance already been applied through a cooperation of the Vietnam Cleaner Production Center with the International Labor Organization in implementing the "Factory Improvement Programme" over two phases.



Financial reporting to the Steering Committee, although in line with UNIDO's guidelines does not provide a transparent picture on fund use, which would be pivotal for taking well-informed strategic decisions. Moreover, from a viewpoint of capacity building in supporting donor-funded projects, CITET should for example be aware on costs of sourcing international expertise.

#### **D. Project governance and management**

The organizational set-up of the Project is described in [Chapter 1.1](#) above.

Generally, the governance structure foreseen in the project document was implemented as planned. The Steering Committee met a total of six times. An analysis of meeting minutes validated through interviews revealed that the Steering Committee's discussions focused too much on micro-management issues, while not sufficient time remained for the really important strategic issues (e.g. on how to ensure tangible outcomes of the project, sustainability of results, etc.). Substantial parts of operational and technical project management from UNIDO's side was delegated to SOFIES, although the ToRs of its contract with UNIDO did, beyond monitoring and some local donor coordination, not foresee a managerial role. This and the fact that work load of the Project Manager did not allow him to allocate sufficient management time on the ground might be a reason why UNIDO's experience in implementing CP projects was not used in all aspects to the extent it would have been desirable. In practice, the COCO consisted mainly of the Project Coordinator at CITET and the CTP (SOFIES), while representatives of the two other institutions (CTS, ONTT) were much less involved.

Outside the formal reporting structures, intensive communication took place directly between SOFIES (Switzerland) and SECO Headquarters, as well as between the Swiss CTP and the Swiss Cooperation Office in Tunis. SECO is responsible towards the Swiss government to monitor the proper use of public funds. This does require active fact finding beyond just digesting implementation reports and participating in Steering Committee meetings, in particular where challenges in implementing a project become apparent. Occasionally however, SECO also gave direct instructions to SOFIES, e.g. to use parts of its budget to conduct an impact study<sup>48</sup>. UNIDO was usually informed. According to the relevant contractual arrangements, UNIDO is accountable towards SECO and the beneficiary government to ensure the efficient use of funds under its management. This includes the budget allocated to its subcontractors. Good governance practices require that responsibilities match the competencies to decide. In order not to blur governance, UNIDO must have the decision making competence on how to use the funds under its management for delivering the services agreed upon. Experience in many other evaluations show that issues relating to the performance of executing agencies are, maybe except damage prevention in urgent cases, more effectively addressed through the official governance mechanism of projects.

From the beginning, the Project experienced substantial delays. It took around 10 months until SOFIES was contracted and the first activities started.

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<sup>48</sup> It should be noted that the Steering Committee subsequently reduced the number of companies benefitting from CP assessments due to the lack of budget (see [chapter 2.3](#) above)

Subsequent delays were both due to the difficult context, in which the Project operated (see chapter 1.2 above), and initial coordination problems between CITET and SOFIES. Contrary to normal practices, SOFIES did not agree with CITET upon any formalized and documented procedures (reflected in project management manual), which might have contributed to coordination problems. After an initial learning curve of SOFIES, the arrival of the CTP, and the appointment of a larger project team with clear responsibilities by the DG of CITET<sup>49</sup>, implementation accelerated.

SECO, UNIDO and SOFIES were generally responsive to the needs of beneficiaries and flexible in adapting to changed requirements. To the degree possible within the challenging context, SOFIES ensured a timely coordination of activities. Cooperation between CITET and SOFIES improved. Still, CITET was not always timely informed and involved into operational decision making, including on the selection of experts. For example, neither the Project Coordinator nor the Director General was familiar with the content of the final report. Several key documents (for example the Annexes to the final report) requested by the evaluator were not filed in the project office.

The field-based full-time “CTP” was instrumental in accelerating project implementation after a slow start. His contributions were appreciated and commended by all stakeholders interviewed. Considering that his tasks would typically be part of a CTA’s job description, who would allocate a substantial amount of his time to providing technical input, his time budget was rather generous. A part-time, ideally locally recruited, field-based coordinator could have been equally effective, but much cheaper<sup>50</sup>. On the other hand, it might be difficult to identify suitable, qualified candidates for part-time positions. Moreover, it seems that the tasks the Project Coordinator appointed by CITET and the CTP were expected to perform were similar. The evaluation found no evident overlaps of actual work they performed.

Further reflection might be warranted on whether and how to apply the modality of subcontracting managerial functions in implementation (beyond technical input) to Swiss Reference Centers, in particular if they are not development agencies experienced in technical cooperation. Limiting the input of Swiss Reference Centers to purely technical work would also reduce the funds channeled through a “cascade” of subcontracting agreements (UNIDO, the Swiss Reference Center and its subcontractors). This again would lower overhead costs. Complex subcontracting structures are not only financially inefficient, but also tend to complicate quality control and blur responsibilities.

Beyond the more managerial and financial considerations above, the broader purpose of using Swiss Reference Centers (beyond sourcing Swiss expertise) is not clearly defined. If it the idea is a “twinning approach” with perspectives of institutionalizing long-term know-how exchange, the Swiss Reference Center should probably be a public institution or an NGO with a mandate and budget for ongoing international cooperation.

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<sup>49</sup> See revised Organigram of CITET dated 15 May 2013.

<sup>50</sup> Within the SECO Programme, this model was effectively used by the equally complex Swiss Vietnamese Intellectual Property Project executed by the Swiss Federal Institute of Intellectual Property (20% position) and the Factory Improvement Programme, executed by the International Labour Organization (50% of working time).

## **E. Synergies with other donor interventions**

The project document mentions a wide array of potential complementarities and synergies, without however developing specific joint activities. Few of them however seem to have materialized and none of them resulted in significant economies of scale and scope.

Some limited collaboration in the form of performing a Life Cycle Analysis for a value chain covered by the regional SECO/UNIDO PAMPAT<sup>51</sup> project took place. Evidenced through interviews, the Project also benefitted from expertise of UNIDO's activities in the field of employment creation to coach young graduates in applying for jobs.

As explained in [chapter 1.1](#) above, UNIDO prepared and implemented the EU-funded regional MED TEST project<sup>52</sup> (Egypt, Tunisia, Morocco) in parallel, through partially the same partner institutions (CTSs), targeting the same industries (textile, agro food and leather) and pursuing similar objectives. At least in one case (see above), the two projects worked with the same company and the CTA of MED TEST participated in one study visit. MED TEST benefitted from the use of expertise developed under the Project and from some support in mobilizing beneficiary companies.

MED TEST combines UNIDO's "Hot Spot" and the TEST methodology. This combination is an approach to systematically tackle (a) the larger polluters and (b) emissions that cause the most severe environmental impact. While TEST applies largely the same tools as the traditional "CP" or "RECP" methodology (see Box 2 above), the different elements are now systematically introduced in the form of clearly distinctive modules. While Corporate Social Responsibility (CSR), EMA (Environmental Management Accounting, ISO 14051) and EMS (Environmental Management Systems, ISO 14001) and EMS target the strategic level of the companies, traditional CP focuses more on the operational level. The objectives of implementing the TEST methodology address productivity, environmental and social imperatives in parallel.

This raises the question whether it would not be more efficient for UNIDO to develop a single approach to tackle industrial pollution through resource efficient production and bundle the same type through one project only, by combining donor resources rather than to implement two projects funded by different donors in parallel. One way would be to benchmark the two approaches against each other and then to propose one single product to donors and beneficiary countries. The ongoing implementation of MED TEST 2 (in which some of the CTSs that benefited from project support are also involved) probably means that in Tunisia, UNIDO's TEST approach will finally be the prevailing methodology to address resource efficiency in services and industrial production.

## **F. Analysis of financial implementation**

As explained, due to a lack of aggregated and detailed data, a financial analysis of efficiency was not possible. As Phase I started prior to the

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<sup>51</sup> PAMPAT : "Projet d'accès aux marchés des produits agroalimentaires et de terroir"

<sup>52</sup> MED TEST 2: will be implemented through a consortium of CTSs (leather/shoes, textile, agro food and chemical industry) in partnership with UNIDO. CITET is not part of the consortium. MED TEST 2 is integrated into the Programme SWITCH MED funded by the EU.

implementation of a new SAP system, UNIDO accounted for the funds it received from SECO and presents disbursements according UN budget lines (cost categories) only. Expenditures of SOFIES, which provided services based on a fixed-amount contractual agreement, are lumped into the budget line 2100 for subcontracts (thus not allocated to different cost types, e.g. expert remuneration, travel etc.).

The overall budget of Phase I and II was € 3,631,269, of which the Swiss State Secretariat for Economic Affairs (SECO) contributed € 3,157,918, CITET € 393,345 (€ 324,247€ in kind and € 69,098 in cash) and the Swiss Travel Service Provider KUONI € 66,584.00 (50% in kind and 50% in cash).

The total budget managed by UNIDO (excluding support costs) was € 2'412'101.

An analysis of financial data in progress reports in [Figure 4](#) below shows that as of 31 August 2015, € 2'388'906 or 99 % of the funds managed by UNIDO (excluding support costs) had been committed or spent.

Figure 4: Budget versus expenditures managed by UNIDO according to budget lines in € (cumulative Phase I and II, as per 31 August 2015)

<i>BL</i>	<i>Details</i>	<i>Total budget</i>	<i>Total disbursed</i>	<i>% of Total</i>	<i>Difference budget vs expenditures</i>
1100	International Experts	20'000	14'792	74%	-5'208
1600	Travel project staff	43'677	31'361	72%	-12'316
2100	Contractual services	2'325'462	2'319'508	100%	-5'954
3000	Train/Fellowship/Study	8'452	8'452	100%	0
3500	International meetings	0	0	0%	0
4500	Equipment	4'200	4'200	100%	0
5100	Other direct costs	10'310	10'592	103%	283
<b>Total (excluding support costs)</b>		<b>2'412'101</b>	<b>2'388'906</b>	<b>99%</b>	<b>-23'195</b>

*Source: as reported by UNIDO on 31 August 2015 and analyzed by the evaluator.*

Based on an assessment of the funds spent against the initial results reported in Chapter II.3, value for money has so far been moderately unsatisfactory, in particular considering the limited outcomes achieved.

**In conclusion:** Efficiency of the Project was moderately satisfactory.

## 2.5 Sustainability

This chapter looks at the likelihood of continued benefits beyond the end of the Project.

It should be noted that both CITET and the CTSs are non-administrative public entities with budget autonomy established by law and as such institutionally sustainable.

### A. Availability of services provided through the Project

The intervention theory described in chapter 1.5 above presumed that CITET and/or the CTSs would continue providing CP and CP+ services to companies and/or to industrial zones.

The same applies in regards to the ONTT's and private consultants' support to hotels towards obtaining the TRAVELIFE certification.

Interviews concluded that it is questionable whether companies would pay for existing CP/ CP+ services or generic training. The same applies to the industrial zones. Emerging evidence suggests that a market would however exist for more value added services, particularly hands-on support on the implementation of resource efficient production, engineering, and the implementation of energy or environmental management systems. In the context of Tunisia, CP and CP+ services seem not to be "packaged" in a way that they are marketable.

CITET has a plan and budget to continue providing a limited number of CP assessments, ENERGO trainings, and support to hotels per year. CITET expressed the intention to particularly focusing on the tourism sector, where the MED TEST project is not active and few other donors provide support. Fees are eligible for FODEC (70%), thus companies would only have to pay 30% of the costs. In addition, CITET plans to apply for donor-funding to provide CP services. A systematic business plan on developing CP and CP+ services to companies and industrial zones as a service line does not exist.

CITET primarily sees its mandate to demonstrate new tools and approaches, with the aim that these will subsequently be taken up by public and private consultancy service providers. Replication of the ENERGO training would fit well into this mandate. The ONTT is not a service provider, but ready to continue promoting the use of sustainable tourism norms within the hospitality industry. Consultants of the CTSs expressed their willingness to continue applying CP methodology within their sector-specific support to companies if there is a demand, including via donor funded projects. Regarding the sustainability of expertise, it should also be noted that public institutions suffer from high staff turnover, which is mainly due to the low salary levels paid to specialists. There is a high risk that the experts trained will shift to other consulting activities that provide a better remuneration than CP.

UNIDO's efforts to embed CITET into its international network of "CP Centers" will be an advantage for the future access to specialized international expertise. The systematic use of CITET's services for other UNIDO projects

(including MED TEST) will provide opportunities to capitalize on and maintain expertise built.

#### **B. Sustainability of outcomes at the company level**

In the sample of beneficiary companies visited, the resource savings generated by the implementation of CP options are mainly the results of implementing “low-cost options”. Changes already made are likely to be maintained. The same applies to the outcome in the field of industrial ecology. Considering the low costs involved, it seems not unlikely that hotels will maintain their TRAVELIFE certification.

**In conclusion:** Weighting the considerations above, chances of sustainability of broader outcomes beyond the Project’s end are moderately unsatisfactory, with the exception of the sustainability of initial outcomes observed at company level, which seem to be moderately satisfactory.

## 3. Conclusions and overall rating

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### 3.1 Conclusions

***i. Services provided were generally of high relevance and good quality.***

Services to beneficiaries covering an extended CP+ approach, including CP assessments, industrial ecology, energy efficiency, and social responsibility in the tourism sector, met the needs of beneficiaries and were of good quality. Project objectives also fully responded to national and international priorities, in particular to decouple economic growth from increased resource use and further environmental degradation, which also affects the livelihood of the population in terms of health, income and wellbeing. For beneficiary companies, the main objective of applying CP was to gain a competitive edge through increased productivity. Obtaining a sustainable tourism certification seems to be an additional value proposition for hotels to market their services to some of their target customers. Socio-economic challenges in Tunisia further increased project relevance, but also distracted the attention of beneficiaries to more urgent priorities.

***ii. Due to a difficult socio-economic context, the initially mixed quality of management and limited absorption capacities, the Project did not achieve all of its expected ambitious outcomes. Monitoring of and reporting on results remained weak.***

Due to a limited follow-up on trainings and CP assessments, only few of the proposed CP options were implemented. Promoting CP was an important objective, yet awareness raising activities were patchy and not based on a clear communication strategy. Comparing the budget with the rather limited outcomes achieved, project efficiency was only moderately satisfactory. Management gradually identified shortcomings and addressed some of them. Results-based monitoring and reporting remained weak, which is partially also a result of not properly applying the logical framework tool at the planning stage. Financial budgeting and reporting does not provide a transparent picture on fund use.

***iii. Only few of the many, but not specifically defined, expected synergies materialized. The value added of applying two similar approaches (TEST and CP+) through two separate projects partially with the same partners is questionable.***

Ambitious synergies with different donor interventions only partially materialized, mainly because no specific joint activities were defined. Some unplanned synergies in terms of sharing expertise and mobilizing companies were achieved with UNIDO's EU-funded MED TEST project, which was implemented in parallel with the same partners and using a similar approach. The two projects were not formally coordinated. Apart from the aspect of fund mobilization, the value added of applying TEST and CP+ in the same country through two different projects is questionable.

***iv. The concepts of implementing the Project in corporation with a "Swiss Reference Center", and of using a full-time Technical Coordinator (the CTP) to facilitate day-to-day operations were not clearly defined and implemented.***

Project execution was to a large degree subcontracted to SOFIES, a private environmental consulting company with limited experience in development cooperation. Project partners did not share a clear understanding of SOFIES role. After an initial learning curve, SOFIES mobilized the right type of experts. Weaknesses in applying standard monitoring and reporting tools used in development interventions however remained. Emerging evidence from this particular evaluation suggests a need to revisit the way of using “Swiss Reference Centers”. Cascades of subcontracting arrangements increase overhead costs and reduce efficiency. Subcontracting of services is appropriate where an external Swiss Reference Center has a distinctive comparative advantage over UNIDO, such as the mobilization of highly specialized Swiss expertise. This is not the case for ensuring the development orientation of a project. If the objective is “twinning” of institutions, Swiss Reference Centers need to be selected according to their mandate and available budget to engage in long-term technical cooperation with beneficiary institutions, which is typically not the case for private companies.

The “CTP”, whose essential contribution to moving the Project forward was commended by all persons interviewed, worked mainly (70%) on “coordination”. He did only marginally provide the substantial technical input agreed upon by CITET, SOFIES and UNIDO, which is also reflected in SOFIES’ offer. According to UNIDO, the costs of a CTA would have been significantly higher and were not warranted, since it would not have been possible to cover the expertise needed within broad scope of the project through a single specialist.

- v. *The future of longer-term availability of CP services in Tunisia outside donor-funded initiatives is unclear. A broad application of CP seems rather unlikely.***

The project documents did not articulate a clear sustainability strategy agreed upon with CITET. Beyond CITET’s limited follow-up to provide CP services to handful of companies using government funding, a plan on how to upscale CP services in the country does not exist. The ONTT is not a service provider. The mandate of the CTSs is to ensure the upgrading of the sectors they are responsible for. CITET (as the host of the “NCPC”) is primarily interested to use its experts for other donor-funded projects inside and outside the country and is expecting UNIDO to facilitate this through its RECPC network. Initial steps towards using CITET’s services for other UNIDO projects seem to have been undertaken.

- vi. *Gender aspects:***

Gender-related aspects of industrial development, which are a high priority for UNIDO, were not integrated into project design or implementation.



### 3.2 Overall rating of the Project

Table 5: Overall rating of the Project according to evaluation criteria

Criterion	Evaluators' comments	Evaluators' rating
Relevance	Fully in line with international priorities, national policies and the needs of target enterprises.	HS
Achievement of results		MS
Effectiveness	Most outputs delivered as planned, but not translated into expected significant outcomes and impact.	MS (MU at outcome level)
Efficiency	Generally good quality of expertise provided by CITET; but some management problems and delays, especially in Phase I. CTP did not replace short-term expertise as expected, high costs of technical input, also due to a cascade of subcontracts.	MS
Project management		MS
National management	CITET involved, provided significant in-kind contributions, was however not always actively enrolled into strategic and operational decision making.	MS
UNIDO management	Operational management largely delegated to SOFIES as a subcontractor, UNIDO's experience in delivering technical assistance not fully capitalized on.	MS
Monitoring/self-evaluation	Detailed activity report, but outcomes not systematically monitored and reported on. No aggregated detailed budgets and financial reports.	MU
Synergies	Some, although limited, synergies with other UNIDO projects/partners; did not capitalize on two similar projects implemented in parallel.	MS
Sustainability of outcomes		MU
Outcomes	Modest results at company level are likely to be sustained but not expanded; service provision in all fields not institutionalized and unlikely to continue without further donor-support	MU
UNIDO-specific ratings		MS
Quality at entry	Detailed needs, context analysis not translated into a clear implementation strategy (including phase-out), Application of results framework weak, no detailed, results-based budget	MS
Implementation approach	Initially standard CP approach focused on service delivery, some innovative tools added during Phase II	MS
<b>Overall rating</b>		<b>Moderately satisfactory</b>

- Highly satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Highly unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

**Note:** UNIDO considers relevance and effectiveness as critical criteria. The overall rating of the Project for achievement of objectives and results may not be higher than the lowest rating on either of these two criteria. Thus, to have an overall satisfactory rating, a project must have at least satisfactory ratings on both relevance and effectiveness.

## 4. Recommendations and lessons learned

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### 4.1 Recommendations

#### A. Recommendations to UNIDO (Environment Branch, project specific)

- (1) Finalize the ongoing Project as planned and on time.
- (2) In line with the ToRs of their subcontracts, request SOFIES and CITET to update the final report with outcomes at beneficiary companies.
- (3) Consider providing further tailored support to CITET within the framework of its existing RECPC network on a demand basis, with a main focus on highly specialized training and capacity building.
- (4) Where appropriate, consider using the services of CITET for specific other UNIDO projects within and outside Tunisia under a formal arrangement. Moreover, UNIDO may also consider assisting CITET in developing technical proposals for the implementation of donor-funded initiatives in fields that match its competencies.

#### B. Recommendations to UNIDO (Environment Branch, general)

- (5) Based on an assessment of the entire programme, decide whether to continue using “Swiss Reference Centers” for the implementation of RECPC projects. If so, consider allocating the responsibility for overall project coordination, monitoring and quality control to UNIDO and the counterparts, while only subcontracting specific technical services to the Swiss Reference Center. If the objective is a “twinning” of local with Swiss institutions, the potential for an institutionalized long-term cooperation with local partner organizations should be among the criteria of selecting the Swiss Reference Center.
- (6) Based on a systematic assessment of the two approaches, UNIDO should for each country take a decision on whether the TEST or the RECP approach is more effective in reaching specific development objectives and then apply one methodology consistently.

#### C. Recommendations to UNIDO (general)

- (7) Where awareness raising and advocacy is a project objective, the tools to be used should, as a standard approach, be designed based on a clear communication strategy.
- (8) Where UNIDO sub-contracts operational management of technical cooperation projects to third-party service providers, UNIDO should:
  - a. Ensure that proven practical experience in technical assistance to developing and transition countries is defined as a selection criteria for service providers;
  - b. Exercise stringent quality control of the work provided by subcontractors (e.g. the selection of experts, meeting deadlines, the quality of work, etc.);
  - c. Ensure that UNIDO’s core development approaches and technical capacity building tools are consistently applied;

- d. Where UNIDO procedures are not directly applicable and subcontractors perform management tasks, request subcontractors to establish a management manuals together with the national partner organizations.
  - e. Enforce the consistent and proper use of UNIDO's standard planning and monitoring tools during implementation.
  - f. Require subcontractors to report financial results according to budget lines and results and consolidate the figures in a single report.
  - g. Establish and enforce clear rules on the use of project information for communication and promotional purposes by contractors.
- (9) Continue carefully considering costs and benefits of fielding full-time international staff. Fielding full-time CTPs is only warranted if the person is able to add significant value as a technical expert, not merely performing coordination work. Otherwise, consider part-time arrangements or locally recruited coordinators as more cost effective alternatives (if qualified candidates are available).
- (10) Where project staff fulfils project management tasks on behalf of UNIDO (monitoring, coordination) they should for accountability purposes report to UNIDO.

#### **D. Recommendations to the Government of Switzerland**

- (11) Together with UNIDO, reassess the approach of using Swiss Reference Centers in RECP Projects and agree on a standard model that is used across the entire programme.

## **4.2 Lessons learned**

### **A. On the use of Swiss Reference Centers in SECO-funded RECP projects**

The question on whether and how to use “Swiss Reference Centers” in SECO-funded RECP projects merits to be revisited. If in principle considered as appropriate, it should be clearly defined. Emerging evidence from this particular evaluation indicates that the key value added of Swiss Reference Centers is the mobilization of highly specialized Swiss expertise and the visibility for Switzerland. In contrast, subcontracting operational project implementation as a whole to private companies without a technical cooperation background is not only expensive, but may also be a lost opportunity to capitalize on UNIDO's institutional know-how in the field of technical assistance. Moreover, using a cascade of subcontracting arrangements increases overhead costs. Using Swiss Reference Centers to provide specific technical services, but leave overall project coordination within UNIDO only might be most effective and efficient. If the objective of using Swiss Reference Centers is a “twinning” of institutions, they need to be selected on whether they are potential long-term partners for beneficiary institutions, thus whether they have a mandate and budget to engage into international technical cooperation. This is rather unlikely to be the case for private companies.

### **B. On the use of CTAs and Project Coordinators**

Evaluation findings indicate that the presence of a field-based international expert might significantly facilitate project coordination. On the other hand, the costs involved are significant. If at all the presence of a full-time field-based international staff (versus a part-time, fly-in-out CTA or a part-time national/international field-based coordinator) is considered as essential, the person selected should in addition to fulfilling some coordination tasks provide significant technical input instead of short-

term experts. Full-time international staff who is subsequently used as a project administrator/coordinator only, is not an efficient option.

## **Annex A: List of reference documents**

### **1. Project documents**

- 1.1 Document de projet Production Propre Tunisien, première partie, formulé par SBA avec support financier du SECO (2009)
- 1.2 Document de projet, Projet de Renforcement du Programme de Production Propre en Tunisie Production Propre Tunisien, phase II (septembre 2012)
- 1.3 Termes de Référence pour le Sous-contrat de l'Institution Internationale de Référence sur la Production Propre (SOFIES)
- 1.4 Termes de Référence pour le Sous-contrat de l'Institution Hôte du Centre National de Production Propre en Tunisie (CITET)
- 1.5 Fiche synthétique, Projet de Production Propre Tunisien<sup>53</sup>
- 1.6 Brochure Ecologie Industrielle, Enjeux et solutions pour améliorer la performance des zones industrielles et renforcer le tissu économique tunisien<sup>54</sup>
- 1.7 Fiche synthétique, hôtellerie durable<sup>55</sup>

### **2. Progress reports**

- 2.1 Rapport d'activités couvrant la période de janvier à décembre 2010, 24 janvier 2011, UNIDO (covering Phase I)
- 2.2 Renforcement du Centre National de Production Propre en Tunisie, Rapport Final 2010-2015 (version détaillée), May 2015 – (some annexes not available ; unofficial report established by SOFIES)
- 2.3 Renforcement du Centre National de Production Propre en Tunisie, Rapport d'Activité Final 2010-2015 (official report of UNIDO)

### **3. Case studies**

#### **(a) Clean Production**

- 3.1 Etudes de cas textile, Gonser Textile Service (GTS), Grombalia, Nabeul
- 3.2 Etudes de cas textile, Gonser Textile Treatment (GTT), Korba, Nabeul
- 3.3 Etudes de cas textile, The Finest Manufacturing (FIMA), Moknine, Monastir
- 3.4 Etudes de cas textile, Washing International Company (WIC), Ras Jebel, Bizerte
- 3.5 Etudes de cas textile, BDS, Moknine, Monastir
- 3.6 Etudes de cas tannerie, Fadhloun Tannery, Moknine, Monastir
- 3.7 Etudes de cas mécanique, Ateliers Mécaniques du Sahel (AMS), Sousse, Sousse
- 3.8 Etudes de cas mécanique, SACEM Industries, Tinja, Bizerte
- 3.9 Etudes de cas mécanique, FUBA, El Azib, Bizerte

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<sup>53</sup> Retrieved from <http://www.unido.org/fr/ou-nous-travaillons/la-region-des-pays-arabes/projets-selectionnes/tunisie-pppt/domaines-daction.html> on 25 July 2015

<sup>54</sup> idem

<sup>55</sup> idem

- 3.10 Etudes de cas métal fonderie, Fonderie JF, Ben Arous, Ben Arous
- 3.11 Etudes de cas agro-alimentaire, VACPA, Béni Khalled, Nabeul
- 3.12 Etudes de cas agro-alimentaire, Slama Frères, Oued Ellil, Manouba
- 3.13 Etudes de cas agro-alimentaire, SNBG, Grombalia, Nabeul
- 3.14 Etudes de cas agro-alimentaire, STBG, Mégrine, Ben Arous
- 3.15 Etudes de cas agro-alimentaire, Land'Or, Ben Arous, Ben Arous
- 3.16 Etudes de cas hôtellerie, Hôtel Royal, El Mansour, Mahdia, Mahdia
- 3.17 Etudes de cas hôtellerie, Hôtel Mövenpick, Sousse, Sousse
- 3.18 Etudes de cas hôtellerie, Hôtel Royal Hammamet, Hammamet, Nabeul
- 3.19 Etudes de cas hôtellerie, Hôtel Prima Life, Monastir, Monastir
- 3.20 Etudes de cas hôtellerie, Hôtel Sultan, Hammamet, Hammamet, Nabeul

(b) Hôtellerie durable

- 3.21 Fiche bonne pratique, Hôtel Le Royal Hammamet, Yasmine Hammamet, Nabeul
- 3.22 Fiche bonne pratique, Hôtel Méhari, Yasmine Hammamet, Nabeul
- 3.23 Fiche bonne pratique, Hôtel Menara, Hammamet Sud, Nabeul
- 3.24 Fiche bonne pratique, Hôtel Nesrine, Hammamet Sud, Nabeul
- 3.25 Fiche bonne pratique, Hôtel The Russelior Hammamet Sud, Nabeul
- 3.26 Fiche bonne pratique, Hôtel The Sindbad Hammamet Nord, Nabeul
- 3.27 Fiche bonne pratique, Hôtel Yadis Ibn Khaldoun, Tunis Centre

**4. Other documents**

- 4.1 Rapport de mission d'identification, Renforcement du Centre National de Production Propre (CNPP) en Tunisie, mars 2009 (sba)
- 4.2 Swiss Economic Cooperation and Development Tunisia Country Strategy (2013 – 2016)
- 4.3 See UNIDO: Brochure MED TEST: Transfer of environmental sound Technology in the South Mediterranean region - project summary and achievements

**5. Additional documents requested but not available to the evaluator**

- 5.1 Detailed financial reports
- 5.2 Impact study conducted by SOFIES
- 5.3 Minutes of Steering Committee Meeting

## Annex B: Persons and organizations met

	Date	Organization	Persons met
1	30.07.2015	UNIDO (Briefing)	Smail ALHILALI, Project Manager
2	03.08.2015	CITET (Briefing)	Kamel SAIDI, Project Coordinator
3	03.08.2015	CITET (Management)	Amel JRAD, Director General; Kamel SAIDI, Project Coordinator; Naziha HASSINE, Expert in CP & Life Cycle Analysis; Raed AYARI, CP Expert; Zeineb NAITRAHOU, CP Expert; Sonia BOUZOUITA, International Cooperation Division
4	04.08.2015	CITET CTSs ONTT	Samir JOUNI, CP Expert; Mohamed CHEBBI, CP Expert; Hosni BELHADJ, CP Expert; Yosra MATER, CP Expert, ONTT; Nouredine GUIZANI, independent CP expert
5	04.08.2015	Private Consultant Sustainable Tourism	Fayçal TRABELSI, private consultant, sustainable tourism
6	05.08.2015	Visit of VACPA company in Béni Khalled - Nabeul	Leila BERRIMA, Quality Manager
7	05.08.2015	Visit of Hotel LiLas Menera, Hammamet	Boubaker BOUASKAR, Chairman; Narjess BOUASKAR, Director
8	06.08.2015	Visit of the “parc d’activités économiques” in Bizerte	Helmi FATTEH, Director
9	06.08.2015	Consultant Industrial Ecology	Ahmed HERZI
10	06.08.2015	Meeting with “l’Association Tunisienne des Groupements de Maintenance et de Gestion des Zones Industrielles (ATGMG)”	Abdelwaheb ZARRAD, President Mouna KARRAY, Director
11	07.08.2015	Energy Efficiency, Trainers and beneficiaries of professional integration	Dalila AMMAR, ENERGO Trainer Young graduates (beneficiary of training/professional integration: Youssef TAWES; Nesrine OTHMAN; Kamel HARZLI ; Walid JEBALI
13	07.08.2015	De-briefing with CITET and Swiss Cooperation Office	<u>CITET management and staff</u> Amel JRAD, Director General; Naouel MEJRI, Director Enterprise Support; Kamel SAIDI, Project Coordinator, Ahmed HERZI, responsible for industrial ecology; Naziha HASSINE, Expert CP and Life Cycle Analysis; Raed AYARI, CP Expert; Zeineb NAITRAHOU, CP Expert; Sonia BOUZOUITA, International Cooperation. <u>Swiss Cooperation Office</u> Olivier BOVET, Deputy Country Director, Embassy of Switzerland, Tunisia
13	07.08.2015	De-briefing Director of	Barbara Dätwyler Scheuer, Director, Swiss



		Swiss Cooperation Office	Cooperation Office, Embassy of Switzerland in Tunisia
14	27.08.2015 31.08.2015 01.09.2015	SOFIES SA (by phone)	Laurent Cuénoud, CEO and Partner ; Alban BLITZ, Director, former CTP; Luc Jaquet, Consultant
15	28.08.2015	Former SECO Representative (Skype)	Danielle Meuwly Monteleone, former Deputy Director, Swiss Cooperation Office, Tunis
16	07.09.2015	UNIDO De-briefing (Vienna)	Environment Branch and Evaluation Group
17	TBT	SECO De-briefing (Berne)	Anne de Chambrier, Programme Manager

## **Annex 3: Terms of reference**

**Independent terminal evaluation of UNIDO project:**

**RENFORCEMENT DU CENTRE NATIONAL DE PRODUCTION PROPRE EN  
TUNISIE - PREMIERE ET DEUXIEME PARTIE**

**UNIDO Project numbers: UE/TUN/09/001, UE/TUN/09/004-005  
UNIDO SAP ID: 104107**

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## I. Project background and overview

### 1. Project factsheet

Project Title	RENFORCEMENT DU CENTRE NATIONAL DE PRODUCTION PROPRE EN TUNISIE - PREMIERE ET DEUXIEME PARTIE
UNIDO project No. (SAP ID)	104107
Region	African Arab States
Country(ies)	Tunisia
Focal area(s) and operational programme	Energy and Environment
Implementing agency	UNIDO
Project executing partners	Ministere de l'Environnement et du Développement Durable (MEDD), Ministere de l'Industrie, de l'Energie et des petites et Moyennes Entreprises
Project implementation start date (PAD issuance date)	04 January 2010
Original expected implementation end date (indicated in CEO endorsement/Approval document)	31 December 2012
Revised expected implementation end date (if any)	30 September 2015
Actual implementation end date	31 December 2014
Total project cost (EUR)	PPPT: Phase 1: EUR 981,405 Phase 2: EUR 1,543,002  Réseau Arabe (KMS): Phase 1: EUR 331,090
Mid-term review date	N/A
Planned terminal evaluation date	June/July 2015

Source: Project document

## 2. Background

The project *Renforcement du Centre National de Production Propre en Tunisie – Première Partie* - (UNIDO project numbers UE/TUN/09/001 (PA), UE/TUN/09/004-005 (SAP ID 104107), a joint project of the UNIDO and UNEP on resource efficiency and cleaner production (RECP), co-financed by the Swiss Secretariat of Economic Affairs (SECO), has the objective to:

- Create national competencies in Cleaner Production (CP)
- Encourage dialogue between industry and government
- Promote investment for the transfer and development of clean technologies

With this programme, UNIDO aims to narrow the gap between competitive industrial production and environmental concerns. The CP is more than just a technical solution. It is used in all levels in decision-making in the industry with the main objective of adoption of clean technologies and techniques in the industrial sector. The RECP program uses an innovative approach. It increases the competitiveness, facilitates access to markets and strengthens the productive capacities of developing countries (and in-transition), while considering the other two dimensions of sustainable development, namely, protection of the environment and social development. UNIDO began, in 1994, to establish the National Cleaner Production Centres (NCPCs). Since then, 43 NCPCs and Cleaner Production (CP) Programmes have been implemented.

In January 2008, UNIDO launched the second phase of an Integrated Programme for Technical Cooperation with Tunisia, in cooperation with the Ministry of Industry, Energy and Small and Medium Enterprises. The establishment of a NCPC is entailed in its scope, for strengthening national capacities in matters of CP and networking with counterparts in the region.

Tunisia is located in Northern Africa between Algeria and Libya, bordering the Mediterranean Sea. Economic growth in Tunisia in 2012 was around 3.7%, fell to 2.6% in 2013, rose again slightly to 2.8% in 2014, is expected to maintain its recovery in 2015 and rise to over 3% from 2016. Its natural resources are petroleum, phosphates, iron ore, lead, zinc and salt. It faces environmental issues in ineffective toxic and hazardous waste disposal and posing health risks; water pollution from raw sewage; limited natural freshwater resources; deforestation; overgrazing; soil erosion; and desertification. Tunisia is a party to several international environmental agreements, such as, Biodiversity, Climate Change, Climate Change-Kyoto Protocol, Desertification, Endangered Species, Environmental Modification, Hazardous Wastes, Law of the Sea, Marine Dumping, Ozone Layer Protection, Ship Pollution, Wetlands.

Tunisia has a population of almost 11 million. Around 40% of the population is below the age of 25 and 44% between 25-54 years. It has a high rate of youth (15-24 years) unemployment of over 40% and an overall unemployment rate of 17%. Agriculture is a minor part of the GDP (8.6%); industry has a more significant share of 30.4% and the rest being contributed by services (61%). Industrial products are petroleum, mining (particularly phosphate, iron ore), tourism, textiles, footwear, agribusiness and beverages. Industrial production growth rate is estimated (2013) at around 3%.

The main economic partner of Tunisia is the European Union (EU) with 64.3% of total imports and 76.9% of total exports in 2006. In 2007, exports totaled USD 14.81 billion. Exported goods are: clothes, agricultural products, phosphate, oil and mechanical and electrical equipment. In 2006, the main trade partners of Tunisia were France (28.9%), Italy (20.4%), Germany (8.6%) and Spain (6.1%). Exports to these countries were supported by signing the Trade Association Agreement and Free Trade Agreement with the EU in 1995 and as a result of the creation of a free trade zone on January 1, 2008. Tunisia has also signed bilateral free trade agreements with Morocco, Jordan, Egypt and Turkey.

Tunisia is one of the main markets for Swiss companies in North Africa and the sixth largest market in Africa. Several bilateral agreements have been established: the Commercial

Agreement (1961), Agreement on Technical and Scientific Cooperation (1972), Agreement on the Protection and Promotion of Investments Capital (1961), Agreement for avoidance of double taxation (1994), Agreement with EFTA (2004). Current trade statistics of Tunisia have ranked Switzerland as 15th among suppliers, 9th for Tunisian exports and 5th largest foreign investor.

Following the Agreement with the EFTA in 2004 as well as considering the acquired experiences and the evolving economic environment in Tunisia, the Tunisian and Swiss governments decided to clarify and strengthen the framework for their cooperation in the form of a Memorandum of Understanding (MoU). One of the areas of cooperation of the 2004 MoU is the environment, for which Switzerland<sup>56</sup> agrees to consider pursuing a technical cooperation bilaterally as well as multilaterally. Careful attention will be accorded to multilateral mechanisms for the protection of the environment and sustainable development. Another component of the 2004 MoU in relation to CP is to promote exports.

The value of manufacturing in producing industries rose in 2007 to 30.7 billion TND (Tunisian Dinar), from 19.6 billion TND in 2000, accounting for an average annual growth rate of 9%. The value added made up, in 2007, 23% of the value of manufacturing. Value added reached TND 7 billion in 2007. The industrial sector has experienced considerable development since the 70's. It has recorded a steady growth of about 6% per year since 1987. Its contribution to GDP progressed continuously: 7% in 1962, it passed 14.3% in 1980, reaching 18.1% in 1991 and over 20% in 2004.

Companies, whose size is greater than or equal to 10 employees, employ altogether 477,825 persons. Each year, the industry creates 30% of national employment. The value of exports of manufacturing industries rose from TND 6.885 billion in 2000 to TND 14.349 billion in 2007. The industrial fabric of Tunisia has 5702 companies of which 2670 are exporting (which employ more than or equal to 10 persons).

In Tunisia, the industry developed primarily to serve the domestic market in a protected environment. Since the early 1990s, the economic policies began to change and integrate the Tunisian economy in the world market. The gradual opening of the economy has begun to erode the performance of Tunisian industry. Especially, small and medium industries, often family-run, struggle to maintain their position in the national and international market. Further, pollution (water, air, soil) due to industries, increasing energy consumption and production of waste is also increasing. A 2005 study identifies 386 industrial pollution sources on a total of 756. They belong to different industries as follows:

- Food: 198
- Leather and Shoes: 8
- Rubber and plastic: 4
- Chemical industry: 54
- Construction materials, ceramics, glass: 49
- Mechanical and Metallurgical Industry: 53
- Textiles and Clothing: 18
- Electrical and Electronic Industry: 2

The active participation of Tunisia in the field of sustainable development has been demonstrated by several policy actions, the establishment of structures and promotion of tools

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<sup>56</sup> The Swiss Secretariat of Economic Affairs (SECO) is responsible for the Swiss technical cooperation. It is the Swiss federal government's centre of expertise for all core issues relating to economic policy. Its aim is to ensure sustainable economic growth by putting in place the necessary regulatory and economic policy conditions. Further, it also helps to ensure access to all markets for Swiss goods and services and investment. In the wake of the World Summit on Development and Environment in Rio in 1992, SECO has several instruments to realize commercial aspects of international environmental conventions, including the NCPs, established in cooperation with UNIDO.

within the national strategy for sustainable development. The implementation is based on four principles:

- Conservation of natural resources;
- Preservation of natural resources;
- Improvement of the quality of life of citizens;
- A balanced economic growth and sectoral development.

In the national development plans (1992-1996, 1997-2001, 2002-2006, 2007-2011), the government introduced a chapter on environmental protection and sustainable development and published an annual report on the state of environment.

The annual report on the state of the environment, prepared by the Ministry of Environment and Sustainable Development (MEDD) in 2005, stressed that the development of the industrial sector over the last 20 years has generated the following environmental expenses, which are indicated as priorities by the National government:

- Use in the industrial sector of 4% of the total national water resources, 50 million m<sup>3</sup> of water per year;
- The use of 35% of the total energy consumption in the industrial sector;
- The generation of solid waste, including 150,000 tons of special waste.

The CP approach was introduced in Tunisian industries around 20 years ago by international development agencies such as UNIDO, UNEP, USAID, GTZ, the Italian Development Cooperation, and Swiss Development Cooperation. These pilot projects aimed to demonstrate the economic and environmental profits of CP and sustainability in the Tunisian industrial context.

### **3. Project objective:**

The project contributes to the implementation of the joint program of UNIDO and UNEP on resource efficiency and cleaner production (RECP) with the following components:

Component 1: Capacity building in RECP services, as well as other assistance mechanisms in RECP services

Component 2: Thematic projects

Component 3: Integration of RECP approach in government policy and enterprises

The main objective of the project is the **improvement of economic competitiveness, reduction of the ecological footprint and the strengthening of Tunisian companies**. The main areas of intervention are **food and hospitality, identified as priorities** by UNIDO and Tunisian partners. To achieve the main objective, the following specific objectives are envisaged the:

- Capabilities of the NCPC Tunisia will be strengthened in CP, CP tools and in the key areas of intervention;
- NCPC in Tunisia will offer services on the basis of CP and clients are expected to approach CP and CP + services, particularly by introducing incentive mechanisms;
- CP methodology will be set up as a customary practice adopted in Tunisia.

**Beneficiaries** would be:

- Tunisian International Centre for Technology (CITET)
- Domestic companies
- National consultants in own production
- Government institutions
- Financial institutions

- Sectoral Technical Centres (CTS), The Tunisian National Office for Tourism (ONTT)
- Clean technology providers.

The contribution of the NCPC project in Tunisia is divided into **two interventions**, aimed at:

- a) Strengthening national competencies to implement basic services and advanced CP in Tunisia (**one part** the project);
- b) Development of a regional network of Cleaner Production Centres or equivalent institutions in the MENA (Middle East & North Africa) region. This network will capitalize on the experience of UNIDO in Latin America and the Caribbean, whose program was supported by SECO and the Austrian government (**second part**).

Both interventions aim at strengthening the powers of the NCPC in Tunisia, which will benefit not only the activities carried out in the national context, but also in promoting the sharing of information and experiences on the regional level. In the first case, this will be achieved through intensive training of professionals of various renowned institutions of the country, expanding their knowledge and skills to provide services beyond the Resources and Efficiency Cleaner Production (RECP) to public and private sector organizations. The second intervention will allow the Centre to grow and compete with other institutions already active in the field of RECP through the establishment of a Knowledge and Assistance Management System in the development of tools and methodologies in the regional context. This intervention will enhance the image of the Tunisian Centre as a full member of a regional RECP network. It is expected that the Tunisian Centre plays an important role in the regional component of the project.

#### **Expected results:**

- The action plans developed in the Tunisian CP project are actually implemented in the participating companies in the project;
- The host institution of the Tunisian CP project pays its consulting activities and services;
- At least 10 experts at CITET master the CP tools and are able to apply them at the enterprise level;
- At least 9 experts at CITET master the CP+ tools and are able to apply them at the enterprise level;
- At least 20 Tunisian experts (at CTS, ONTT and other experts) master the CP+ methodologies and are able to apply them at the enterprise level;
- At least 15 industrial and hotel companies integrate CP+ in the elaboration of their strategies and / or the operational management of their activities;
- At least 25 industrial companies and 50 hotels apply conventional CP concepts;
- At least 100 companies are aware of CP and CP+services
- Incentive mechanisms facilitate the adoption of the CP approach in general and clean technologies in particular;
- At least 45 companies use the incentive mechanisms of the Tunisian CP project and at least 10 actually benefitting from funding;
- The legislative framework provides a favorable environment for the CP approach;
- The collaboration between the host institution of the Tunisian CP project, CTS, ONTT and national consultants is reinforced.

In addition to the above, SECO expects the project to have the following environmental impact:

- Reduction of 15 to 20% of the energy consumption in companies which approach the CP project services;
- Reduction of 15 to 20% of GHG Emissions (eg CO<sub>2</sub>) in businesses which approach the services of the CP project;
- Reduction of 15 to 20% of water consumption in the companies which approach the CP services;

- Reduction of 15 to 20% of waste production in companies which approach the CP services;
- Reduction of pollution of the Tunisian coast (Gulf of Tunisia and Gabés).

Regular monitoring is an integral part of project management. It will build upon indicators to monitor the actions and progress and compare them to the planned targets. The indicators will be quantitative (measurable and verifiable), as well as qualitative (verifiable). The data generated by monitoring can be used during evaluation of the project. A final evaluation is foreseen at the end of the project.

#### 4. Progress report

The progress report (January 2011) covers the time period January – December 2010, the first year of implementation. Overall progress in the achievement of project objectives was 20%.

The following main activities were accomplished:

- The Steering Committee meeting was held in February, the project document, as well as the logical framework, finalized and validated;
- Finalization of the UNIDO-CITET contract for the implementation of CP activities;
- Launch of RECP project in June;
- Selection of international reference center for CP and CP + services; contract signed in October;
- Training in CP held in December with 25 participants;
- Technical workshop held; revision of logical framework;
- Main stakeholders were consulted during project formulation.

#### Main problems encountered and measures taken:

Preparation of the contracts with CITET as well as with the international reference centre took a few months and hence, the official launch of the project was conducted in June 2010. Further, due to the political situation in Tunisia, **a delay in implementation** was expected.

#### 5. Budget information

The project budget including supporting costs amounts to for the RECP component EUR 2,524,407 and for the KMS component EUR 331,090. Co-financing by the CITET covers the staff of RECP and operating expense of the office and secretariat. This financing also includes payments of 'clients' for RECP services. The UNIDO-SECO funding and client contributions will cover the national expenses related to: information and dissemination; workshops, seminars and local transport; the various measures and some equipment; services included national consultants. The national share grows over 3 years (20%, 40% and 60%).

Budgets on international training, study tours and international conferences will be directly managed by UNIDO and allocated to parties based on the established annual work plan.

Project	EUR
UE/TUN/09/001 – PA	50,000
UE/TUN/09/004 – PPPT Phase 1	981,405
UE/TUN/09/004 – PPPT Phase 2	1,543,002
UE/TUN/09/005 – Arab KMS	331,090
Total	2,905,497



**UNIDO budget execution:**

Item	EXECUTED BUDGET in 2010	EXECUTED BUDGET in 2011	EXECUTED BUDGET in 2012	EXECUTED BUDGET in 2013	EXECUTED BUDGET in 2014	EXECUTED BUDGET in 2015 (as of 26 Feb.)	Total expenditure (2010-present (as of 26 Feb.))
International cons.							
Contractual services			840,478.78	1,137,977.36	863,559.15	-6,477.37	<b>2,835,537</b>
Staff travel			27,204.13	8,962.72	2,160.75	906.67	<b>39,234</b>
National experts							
Study tours/ in-service training			10,861.08	353.54			<b>11,214</b>
Equipment			5,570.29				<b>5,570</b>
Other direct costs			14,213.31	12.79	-374.89	177.76	<b>14,028</b>
<b>Total</b>			<b>898,327</b>	<b>1,147,306</b>	<b>865,345</b>	<b>5,392</b>	<b>2,905,586</b>

Source: SAP Database, 26 February 2015

## **II. Scope and purpose of the evaluation**

The terminal evaluation will cover the whole duration of the project from its starting date in January 2010 to the completion date. It will assess project performance against the evaluation criteria: relevance, effectiveness, efficiency, sustainability and impact.

The terminal evaluation has an additional purpose of drawing lessons and developing recommendations for UNIDO that may help for improving the selection, enhancing the design and implementation of similar future projects and activities in the country and on a global scale upon project completion. The terminal evaluation report should include examples of good practices for other projects in a focal area, country, or region.

The evaluation team should provide an analysis of the attainment of the main objective and specific objectives under the three core project components. Through its assessments, the evaluation team should enable the Government, counterparts, SECO, UNIDO and other stakeholders and donors to verify prospects for development impact and sustainability, providing an analysis of the attainment of global environmental objectives, project objectives, delivery and completion of project outputs/activities, and outcomes/impacts based on indicators. The assessment includes re-examination of the relevance of the objectives and other elements of project design according to the project evaluation parameters defined in chapter VI.

The key question of the terminal evaluation is whether the project has achieved or is likely to achieve its main objectives.

## **III. Evaluation approach and methodology**

The terminal evaluation will be conducted in accordance with the UNIDO Evaluation Policy and the UNIDO Guidelines on Technical Cooperation Programmes and Projects.

It will be carried out as an independent in-depth evaluation using a participatory approach whereby all key parties associated with the project are kept informed and regularly consulted throughout the evaluation. The evaluation team leader will liaise with the UNIDO Office for Independent Evaluation (ODG/EVA) on the conduct of the evaluation and methodological issues.

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

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

The methodology will be based on the following:

1. A desk review of project documents including, but not limited to:
  - (a) The original project document, monitoring reports (such as progress and financial reports to UNIDO and SECO, output reports (case studies, action plans, sub-regional strategies, etc.) and relevant correspondence.
  - (b) Notes from the meetings of committees involved in the project (e.g. approval and steering committees).

- (c) Other project-related material produced by the project.
2. The evaluation team will use available models of (or reconstruct if necessary) theory of change for the intervention. The validity of the theory of change will be examined through specific questions in interviews and possibly through a survey of stakeholders, if necessary.
  3. Counterfactual information: In those cases where baseline information for relevant indicators is not available the evaluation team will aim at establishing a proxy-baseline through recall and secondary information.
  4. Interviews with project management and technical support including staff and management at UNIDO HQ and in the field and – if necessary - staff associated with the project’s financial administration and procurement.
  5. Interviews with project partners including Government counterparts, and partners that have been selected for co-financing as shown in the corresponding sections of the project documents.
  6. On-site observation of results achieved in demonstration projects, including interviews of actual and potential beneficiaries of improved technologies.
  7. Interviews and telephone interviews with intended users for the project outputs and other stakeholders involved with this project. The evaluator shall determine whether to seek additional information and opinions from representatives of any donor agencies or other organisations.
  8. Interviews with the UNIDO Field Office in Tunisia and the project’s management members and the various national and sub-regional authorities dealing with project activities, as necessary.
  9. Other interviews, surveys or document reviews as deemed necessary by the evaluator and/or UNIDO ODG/EVA.
  10. The inception report will provide details on the methodology used by the evaluation team and include an evaluation matrix.

#### **IV. Evaluation team composition**

The evaluation team will be composed of one international evaluation consultant acting as a team leader and one national evaluation consultant.

The evaluation team should be able to provide information relevant for follow-up studies, including evaluation verification on request up to two years after completion of the evaluation.

Both consultants will be contracted by UNIDO. The tasks of each team member are specified in the job descriptions attached to these terms of reference.

Members of the evaluation team must not have been directly involved in the design and/or implementation of the programme/projects.

The Project Manager at UNIDO and the Project Team in Tunisia will support the evaluation team.

#### **V. Time schedule and deliverables**

The evaluation is scheduled to take place in the period from **July 2015** to **August 2015**. The field mission is planned in **July 2015**. At the end of the field mission, there will be a presentation of the preliminary findings for all stakeholders involved in this project in Tunisia.

After the field mission, the evaluation team leader will come to UNIDO HQ for debriefing and presentation of the preliminary findings of the Terminal Evaluation. The draft Terminal evaluation report will be submitted 4-6 weeks after the end of the mission.

## **VI. Project evaluation parameters**

The evaluation team will rate the projects. The ***ratings for the parameters described in the following sub-chapters A to J will be presented in the form of a table*** with each of the categories rated separately and with **brief justifications for the rating** based on the findings of the main analysis. An overall rating for the project should also be given.

### **A. Project design**

The evaluation will examine the extent to which:

- the project's design is adequate to address the problems at hand;
- a participatory project identification process was instrumental in selecting problem areas and national counterparts;
- the project has a clear thematically focused development objective, the attainment of which can be determined by a set of verifiable indicators;
- the project was formulated based on the logical framework (project results framework) approach;
- the project was formulated with the participation of national counterpart and/or target beneficiaries; and
- relevant country representatives (from government, industries and civil society) have been appropriately involved and were participating in the identification of critical problem areas and the development of technical cooperation strategies.

### **B. Project relevance**

The evaluation will examine the extent to which the project is relevant to the:

- National development and environmental priorities and strategies of the Government and population of Tunisia, and regional and international agreements. See possible evaluation questions under "Country ownership/drivenness" below.
- Target groups: relevance of the project's objectives, outcomes and outputs to the different target groups of the interventions (e.g. companies, civil society, beneficiaries of capacity building and training, etc.).
- Operational programme strategies: In retrospect, were the project's outcomes consistent with the operational program strategies of UNIDO's industrial resource efficiency unit? Ascertain the likely nature and significance of the contribution of the project outcomes to the wider portfolio of Climate Change: Promoting energy efficiency in the industrial sector.
- UNIDO's thematic priorities: Were they in line with UNIDO's mandate, objectives and outcomes defined in the programme and budget and core competencies?
- Does the project remain relevant taking into account the changing environment? Is there a need to reformulate the project design and the project results framework given changes in the country and operational context?

### **C. Effectiveness: objectives and planned final results at the end of the project**

- The evaluation will assess to what extent results at various levels, including outcomes, have been achieved. In detail, the following issues will be assessed: To what extent have the expected outputs, outcomes and long-term objectives been achieved or are likely to be achieved? Has the project generated any results that could lead to changes of the assisted institutions? Have there been any unplanned effects?

- Are the project outcomes commensurate with the original or modified project objectives? If the original or modified expected results are merely outputs/inputs, the evaluators should assess if there were any real outcomes of the project and, if there were, determine whether these are commensurate with realistic expectations from the project.
- How do the stakeholders perceive the quality of outputs? Were the targeted beneficiary groups actually reached?
- What outputs and outcomes has the project achieved so far (both qualitative and quantitative results)? Has the project generated any results that could lead to changes of the assisted institutions? Have there been any unplanned effects?
- Identify actual and/or potential longer-term impacts or at least indicate the steps taken to assess these (see also below “monitoring of long term changes”). Wherever possible, evaluators should indicate how findings on impacts will be reported in future.
- Describe any catalytic or replication effects: the evaluation will describe any catalytic or replication effect both within and outside the project. If no effects are identified, the evaluation will describe the catalytic or replication actions that the project carried out. No ratings are requested for the project’s catalytic role.

#### **D. Efficiency**

The extent to which:

- The project cost was effective? Was the project using the most cost-efficient options?
- Has the project produced results (outputs and outcomes) within the expected time frame? Was project implementation delayed, and, if it was, did that affect cost effectiveness or results? Wherever possible, the evaluator should also compare the costs incurred and the time taken to achieve outcomes with that for similar projects. Are the project’s activities in line with the schedule of activities as defined by the project team and annual work plans? Are the disbursements and project expenditures in line with budgets?
- Have the inputs from the donor, UNIDO and Government/counterpart been provided as planned, and were they adequate to meet requirements? Was the quality of UNIDO inputs and services as planned and timely?
- Was there coordination with other UNIDO and other donors’ projects, and did possible synergy effects happen?

#### **E. Assessment of sustainability of project outcomes**

Sustainability is understood as the likelihood of continued benefits after the project ends. Assessment of sustainability of outcomes will be given special attention but also technical, financial and organization sustainability will be reviewed. This assessment should explain how the risks to project outcomes will affect continuation of benefits after the project ends. It will include both exogenous and endogenous risks. The following four dimensions or aspects of risks to sustainability will be addressed:

- ✓ **Financial risks.** Are there any financial risks that may jeopardize sustainability of project outcomes? What is the likelihood of financial and economic resources not being available once project assistance ends? (Such resources can be from multiple sources, such as the public and private sectors or income-generating activities; these can also include trends that indicate the likelihood that, in future, there will be adequate financial resources for sustaining project outcomes.) Was the project successful in identifying and leveraging co-financing?
- ✓ **Sociopolitical risks.** Are there any social or political risks that may jeopardize sustainability of project outcomes? What is the risk that the level of stakeholder ownership (including ownership by governments and other key stakeholders) will be insufficient to allow for the

project outcomes/benefits to be sustained? Do the various key stakeholders see that it is in their interest that project benefits continue to flow? Is there sufficient public/stakeholder awareness in support of the project's long-term objectives?

- ✓ **Institutional framework and governance risks.** Do the legal frameworks, policies, and governance structures and processes within which the project operates pose risks that may jeopardize sustainability of project benefits? Are requisite systems for accountability and transparency, and required technical know-how, in place?
- ✓ **Environmental risks.** Are there any environmental risks that may jeopardize sustainability of project outcomes? Are there any environmental factors, positive or negative, that can influence the future flow of project benefits? Are there any project outputs or higher level results that are likely to affect the environment, which, in turn, might affect sustainability of project benefits? The evaluation should assess whether certain activities will pose a threat to the sustainability of the project outcomes.

#### F. Assessment of monitoring and evaluation systems

- **M&E design.** Did the project have an M&E plan to monitor results and track progress towards achieving project objectives? The Evaluation will assess whether the project met the minimum requirements for the application of the Project M&E plan (see annex 3).
- **M&E plan implementation.** The evaluation should verify that an M&E system was in place and facilitated timely tracking of progress toward project objectives by collecting information on chosen indicators continually throughout the project implementation period; annual project reports were complete and accurate, with well-justified ratings; the information provided by the M&E system was used during the project to improve performance and to adapt to changing needs; and the project had an M&E system in place with proper training for parties responsible for M&E activities to ensure that data will continue to be collected and used after project closure. Where monitoring and self-evaluation carried out effectively, based on indicators for outputs, outcomes and impacts? Are there any annual work plans? Was any steering or advisory mechanism put in place? Did reporting and performance reviews take place regularly?
- **Budgeting and Funding for M&E activities.** In addition to incorporating information on funding for M&E while assessing M&E design, the evaluators will determine whether M&E was sufficiently budgeted for at the project planning stage and whether M&E was adequately funded and in a timely manner during implementation.

#### G. Monitoring of long-term changes

The monitoring and evaluation of long-term changes is often incorporated in projects as a separate component and may include determination of environmental baselines; specification of indicators; and provisioning of equipment and capacity building for data gathering, analysis, and use. This section of the evaluation report will describe project actions and accomplishments toward establishing a long-term monitoring system. The review will address the following questions:

- a. Did this project contribute to the establishment of a long-term monitoring system? If it did not, should the project have included such a component?
- b. What were the accomplishments and shortcomings in establishment of this system?
- c. Is the system sustainable—that is, is it embedded in a proper institutional structure and does it have financing? How likely is it that this system continues operating upon project completion?
- d. Is the information generated by this system being used as originally intended?

#### H. Assessment of processes affecting achievement of project results

Among other factors, when relevant, the evaluation will consider a number of issues affecting project implementation and attainment of project results. The assessment of these issues can be integrated

into the analyses of project design, relevance, effectiveness, efficiency, sustainability and management as the evaluators find them fit (it is not necessary, however it is possible to have a separate chapter on these aspects in the evaluation report). The evaluation will consider, but need not be limited to, the following issues that may have affected project implementation and achievement of project results:

- a. **Preparation and readiness / Quality at entry.** Were the project's objectives and components clear, practicable, and feasible within its time frame? Were counterpart resources (funding, staff, and facilities), and adequate project management arrangements in place at project entry? Were the capacities of executing institution and counterparts properly considered when the project was designed? Were lessons from other relevant projects properly incorporated in the project design? Were the partnership arrangements properly identified and the roles and responsibilities negotiated prior to project approval?
- b. **Country ownership/drivenness.** Was the project concept in line with the sectoral and development priorities and plans of the country—or of participating countries, in the case of multi-country projects? Are project outcomes contributing to national development priorities and plans? Were the relevant country representatives from government and civil society involved in the project? Did the recipient government maintain its financial commitment to the project? Has the government—or governments in the case of multi-country projects—approved policies or regulatory frameworks in line with the project's objectives?
- c. **Stakeholder involvement.** Did the project involve the relevant stakeholders through information sharing and consultation? Did the project implement appropriate outreach and public awareness campaigns? Were the relevant vulnerable groups and powerful supporters and opponents of the processes properly involved? Which stakeholders were involved in the project (i.e. NGOs, private sector, other UN Agencies, etc.) and what were their immediate tasks? Did the project consult with and make use of the skills, experience, and knowledge of the appropriate government entities, nongovernmental organizations, community groups, private sector entities, local governments, and academic institutions in the design, implementation, and evaluation of project activities? Were perspectives of those who would be affected by project decisions, those who could affect the outcomes, and those who could contribute information or other resources to the process taken into account while taking decisions? Were the relevant vulnerable groups and the powerful, the supporters and the opponents, of the processes properly involved?
- d. **Financial planning.** Did the project have appropriate financial controls, including reporting and planning, that allowed management to make informed decisions regarding the budget and allowed for timely flow of funds? Was there due diligence in the management of funds and financial audits? Did promised co-financing materialize? Specifically, the evaluation should also include a breakdown of final actual project costs by activities compared to budget (variances), financial management (including disbursement issues), and co-financing.
- e. **UNIDO's supervision and backstopping.** Did UNIDO staff identify problems in a timely fashion and accurately estimate their seriousness? Did UNIDO staff provide quality support and advice to the project, approve modifications in time, and restructure the project when needed? Did UNIDO provide the right staffing levels, continuity, skill mix, and frequency of field visits for the project?
- f. **Co-financing and project outcomes and sustainability.** If there was a difference in the level of expected co-financing and the co-financing actually realized, what were the reasons for the variance? Did the extent of materialization of co-financing affect project outcomes and/or sustainability, and, if so, in what ways and through what causal linkages?
- g. **Delays and project outcomes and sustainability.** If there were delays in project implementation and completion, what were the reasons? Did the delays affect project outcomes and/or sustainability, and, if so, in what ways and through what causal linkages?

- h. **Implementation approach**<sup>57</sup>. Is the implementation approach chosen different from other implementation approaches applied by UNIDO and other agencies? Does the approach comply with the principles of the Paris Declaration? Does the approach promote local ownership and capacity building? Does the approach involve significant risks?

The evaluation team will rate the project performance according to the following four criteria: Project Results, Sustainability, Monitoring and Evaluation, and UNIDO related issues as specified in annex 2. The ratings will be presented in a table with each of the categories rated separately and with brief justifications for the rating based on the findings of the main analysis. An overall rating for the project should also be given. The rating system to be applied is specified in the same annex.

#### **I. Project coordination and management**

The extent to which:

- The national management and overall coordination mechanisms have been efficient and effective? Did each partner have assigned roles and responsibilities from the beginning? Did each partner fulfill its role and responsibilities (e.g. providing strategic support, monitoring and reviewing performance, allocating funds, providing technical support, following up agreed/corrective actions...)?
- The UNIDO HQ and Field Office based management, coordination, monitoring, quality control and technical inputs have been efficient, timely and effective (problems identified timely and accurately; quality support provided timely and effectively; right staffing levels, continuity, skill mix and frequency of field visits...)?
- The national management and overall coordination mechanisms were efficient and effective? Did each partner have specific roles and responsibilities from the beginning till the end? Did each partner fulfill its role and responsibilities (e.g. providing strategic support, monitoring and reviewing performance, allocating funds, providing technical support, following up agreed/corrective actions...)? Were the UNIDO HQ based management, coordination, quality control and technical inputs efficient, timely and effective (problems identified timely and accurately; quality support provided timely and effectively; right staffing levels, continuity, skill mix and frequency of field visits...)?

#### **J. Assessment of gender mainstreaming**

The evaluation will consider, but need not be limited to, the following issues that may have affected gender mainstreaming in the project:

- To which extent were socioeconomic benefits delivered by the project at the national and local levels, including consideration of gender dimensions?

#### **K. Procurement issues**

The following evaluation questions that will feed in the Thematic Evaluation on Procurement have been developed and would be included as applicable in all projects (for reference, please see annex 8 of the TOR: UNIDO Procurement Process):

- To what extent does the process provide adequate treatment to different types of procurement (e.g. by value, by category, by exception...)
- Was the procurement timely? How long does the procurement process take (e.g. by value, by category, by exception...)
- Did the good/item(s) arrive as planned or scheduled? If no, how long were the times gained or delays. If delay, what was the reason(s)?
- Were the procured good(s) acquired at a reasonable price?
- To what extent were the procured goods of the expected/needed quality and quantity?
- Were the transportation costs reasonable and within budget. If no, please elaborate.

<sup>57</sup> Implementation approach refers to the concrete manifestation of cooperation between UNIDO, Government counterparts and local implementing partners. Usually POPs projects apply a combination of agency execution (direct provision of services by UNIDO) with elements of national execution through sub-contracts.



- Was the freight forwarding timely and within budget? If no, please elaborate.
- Who was responsible for the customs clearance? UNIDO FO? UNDP? Government? Other?
- Was the customs clearance handled professionally and in a timely manner? How many days did it take?
- How long time did it take to get approval from the government on import duty exemption?
- Which were the main bottlenecks / issues in the procurement process?
- Which good practices have been identified?
- To what extent roles and responsibilities of the different stakeholders in the different procurement stages are established, adequate and clear?
- To what extent there is an adequate segregation of duties across the procurement process and between the different roles and stakeholders?

## **VII. Reporting**

### **Inception report**

This Terms of Reference provides some information on the evaluation methodology but this should not be regarded as exhaustive. After reviewing the project documentation and initial interviews with the project manager the International Evaluation Consultant will prepare, in collaboration with the national consultant, a short inception report that will operationalize the ToR relating to the evaluation questions and provide information on what type of and how the evidence will be collected (methodology). It will be discussed with and approved by the responsible UNIDO Evaluation Officer. The Inception Report will focus on the following elements: preliminary project theory model(s); elaboration of evaluation methodology including quantitative and qualitative approaches through an evaluation framework ("evaluation matrix"); division of work between the International Evaluation Consultant and National Consultant; mission plan, including places to be visited, people to be interviewed and possible surveys to be conducted and a debriefing and reporting timetable<sup>58</sup>.

### **Evaluation report format and review procedures**

The draft report will be delivered to UNIDO Office for Independent Evaluation –ODG/EVA (the suggested report outline is in Annex 1) and circulated to UNIDO staff and national stakeholders associated with the project for factual validation and comments. Any comments or responses, or feedback on any errors of fact to the draft report provided by the stakeholders will be sent to UNIDO ODG/EVA for collation and onward transmission to the project evaluation team who will be advised of any necessary revisions. On the basis of this feedback, and taking into consideration the comments received, the evaluation team will prepare the final version of the terminal evaluation report.

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

The terminal evaluation report should be brief, to the point and easy to understand. It must explain the purpose of the evaluation, exactly what was evaluated, and the methods used. The report must highlight any methodological limitations, identify key concerns and present evidence-based findings, consequent conclusions, recommendations and lessons. The report should provide information on when the evaluation took place, the places visited, who was involved and be presented in a way that makes the information accessible and comprehensible. The report should include an executive summary that encapsulates the essence of the information contained in the report to facilitate dissemination and distillation of lessons.

Findings, conclusions and recommendations should be presented in a complete, logical and balanced manner. The evaluation report shall be written in English and follow the outline given in annex 1.

<sup>58</sup> The evaluator will be provided with a Guide on how to prepare an evaluation inception report prepared by the UNIDO Office for Independent Evaluation.

## Evaluation work plan

The "Evaluation Work Plan" includes the following main products:

1. Desk review, briefing by project manager and development of methodology: Following the receipt of all relevant documents, and consultation with the Project Manager about the documentation, including reaching an agreement on the Methodology, the desk review could be completed.
2. Inception report: At the time for departure to the field mission, the complete gamete of received materials have been reviewed and consolidated into the Inception report.
3. Field mission: The principal responsibility for managing this evaluation lies with UNIDO. It will be responsible for liaising with the project team to set up the stakeholder interviews, arrange the field missions, coordinate with the Government. At the end of the field mission, there will be a presentation of preliminary findings to the key stakeholders in the country where the project was implemented.
4. Preliminary findings from the field mission: Following the field mission, the main findings, conclusions and recommendations would be prepared and presented in the field and at UNIDO Headquarters.
5. A draft terminal evaluation report will be forwarded electronically to the UNIDO Office for Independent Evaluation and circulated to main stakeholders.
6. Final terminal evaluation report will incorporate comments received.

<b>Evaluation phases</b>	<b>Deliverables</b>
Desk review	Development of methodology approach and evaluation tools
Briefing with UNIDO Office for Independent Evaluation, Project Managers and other key stakeholder at HQ	Interview notes, detailed evaluation schedule and list of stakeholders to interview during field mission
Data analysis	Inception evaluation report
Conduct of field mission Present preliminary findings and recommendations to key stakeholders in the field	Presentation of main findings to key stakeholders in the field.
Present preliminary findings and recommendations to the stakeholders at UNIDO HQ	Presentation slides
Analysis of the data collected	Draft terminal evaluation report
Circulation of the draft report to UNIDO/relevant stakeholders and revision	Final terminal evaluation report

## VIII. Quality assurance

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

The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality, attached as annex 4. The applied evaluation quality assessment criteria are used as a tool to provide structured feedback. UNIDO's Office for Independent Evaluation 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 Office for Independent Evaluation, and circulated within UNIDO together with a management response sheet.

## Annex 1 - Outline of an in-depth project evaluation report

### Executive summary

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

### I. Evaluation objectives, methodology and process

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

### II. Countries and project background

- Brief countries context: an overview of the economy, the environment, institutional development, demographic and other data of relevance to the project
- Sector-specific issues of concern to the project<sup>59</sup> and important developments during the project implementation period
- Project summary:
  - Fact sheet of the project: including project objectives and structure, donors and counterparts, project timing and duration, project costs and co-financing
  - Brief description including history and previous cooperation
  - Project implementation arrangements and implementation modalities, institutions involved, major changes to project implementation
  - Positioning of the UNIDO project (other initiatives of government, other donors, private sector, etc.)
  - Counterpart organization(s)

### III. Project assessment

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

- A. Design
- B. Relevance (Report on the relevance of project towards countries and beneficiaries)
- C. Effectiveness (The extent to which the development intervention's objectives and deliverables were achieved, or are expected to be achieved, taking into account their relative importance)
- D. Efficiency (Report on the overall cost-benefit of the project and partner Countries contribution to the achievement of project objectives)
- E. Sustainability of Project Outcomes (Report on the risks and vulnerability of the project, considering the likely effects of sociopolitical and institutional changes in partner countries, and its impact on continuation of benefits after the project ends, specifically the financial, sociopolitical, institutional framework and governance, and environmental risks)

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<sup>59</sup> Explicit and implicit assumptions in the logical framework of the project can provide insights into key-issues of concern (e.g. relevant legislation, enforcement capacities, government initiatives, etc.)

- F. Assessment of monitoring and evaluation systems (Report on M&E design, M&E plan implementation, and Budgeting and funding for M&E activities)
- G. Monitoring of long-term changes
- H. Assessment of processes affecting achievement of project results (Report on preparation and readiness / quality at entry, country ownership, stakeholder involvement, financial planning, UNIDO support, co-financing and project outcomes and sustainability, delays of project outcomes and sustainability, and implementation approach)
- I. Project coordination and management (Report project management conditions and achievements, and partner countries commitment)
- J. Gender mainstreaming
- K. Procurement issues

At the end of this chapter, an overall project achievement rating should be developed as required in Annex 2.

#### **IV. Conclusions, recommendations and lessons learned**

This chapter can be divided into three sections:

##### **A. Conclusions**

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

##### **B. Recommendations**

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

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

Recommendations should be structured by addressees:

- UNIDO
- Government and/or Counterpart Organizations
- Donor

##### **C. Lessons learned**

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

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

## Annex 2 - Overall ratings table

Criterion	Evaluator's summary comments	Evaluator's rating
Attainment of project objectives and results (overall rating), sub criteria (below)		
Design		
Effectiveness		
Relevance		
Efficiency		
Sustainability of project outcomes (overall rating) Sub criteria (below)		
Financial risks		
Sociopolitical risks		
Institutional framework and governance risks		
Environmental risks		
Monitoring and evaluation (overall rating) Sub criteria (below)		
M&E Design		
M&E Plan implementation (use for adaptive management)		
Budgeting and funding for M&E activities		
Project management		
UNIDO specific ratings		
Quality at entry / Preparation and readiness		
Implementation approach		
UNIDO Supervision and backstopping		
Overall rating		

### RATING OF PROJECT OBJECTIVES AND RESULTS

- Highly satisfactory (HS): The project had no shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Satisfactory (S): The project had minor shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately satisfactory (MS): The project had moderate shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Moderately unsatisfactory (MU): The project had significant shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Unsatisfactory (U) The project had major shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.
- Highly unsatisfactory (HU): The project had severe shortcomings in the achievement of its objectives, in terms of relevance, effectiveness or efficiency.

**Please note:** Relevance and effectiveness will be considered as critical criteria. The overall rating of the project for achievement of objectives and results **may not be higher** than the lowest rating on either of these two criteria. Thus, to have an overall satisfactory rating for outcomes a project must have at least satisfactory ratings on both relevance and effectiveness.

## **RATINGS ON SUSTAINABILITY**

Sustainability will be understood as the probability of continued long-term outcomes and impacts after the project funding ends. The evaluation will identify and assess the key conditions or factors that are likely to contribute or undermine the persistence of benefits beyond project completion. Some of these factors might be outcomes of the project, i.e. stronger institutional capacities, legal frameworks, socio-economic incentives /or public awareness. Other factors will include contextual circumstances or developments that are not outcomes of the project but that are relevant to the sustainability of outcomes.

### Rating system for sustainability sub-criteria

On each of the dimensions of sustainability of the project outcomes will be rated as follows.

- Likely (L): There are no risks affecting this dimension of sustainability.
- Moderately likely (ML). There are moderate risks that affect this dimension of sustainability.
- Moderately unlikely (MU): There are significant risks that affect this dimension of sustainability.
- Unlikely (U): There are severe risks that affect this dimension of sustainability.

All the risk dimensions of sustainability are critical. Therefore, overall rating for sustainability will not be higher than the rating of the dimension with lowest ratings. For example, if a project has an Unlikely rating in either of the dimensions then its overall rating cannot be higher than Unlikely, regardless of whether higher ratings in other dimensions of sustainability produce a higher average.

## **RATINGS OF PROJECT M&E**

Monitoring is a continuing function that uses systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing project with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Evaluation is the systematic and objective assessment of an on-going or completed project, its design, implementation and results. Project evaluation may involve the definition of appropriate standards, the examination of performance against those standards, and an assessment of actual and expected results.

The Project monitoring and evaluation system will be rated on 'M&E design', 'M&E plan implementation' and 'Budgeting and funding for M&E activities' as follows:

- Highly satisfactory (HS): There were no shortcomings in the project M&E system.
- Satisfactory(S): There were minor shortcomings in the project M&E system.
- Moderately satisfactory (MS): There were moderate shortcomings in the project M&E system.
- Moderately unsatisfactory (MU): There were significant shortcomings in the project M&E system.
- Unsatisfactory (U): There were major shortcomings in the project M&E system.
- Highly unsatisfactory (HU): The Project had no M&E system.

"M&E plan implementation" will be considered a critical parameter for the overall assessment of the M&E system. The overall rating for the M&E systems will not be higher than the rating on "M&E plan implementation."

### Annex 3 - Checklist on evaluation report quality

#### Independent terminal evaluation of UNIDO project:

Project Title:

Project Number:

Checklist on evaluation report quality

<b>Report quality criteria</b>	<b>UNIDO Office for Independent Evaluation: Assessment notes</b>	<b>Rating</b>
<b>Report structure and quality of writing</b>		
The report is written in clear language, correct grammar and use of evaluation terminology. The report is logically structured with clarity and coherence. It contains a concise executive summary and all other necessary elements as per TOR.		
<b>Evaluation objective, scope and methodology</b>		
<p>The evaluation objective is explained and the scope defined.</p> <p>The methods employed are explained and appropriate for answering the evaluation questions.</p> <p>The evaluation report gives a complete description of stakeholder's consultation process in the evaluation.</p> <p>The report describes the data sources and collection methods and their limitations.</p> <p>The evaluation report was delivered in a timely manner so that the evaluation objective (e.g. important deadlines for presentations) was not affected.</p>		
<b>Evaluation object</b>		
<p>The logic model and/or the expected results chain (inputs, outputs and outcomes) of the object is clearly described.</p> <p>The key social, political, economic, demographic, and institutional factors that have a direct bearing on the object are described.</p> <p>The key stakeholders involved in the object implementation, including the implementing agency(s) and partners, other key stakeholders and their roles are described.</p> <p>The report identifies the implementation status of the object, including its phase of implementation and any significant changes (e.g. plans, strategies, logical frameworks) that have occurred over time and explains the implications of those changes for the evaluation.</p>		
<b>Findings and conclusions</b>		
<p>The report is consistent and the evidence is complete (covering all aspects defined in the TOR) and convincing.</p> <p>The report presents an assessment of relevant outcomes and achievement of project objectives.</p> <p>The report presents an assessment of relevant external factors</p>		



<p>(assumptions, risks, impact drivers) and how they influenced the evaluation object and the achievement of results.</p> <p>The report presents a sound assessment of sustainability of outcomes or it explains why this is not (yet) possible.</p> <p>The report analyses the budget and actual project costs.</p> <p>Findings respond directly to the evaluation criteria and questions detailed in the scope and objectives section of the report and are based on evidence derived from data collection and analysis methods described in the methodology section of the report.</p> <p>Reasons for accomplishments and failures, especially continuing constraints, are identified as much as possible.</p> <p>Conclusions are well substantiated by the evidence presented and are logically connected to evaluation findings.</p> <p>Relevant cross-cutting issues, such as gender, human rights, environment are appropriately covered.</p>		
<b>Recommendations and lessons learned</b>		
<p>The lessons and recommendations are based on the findings and conclusions presented in the report.</p> <p>The recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?').</p> <p>Recommendations are implementable and take resource implications into account.</p> <p>Lessons are readily applicable in other contexts and suggest prescriptive action.</p>		

Rating system for quality of evaluation reports

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

## Annex 6 – Job descriptions

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

<b>Title:</b>	International evaluation consultant
<b>Main Duty Station and Location:</b>	Home-based
<b>Missions:</b>	Missions to Vienna, Austria and Tunisia
<b>Start of Contract:</b>	15 July 2015
<b>End of Contract:</b>	15 September 2015
<b>Number of Working Days:</b>	30 working days

#### 1. ORGANIZATIONAL CONTEXT

UNIDO is the specialized intergovernmental organization that supports Inclusive and Sustainable Industrial Development (ISID) in developing and transition countries. Its areas of intervention cover industrial resource efficiency and sustainable production, trade capacity building and productive capacity building.

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

#### 2. PROJECT CONTEXT

Resource Efficient and Cleaner Production (RECP) is an exemplary intervention area aimed at mobilizing enterprises, in particular small and medium sized enterprises (SMEs) from the manufacturing and related productive sectors to 'green' their operations and become more efficient in the use of natural resources (materials, energy and water) and less polluting (in terms of waste water, waste and emissions).

Resource Efficient and Cleaner Production applies preventive environmental management techniques and total productivity practices with the triple aim of improving the efficient use of natural resources (materials, energy and water), minimizing the generation of wastes and emissions, and reducing the risks of industrial operations to workers, consumers and communities. Experiences from 1000s of enterprises globally representing all key manufacturing and related productive sectors have demonstrated that adopting RECP can be good for business, environment and climate, and ultimately development at large.

Detailed background information of each project can be found in the Terms of Reference (TOR) for the terminal evaluation.

### 3. DUTIES AND RESPONSIBILITIES

MAIN DUTIES	Concrete/ Measurable Outputs to be achieved	Working Days	Location
<p>1. Review project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data); determine key data to collect in the field and adjust the key data collection instrument of 3A accordingly (if needed);</p> <p>Assess the adequacy of legislative and regulatory framework relevant to the project's activities and analyze other background info.</p>	<ul style="list-style-type: none"> <li>• Adjust table of evaluation questions, depending on country specific context;</li> <li>• Draft list of stakeholders to interview during the field missions;</li> <li>• Brief assessment of the adequacy of the country's legislative and regulatory framework.</li> </ul>	6 days	Home-based
<p>2. Briefing with the UNIDO Office for Independent Evaluation, project managers and other key stakeholders at UNIDO HQ.</p> <p>Preparation of the Inception Report</p>	<ul style="list-style-type: none"> <li>• Detailed evaluation schedule with tentative mission agenda (incl. list of stakeholders to interview and site visits); mission planning;</li> <li>• Division of evaluation tasks with the National Consultant.</li> <li>• Inception Report</li> </ul>	3 days	Vienna, Austria
<p>3. Conduct field mission to Tunisia in <b>June 2015<sup>60</sup></b>.</p>	<ul style="list-style-type: none"> <li>• Conduct meetings with relevant project stakeholders, beneficiaries, etc. for the collection of data and clarifications;</li> <li>• Agreement with the National Consultant on the structure and content of the evaluation report and the distribution of writing tasks;</li> <li>• Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the missions.</li> </ul>	7 days	Tunisia
<p>4. Present overall findings and recommendations to the stakeholders at UNIDO HQ<sup>61</sup></p>	<ul style="list-style-type: none"> <li>• After field mission(s): Presentation slides, feedback from stakeholders obtained and discussed</li> </ul>	2 days	Vienna, Austria

<sup>60</sup> The exact mission dates will be decided in agreement with the Consultant, UNIDO HQ, and the country counterparts. Two or all three missions may be carried out consecutively.

<sup>61</sup> The debriefings at Vienna could be combined for two or all three countries, depending on the timing of field missions. The advantage of a joint presentation is that similarities and differences between countries can be compared and discussed.

<b>MAIN DUTIES</b>	<b>Concrete/ Measurable Outputs to be achieved</b>	<b>Working Days</b>	<b>Location</b>
5. Prepare the evaluation report according to TOR; Coordinate the inputs from the National Consultant and combine with her/his own inputs into the draft evaluation report.	• Draft evaluation report.	7 days	Home-based
6. Revise the draft project evaluation reports based on comments from UNIDO Office for Independent Evaluation and stakeholders and edit the language and form of the final version according to UNIDO standards.	• Final evaluation report.	5 days	Home-based
<b>TOTAL</b>		<b>30 days</b>	

## **MINIMUM ORGANIZATIONAL REQUIREMENTS**

### **Education:**

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

### **Technical and functional experience:**

- Minimum 10 years' experience in energy efficiency projects
- Knowledge about multilateral technical cooperation and the UN, international development priorities and frameworks.
- Knowledge of and experience in environmental projects management and/or evaluation (of development projects)
- Working experience in developing countries
- Experience in evaluation of energy projects and knowledge of UNIDO activities an asset

### **Languages:**

Fluency in written and spoken English and French is required.

### **Reporting and deliverables**

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

All reports and related documents must be in English and presented in electronic format (MS Word).

## **REQUIRED COMPETENCIES**

### ***Core values:***

1. Integrity
2. Professionalism
3. Respect for diversity

### ***Core competencies:***

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

### ***Managerial competencies (as applicable):***

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

### **Absence of conflict of interest:**

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

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

<b>Title:</b>	National evaluation consultant
<b>Main Duty Station and Location:</b>	Home-based
<b>Mission/s to:</b>	Travel to potential sites
<b>Start of Contract:</b>	15 July 2015
<b>End of Contract:</b>	31 August 2015
<b>Number of Working Days:</b>	21 days

### ORGANIZATIONAL CONTEXT

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

### PROJECT CONTEXT

The National Evaluation Consultant will evaluate the projects according to the Terms of Reference under the leadership of the Team Leader (International Evaluation Consultant). S/he will perform the following tasks:

<b><u>MAIN DUTIES</u></b>	<b>Concrete/measurable outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
<p>Review and analyze project documentation and relevant country background information (national policies and strategies, UN strategies and general economic data); in cooperation with the Team Leader: determine key data to collect in the field and prepare key instruments in both English and French (questionnaires, logic models) to collect these data through interviews and/or surveys during and prior to the field missions;</p> <p>Coordinate and lead interviews/surveys in local language and assist the Team Leader with translation where necessary;</p> <p>Analyze and assess the adequacy of legislative and regulatory framework in Tunisia, specifically in the context of the project's objectives and</p>	<ul style="list-style-type: none"> <li>List of detailed evaluation questions to be clarified; questionnaires/interview guide; logic models; list of key data to collect, draft list of stakeholders to interview during the field missions</li> <li>Drafting and presentation of brief assessment of the adequacy of the country's legislative and regulatory framework in the context of the project.</li> </ul>	4 days	Home-based

<b><u>MAIN DUTIES</u></b>	<b>Concrete/measurable outputs to be achieved</b>	<b>Expected duration</b>	<b>Location</b>
targets; provide analysis and advice to the Team Leader on existing and appropriate policies for Tunisia for input to the terminal evaluation.			
<p>Review all available project outputs/publications/feedback; Briefing with the evaluation team leader, UNIDO project managers and other key stakeholders.</p> <p>Coordinate the evaluation mission agenda, ensuring and setting up the required meetings with project partners and government counterparts, and organize and lead site visits, in close cooperation with the Project Management Unit.</p> <p>Assist and provide detailed analysis and inputs to the Team Leader in the Preparation of the Inception Report.</p>	<ul style="list-style-type: none"> <li>• Interview notes, detailed evaluation schedule and list of stakeholders to interview during the field missions.</li> <li>• Division of evaluation tasks with the Team Leader.</li> <li>• Inception Report.</li> </ul>	3 days	Home-based (telephone interviews)
<p>Coordinate and conduct the field mission with the Team Leader in cooperation with the Project Management Unit, where required;</p> <p>Consult with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</p>	<ul style="list-style-type: none"> <li>• Presentations of the evaluation's initial findings, draft conclusions and recommendations to stakeholders in the country at the end of the mission.</li> <li>• Agreement with the Team Leader on the structure and content of the evaluation report and the distribution of writing tasks.</li> </ul>	7 days (including travel days)	Tunisia
Prepare inputs and analysis to the evaluation report according to TOR and as agreed with the Team Leader.	Draft evaluation report prepared.	4 days	Home-based
Revise the draft project evaluation reports based on comments from UNIDO Office for Independent Evaluation and stakeholders and edit the language and form of the final version according to UNIDO standards.	Final evaluation report prepared.	3 days	Home-based
<b>TOTAL</b>		<b>21 days</b>	

## **MINIMUM ORGANIZATIONAL REQUIREMENTS**

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

### **Technical and functional experience:**

- A minimum of five years practical experience in the field of environment and energy, including evaluation experience at the international level involving technical cooperation in developing countries.
- Exposure to the needs, conditions and problems in developing countries.
- Familiarity with the institutional context of the project in the Ministry of Industry and Trade is desirable.

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

## **REQUIRED COMPETENCIES**

### ***Core values:***

1. Integrity
2. Professionalism
3. Respect for diversity

### ***Core competencies:***

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

### ***Managerial competencies (as applicable):***

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

### **Absence of Conflict of Interest:**

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





## Annex 7 – Project results framework (logical framework)

Phase 1:

<b>Objectif global:</b> contribuer à l'amélioration continue de la compétitivité économique, la réduction de l'empreinte écologique et le renforcement du développement social des entreprises tunisiennes.			
<b>Objectif spécifique</b>	<b>Activité / services</b>	<b>Indicateurs de résultats</b>	<b>Moyens de vérification</b>
1. Les capacités de l'institution hôte du PPPT sont renforcées dans les outils PP, les thématiques PP+ et dans les secteurs clé d'intervention	1.1. <b>Formation PP:</b> le personnel de l'institution hôte du PPPT et les institutions techniques partenaires reçoivent une formation intensive sur les outils PP (QuickScan+, diagnostic en entreprise, guides sectoriels, technologies propres) et sur leur application dans les secteurs clé d'intervention selon leurs besoins	Au moins 5 membres du CITET sont des experts PP respectés pour chaque secteur clé d'intervention identifié comme prioritaire	Documents des formations Listes de présence Rapports de mission des formateurs
	1.2. <b>Formation PP+:</b> le personnel de l'institution hôte du PPPT et les institutions techniques partenaires reçoivent une formation intensive sur les thématiques PP+ (ACV, EI et RSE)	Au moins 3 membres du CITET sont des experts affirmés pour chaque thématique PP+ Au moins 20 experts tunisiens (CTS, ONTT, autres experts) maîtrisent les outils PP+	Documents des formations Listes de présence Rapports de mission des formateurs
	1.3. <b>Mise en réseau:</b> l'institution hôte du PPPT développe et maintient un réseau effectif sur les plans national et international, notamment dans le cadre du réseau des centres nationaux de PP arabes	Participation à 2 événements par année (au minimum une personne/événement) L'institution hôte du PPPT est un membre formel du réseau des centres nationaux de PP arabes et du réseau mondial de l'ONUDI	Documents des événements Rapports annuels de l'institution hôte du PPPT Rapports d'activité du réseau des centres nationaux de PP arabes
2. Le PPPT propose des services basés sur les thématiques PP+ et les clients font appel aux services de PP et PP+, notamment via les mécanismes incitatifs	2.1 <b>Promotion</b> des outils PP et PP+ lors de séminaires et conférences	200 entreprises sont sensibilisées aux concepts classiques de PP 100 entreprises sont sensibilisées aux outils PP+	Documents des séminaires et conférences Listes de présences
	2.2. <b>Analyse de cycle de vie (ACV):</b> l'ACV est adaptée et utilisée comme outil d'aide à la décision, notamment comme soutien en vue de l'attribution des écolabels	Les outils ACV (logiciel et bases de données) sont adaptés au contexte tunisien Un outil d'appui à l'attribution des écolabels est développé sur la base de la méthodologie de l'ACV	Logiciels ACV et base de données Rapport explicatif et logiciel d'ACV comme outil d'appui à l'attribution des écolabels Rapports de mission des experts internationaux

	<p>2.3. <b>Ecologie industrielle (EI)</b>: l'EI est un concept appliqué dans l'industrie tunisienne</p>	<p>Appui au projet ReCapZi (GTZ) Appui à la bourse des déchets industriels Partenariat tourisme – industrie fondé sur l'EI</p>	<p>Rapports sur les appuis à ces deux projets Contrat de partenariat entre le tourisme et l'industrie fondé sur l'EI Rapports de mission des experts internationaux</p>
	<p>2.4. <b>Responsabilité sociétale des entreprises (RSE)</b>: la RSE est proposées aux entreprises tunisiennes</p>	<p>L'assistance pour la mise en œuvre de la norme ISO 26'000 est un service du PPPT</p>	<p>Documents de promotion du PPPT Rapports de mission des experts internationaux</p>
	<p>2.5. <b>Services de PP</b>: études sur les technologies propres, QuickScan+ et diagnostics en entreprises sont demandés</p>	<p>Système de veille sur les technologies propres 25 entreprises industrielles appliquent les concepts classiques de PP 50 hôtels appliquent les concepts classiques de PP Réduction de 15 à 20% de la consommation énergétique Réduction de 15 à 20% des émissions de GES (par exemple, CO2) Réduction de 15 à 20% de la consommation d'eau Réduction de 15 à 20% de la production de déchets Réduction de la pollution du littoral tunisien (Golfes de Tunis et de Gabès)</p>	<p>Documents explicatifs sur le système de veille sur les technologies propres Rapports techniques Réaction des clients Rapport national sur l'état de l'environnement du MEDD Statistiques du MEDD</p>

	<p>2.6. <b>Services de PP+</b>: le PPPT offre les services basés sur l'ACV, l'EI, la RSE,</p>	<p>6 ACV sont effectuées en entreprise  3 études d'EI sont menées  3 entreprises industrielles appliquent les principes de la RSE  3 hôtels appliquent les principes de la RSE  Réduction de 15 à 20% de la consommation énergétique  Réduction de 15 à 20% des émissions de GES (par exemple, CO2)  Réduction de 15 à 20% de la consommation d'eau  Réduction de 15 à 20% de la production de déchets  Réduction de la pollution du littoral tunisien (Golfes de Tunis et de Gabès)</p>	<p>Rapports techniques  Réactions des clients  Rapport national sur l'état de l'environnement du MEDD  Statistiques du MEDD</p>
<p>3. La méthodologie PP est mise en place comme pratique habituelle et adoptée en Tunisie</p>	<p>3.1. <b>Diffusion de l'information</b>: études de cas disponibles pour les parties tierces</p>	<p>Un réseau informel de consultants nationaux de PP est en place et débouche sur des propositions de projet conjointes</p>	<p>Fiches synthétiques de promotion des actions entreprises dans le cadre du PPPT  Propositions de projet conjointes</p>
	<p>3.2. <b>Mécanismes incitatifs</b>: les aspects juridiques de tous les mécanismes incitatifs existants sont maîtrisés par le PPPT, connus des entreprises et des propositions d'amélioration sont formulées par le PPPT</p>	<p>Guide des mécanismes incitatifs de la PP en Tunisie est élaborée  Propositions d'amélioration des mécanismes incitatifs existants soumises aux autorités compétentes</p>	<p>Guide des mécanismes incitatifs de la PP en Tunisie  Des 90 entreprises ayant bénéficié des services de PP, au moins 45 ont fait appel aux mécanismes incitatifs et 10 d'entre elles bénéficient effectivement d'un financement  Propositions d'amélioration des mécanismes incitatifs</p>
	<p>3.3. <b>Prix de la RSE</b>: la RSE contribue à orienter la culture d'entreprise tunisienne vers plus de pro-activité en termes de protection de l'environnement et de développement social</p>	<p>Lancement d'une première session du prix national de RSE sur la base du GRI dans les secteurs clé d'intervention</p>	<p>Documents explicatifs du prix national de RSE  Articles de presse sur le prix national de RSE</p>
	<p>3.4. <b>Cadre législatif</b>: assistance dans la formulation et la mise en œuvre de normes pour créer un environnement favorable à la PP</p>	<p>La PP est mentionnée comme approche préventive dans les documents de stratégie nationale</p>	<p>Documents de stratégie nationale</p>

## Phase 2:

Projet de production propre tunisien PPPT +		Tunisie		
Strategy of Intervention	Key Performance Indicators (avant COPIL du 04.02.2014)	Key Performance Indicators (après COPIL du 04.02.2014)	Means of Verification	External Factors (assumptions / risks)
<b>Production Propre– Outcome 1</b>	<b>Outcome Indicators</b>	<b>Outcome Indicators</b>		
Le PPPT prévoit sur une durée de 4 ans le renforcement des capacités pour la mise à niveau environnementale des entreprises, par un appui au CITET – désigné comme CNPP (Centre National de Production Propre) – et le renforcement des capacités nationales en matière de production propre.	<ul style="list-style-type: none"> <li>- Les capacités de l'institution hôte sont renforcées dans les outils PP, les thématiques PP+ et dans les secteurs clés d'intervention</li> <li>- Le CITET propose des services basés sur les thématiques PP+ et les clients font appel aux services de PP et PP+ via les mécanismes incitatifs</li> <li>- La méthodologie PP est pérennisée au niveau des entreprises de la Tunisie.</li> </ul>	<ul style="list-style-type: none"> <li>- idem</li> </ul>	<ul style="list-style-type: none"> <li>- Publications officielles des agences et administrations tunisiennes</li> <li>- Rapports d'activité des zones industrielles</li> <li>- Rapports d'activité du centre de référence</li> </ul>	<ul style="list-style-type: none"> <li>- Stabilité de l'équipe formée au sein du CITET et transmission du savoir-faire en cas de changement d'équipe</li> </ul>
<b>Outputs (outcome 1)</b>	<b>Output Indicators</b>	<b>Output Indicators</b>		
1.1 Renforcement des capacités nationales à gérer des projets internationaux en matière de production propre (coordination, suivi, marketing)	<ul style="list-style-type: none"> <li>- Formation de 20 experts nationaux à la démarche de production propre (PP)</li> </ul>	<ul style="list-style-type: none"> <li>- Formation de 20 experts nationaux à la démarche de production propre (PP)</li> <li>- <b>Formation complémentaire axée sur la pratique et l'application de la méthode PP à des secteurs spécifiques</b></li> <li>- <b>Réalisation d'un guide méthodologique PP par le CITET avec l'appui des experts internationaux</b></li> </ul>	<ul style="list-style-type: none"> <li>- Liste des experts nationaux formés</li> <li>- <b>Guide méthodologique PP</b></li> </ul>	<ul style="list-style-type: none"> <li>- <b>Manque d'engagement du CITET dans la réalisation du guide PP</b></li> </ul>
1.2 Améliorer la compétitivité économique des entreprises par une meilleure efficacité de production et réduire l'impact sur l'environnement en diminuant la production de déchets et les émissions vers l'environnement.	<ul style="list-style-type: none"> <li>- Evaluation PP de 75 entreprises tunisiennes réparties dans 5 secteurs Textile et habillement, Cuir et Chaussures, Hôtellerie, Traitement de surface (métaux) et Agro-alimentaire</li> </ul>	<ul style="list-style-type: none"> <li>- Evaluation PP de <b>54 (20+21+13) entreprises</b> tunisiennes réparties sur 3 phases dans 5 secteurs Textile et habillement, Cuir et Chaussures, Hôtellerie, Traitement de surface (métaux) et Agro-alimentaire</li> </ul>	<ul style="list-style-type: none"> <li>- Rapports de projet</li> </ul>	<ul style="list-style-type: none"> <li>- Les entreprises ne mettent pas en œuvre les mesures recommandées malgré l'accompagnement des experts et les incitatives à disposition</li> </ul>

<b>1.3 Renforcer les capacités du personnel des entreprises tunisiennes pour ancrer la démarche de production propre durablement et contribuer à l'amélioration continue de leur performance</b>	-	- <b>4 sessions de formation organisées au profit du personnel des entreprises</b> - <b>60-100 personnes formées au sein de la direction et de l'équipe technique des 57 entreprises bénéficiaires</b>	- <b>Liste des personnes formées</b>	- <b>non engagement des entreprises</b>
<b>Energie - Outcome 2</b>	<b>Outcome Indicators</b>	<b>Outcome Indicators</b>		
Les technologies d'efficacité énergétique et de production d'énergie renouvelable sont de plus en plus introduites sur le marché tunisien et utilisées par les secteurs industriels clés	- Augmentation du nombre d'entreprises qui adoptent ce type de technologies - Nombre d'emplois créés dans le secteur de la maîtrise de l'énergie - Renforcement de l'offre de formation tunisienne en matière de maîtrise de l'énergie	- idem	- Statistiques tenues par les organismes tunisiens en charge de la promotion de la maîtrise de l'énergie (ANME, STEG) - Observations de terrain rapportées par les différents partenaires	- Impact d'autres projets de renforcement de la maîtrise de l'énergie et de développement des ER pouvant engendrer des synergies - Fiabilité et actualité des statistiques - Opportunités d'emplois créées par d'autres projets
<b>Outputs (outcome 2)</b>	<b>Output Indicators</b>	<b>Output Indicators</b>		
2.1. Installation de technologies innovantes pour répondre de façon optimale aux besoins des entreprises	- Min. 50 entreprises (ou 75% des entreprises participantes) ont entrepris des mesures d'amélioration de leur performance énergétique concrètes et significatives	- idem	- Observations rapportées par les experts après visite des entreprises - Rapports de projet - Rapports d'activités des entreprises	- Les entreprises disposent de peu de moyens financiers et devront être convaincues de l'attractivité des solutions proposées
2.2. Les mécanismes financiers disponibles sont mis à contribution pour renforcer l'attractivité des solutions proposées	- Coût d'investissement et/ou retour sur investissement attractif pour les entreprises	- idem	- Rapports de faisabilité - Document présentant les sources de financement pour les entreprises - Rapport de projet	- Les solutions proposées devront tenir compte de critères spécifiques pour pouvoir profiter des mécanismes financiers, ce qui peut limiter la liberté du choix
2.3. Le savoir-faire suisse en matière de maîtrise de l'énergie est mis à contribution pour apporter des solutions attractives	- Programme de formation suisse adapté au contexte tunisien - Technologies innovantes suisses et internationales sélectionnées en fonction de critères techniques et	- idem	- Modules de formation - Devis comparatifs - Rapports de faisabilité - Rapport de projet	- Les technologies suisses proposées peuvent ne pas correspondre aux attentes du projet (critères techniques et/ou

	économiques			économiques)
2.4. Mise en place de modules de formation créatrice de valeur ajoutée dans le domaine de la maîtrise de l'énergie + pérennité de la formation par accord avec institution locale et formation de formateurs capables de la répliquer	<ul style="list-style-type: none"> <li>- 60 ingénieurs tunisien(ne)s demandeurs d'emploi sont formés et renforcent leur position sur le marché du travail</li> <li>- Les institutions locales (ANME, STEG) sont sollicitées pour participer à la conception de la formation</li> </ul>	<ul style="list-style-type: none"> <li>- 60 ingénieurs tunisien(ne)s demandeurs d'emploi <b>et 20 experts nationaux</b> sont formés et renforcent leur position sur le marché du travail</li> <li>- Les institutions locales (ANME, STEG) sont sollicitées pour participer à la conception de la formation</li> <li>- <b>4 formateurs tunisiens qualifiés sont formés pour répliquer la formation</b></li> </ul>	<ul style="list-style-type: none"> <li>- Liste des participants au cours</li> <li>- Rapport de projet</li> <li>- Convention établie entre les institutions (CITET-ANME)</li> <li>- Liste des formateurs sélectionnés</li> </ul>	<ul style="list-style-type: none"> <li>- Au terme du projet : objectif d'insérer durablement cette formation dans l'offre de formation proposée par le CITET et/ou l'ANME</li> </ul>
2.5. Les personnes formées bénéficient d'une insertion dans le marché du travail et d'une expérience professionnelle dans le cadre du projet	<ul style="list-style-type: none"> <li>- Les 60 ingénieurs tunisien(ne)s formé(e)s mettent en application les connaissances acquises lors d'interventions en entreprise</li> <li>- Ils bénéficieront de plus d'un accompagnement en vue d'une insertion professionnelle durable</li> </ul>	<ul style="list-style-type: none"> <li>- <b>Une sélection des 30 meilleurs ingénieurs tunisien(ne)s formé(e)s</b> mettent en application les connaissances acquises lors d'interventions en entreprise</li> <li>- Ils bénéficieront de plus d'un accompagnement en vue d'une insertion professionnelle durable</li> </ul>	<ul style="list-style-type: none"> <li>- Liste des personnes formées intervenant sur le projet</li> <li>- Rapport de projet (incluant le suivi des personnes formées)</li> </ul>	<ul style="list-style-type: none"> <li>- Une étroite collaboration avec l'ANETI permettra une orientation ciblée des actions de réinsertion</li> </ul>
2.6. Les entreprises bénéficiaires disposent des compétences nécessaires pour un usage optimal et durable des technologies mises en œuvre	<ul style="list-style-type: none"> <li>- 50 responsables techniques sont formés au sein des entreprises pour l'exploitation et la maintenance des technologies implantées</li> </ul>	<ul style="list-style-type: none"> <li>- idem</li> </ul>	<ul style="list-style-type: none"> <li>- Liste des responsables techniques formés</li> <li>- Rapport de projet</li> <li>- Rapports d'activités des entreprises</li> </ul>	<ul style="list-style-type: none"> <li>- Les responsables ne seront formés que si l'entreprise décide de mettre en œuvre les mesures recommandées</li> </ul>
<b>Ecologie Industrielle – Outcome 3</b>	<b>Outcome Indicators</b>	<b>Outcome Indicators</b>		
Les principaux acteurs tunisiens concernés (gouvernement, secteur privé) sont convaincus des bénéfices offerts par une stratégie d'écologie industrielle (EI) et contribuent à diffuser et mettre en œuvre cette démarche	<ul style="list-style-type: none"> <li>- Intégration de la démarche d'EI dans les politiques publiques</li> <li>- Réplication du projet d'application des outils EI en zone industrielle</li> <li>- Création d'un centre de référence EI en Tunisie</li> </ul>	<ul style="list-style-type: none"> <li>- idem</li> </ul>	<ul style="list-style-type: none"> <li>- Publications officielles des agences et administrations tunisiennes</li> <li>- Rapports d'activité des zones industrielles</li> <li>- Rapports d'activité du centre de référence</li> </ul>	-
<b>Outputs (outcome 3)</b>	<b>Output Indicators</b>	<b>Output Indicators</b>		
3.1. Les principaux développeurs et gestionnaires des zones	<ul style="list-style-type: none"> <li>- 35 membres des GMG sont formés à l'approche EI et bénéficient du soutien</li> </ul>	<ul style="list-style-type: none"> <li>- idem</li> </ul>	<ul style="list-style-type: none"> <li>- Liste des participants (formation)</li> </ul>	<ul style="list-style-type: none"> <li>- Le rôle et les capacités des GMG sont en pleine</li> </ul>

industrielles tunisiennes (GMG) sont au fait des potentiels d'une démarche d'EI, ils disposent des arguments nécessaires pour communiquer auprès des entreprises et peuvent baser leurs actions sur des exemples d'application concrète	des experts nationaux formés dans le cadre du PPPT - Mise en œuvre des outils EI sur une deuxième zone d'application, permettant d'obtenir plus de résultats probants dans le contexte tunisien		- Rapport de projet - Rapport d'activité des GMG (à confirmer)	évolution (risque et opportunité) - Barrières liées à l'évolution de la situation politique en Tunisie, car la collaboration entre acteurs économiques nécessite un climat de confiance et de stabilité
3.2. Les principaux décideurs concernés sont mobilisés en vue de gagner leur soutien aux futures démarches EI en Tunisie	- Organisation de workshops et tables rondes pour réunir les décideurs concernés autour de potentiels concrets offerts par l'EI en Tunisie	- idem	- Notes de synthèse produites à l'issue des workshops	- Le projet peut s'intégrer dans les réflexions sur les futurs pôles industriels en développement
3.3. La mise en œuvre des mesures d'amélioration et synergies identifiées au cours du projet est stimulée et facilitée	- Réalisation d'études de faisabilité plus poussées pour réduire les risques d'investissement pour les entreprises - Mobilisation de sources de financement extérieures afin de réduire le coût d'investissement pour les entreprises - Phase d'accompagnement spécifique pour guider les entreprises et faciliter une mise en œuvre attractive des mesures	- idem	- Rapports d'études de faisabilité - Liste exhaustive des sources de financement externe identifiées - Rapports de suivi	- Barrières administratives réduisant l'accès aux financements pour les entreprises (à identifier et si possible contourner)
<b>Ecoinvent-ACV - Outcome 4</b>	<b>Outcome Indicators</b>	<b>Outcome Indicators</b>		
Transfert de savoir-faire dans le domaine des analyses de cycle de vie et amélioration des performances environnementales et économiques des entreprises bénéficiaires	- Les consultants et centres techniques tunisiens ainsi que le CITET adoptent la méthode ACV et participent activement à son développement - Les ACV sont utilisés comme base pour des écolabels. - Réduction de l'impact environnemental des entreprises - Création de valeur ajoutée pour certains produits/services produits par les entreprises	- idem	- Rapport de projet - Feedback des partenaires de projets - Feedback à court et moyen terme du Centre ecoinvent qui fournit les données pour la réalisation d'ACV - Bilan de suivi des entreprises dans la phase de mise en œuvre des mesures d'amélioration - Rapports et bilans d'entreprises	- D'autres projets en Tunisie pourraient contribuer au développement de la méthode ACV, avec la possibilité cependant de se poser en concurrent d'ecoinvent en ce qui concerne les bases de données - Les entreprises doivent être convaincues de leur intérêt à appliquer les mesures d'amélioration recommandées



Outputs (outcome 4)	Output Indicators	Output Indicators	Output Indicators	Output Indicators
4.1. Mise en place d'une base de données de référence pour la Tunisie (ecoinvent)	- 10-15 jeux de données d'ICV spécifiques pour la Tunisie sont créés (démarche itérative : le nombre exact de jeux de données nécessaires sera identifié en cours de projet)	- <b>31-37 jeux de données d'ICV spécifiques pour la Tunisie sont créés</b> : 17 jeux de données sur des produits (issus des ACV réalisées), 14-20 jeux de données liés au traitement de l'eau, aux déchets, au mix énergétique et aux transports (issus de la collecte de données auprès des agences nationales)	- Base de données ecoinvent, liste des jeux de données créés - Rapport de projet	- Pas d'accès aux données industrielles locales pour des raisons de confidentialité ou par manque de coopération
4.2. Extension de la base à la région Maghreb	- Évaluation de la possibilité d'extension par le Centre ecoinvent	- Évaluation de la possibilité d'extension par le Centre ecoinvent	- Rapport du Centre ecoinvent	- Les données collectées ne sont pas jugées représentatives de la région
4.3. Formation d'experts nationaux aux méthodes d'ACV et de collecte de données d'inventaires de cycle de vie	- Au moins 16 experts nationaux tunisiens formés - 8 ACV réalisées sur la base des données collectées (ecoinvent) permettant aux consultants locaux d'éprouver la méthode	- Au moins 16 experts nationaux tunisiens formés - <b>5 ACV</b> réalisées sur la base des données collectées (ecoinvent) permettant aux consultants locaux d'éprouver la méthode	- Liste des experts formés - Rapports d'ACV - Rapport de projet	- Manque d'identification à l'approche de la part des experts - La méthode ACV ne convient pas pour certaines entreprises sélectionnées (d'autres méthodes doivent être privilégiées dans ce cas)
4.4. Les analyses réalisées permettent la production de données fiables et exhaustives pour améliorer les produits ou services sélectionnés	Sur la base des 8 ACV réalisées, des mesures correctives sont formulées	- Sur la base des <b>5 ACV</b> réalisées, des mesures correctives sont formulées	- Rapports d'ACV - Rapport d'entreprises	- La fiabilité des ACV dépend de la qualité des données récoltées dans la phase de collecte
4.5. Les analyses réalisées permettent d'émettre des recommandations en vue de réduire l'impact environnemental et d'améliorer la compétitivité des produits analysés	- Les recommandations formulées sur la base des ACV réalisées pourront servir à l'élaboration de politiques et réglementations sectorielles	- idem	- Liste de recommandations sectorielles	- Pour obtenir une bonne représentativité des secteurs concernés, il est possible que des ACV supplémentaires doivent être réalisées avant de pouvoir formuler des politiques ou réglementations sectorielles (le CITET sera capable de les réaliser dans

				un 2 <sup>ème</sup> temps)
4.6. Les analyses réalisées permettent de remplir les exigences nécessaires pour une écolabellisation des produits ou services sélectionnés	- Des données sont disponibles pour le volet du PPPT consacré aux écolabels.	- <b>Des données sont disponibles pour les activités du CITET consacrées aux écolabels.</b>	- Ecolabels tunisiens mis à jour	- <b>Engagement du CITET pour mettre à jour les écolabels</b> - La fiabilité des ACV dépend de la qualité des données récoltées dans la phase de collecte
<b>Water Footprint (WFP) – Outcome 5</b>	<b>Outcome Indicators</b>	<b>Outcome Indicators</b>		
Transfert de savoir-faire dans le domaine de la méthode d'analyse Water Footprint et amélioration des performances environnementales et économiques des entreprises bénéficiaires	- Les consultants et centres techniques tunisiens ainsi que le CITET adoptent la méthode WFP et participent activement à son développement - Réduction de l'impact eau des entreprises - Création de valeur ajoutée pour certains produits/services produits par les entreprises	- idem	- Rapport de projet - Feedback des partenaires de projets - Bilan de suivi des entreprises dans la phase de mise en œuvre des mesures d'amélioration - Rapports et bilans d'entreprises	
<b>Outputs (outcome 5)</b>	<b>- Output Indicators</b>	<b>Output Indicators</b>		
5.1 Formation d'experts nationaux aux méthodes WFP	- Au moins 16 experts nationaux tunisiens formés - 2 WFP réalisées sur la base des données collectées permettant aux consultants locaux d'éprouver la méthode	- idem	- Liste des experts formés - Rapports WFP	- Manque d'identification à l'approche de la part des experts La méthode WFP ne convient pas pour certaines entreprises sélectionnées (d'autres méthodes doivent être privilégiées dans ce cas)
5.2 Les analyses réalisées permettent la production de données fiables et exhaustives pour améliorer les produits ou services sélectionnés	- Sur la base des 2 WFP réalisées, des mesures correctives sont formulées	- idem	- Rapports de WFP	La fiabilité des WFP dépend de la qualité des données récoltées dans la phase de collecte
<b>Hôtellerie durable – Outcome 6</b>	<b>Outcome Indicators</b>	<b>Outcome Indicators</b>		
Le secteur du tourisme est	- Diminution des impacts négatifs sociaux	- idem	- Bilan annuel des hôtels	- La stabilité du contexte

renforcé grâce à la l'amélioration des performances sociales, économiques et environnementales des hôtels	et environnementaux liés aux activités du secteur hôtelier - Optimisation de l'influence positive du secteur hôtelier sur son environnement direct (personnel et collaborateurs) et indirect (communautés locales, nature environnante)		(qui devront si possible intégrer des paramètres de performance sociale et environnementale) - Rapports d'audit	socio-politique tunisien a une grande influence sur l'attractivité du secteur touristique
<b>Outputs (outcome 6)</b>	<b>Output Indicators</b>	<b>Output Indicators</b>		
6.1. La Tunisie dispose des capacités nécessaires pour développer une approche intégrée de gestion durable pour le secteur hôtelier	- 10 consultants sont formés - Un centre d'excellence est mis en place au sein d'une organisation locale	- 10 consultants sont formés, <b>dont 5 sont sélectionnés pour appliquer la méthode au sein des hôtels</b> - <b>Les 5 consultants sélectionnés bénéficient d'une formation complémentaire pour accompagner les hôtels vers la certification Travelife 2014, qui inclut des critères sociaux, environnementaux et économiques</b>	- Liste des participants <b>et des consultants sélectionnés</b> - Rapport de projet	- <b>Les consultants formés ont exprimé la volonté de répliquer la méthode transmise, qui leur apporte une plus-value sur le marché</b>
6.2. Les hôtels renforcent leur performance managériale et sociale, leurs partenaires et clients sont sensibilisés	- 10 hôtels entreprennent une démarche intégrée de gestion durable et développent des dialogues constructifs avec leurs parties prenantes	- idem	- Rapport de projet - Rapport d'évaluation du projet	- Motivation des différents acteurs impliqués et intérêt pour la démarche proposée
6.3. Les hôtels renforcent leur attractivité grâce aux labels internationaux de tourisme durable	- Au moins 3 hôtels s'engagent dans une certification durable (ex : label Travelife ou Green globe)	- <b>Au moins 5 hôtels s'engagent dans une certification durable (Travelife 2014) et bénéficient d'un accompagnement par les experts nationaux et internationaux</b>	- Rapport de suivi - Certificat témoignant de l'obtention du label	- <b>Possibilité que le timing des procédures de certification Travelife ne permet pas aux hôtels participants d'obtenir la certification en 2014</b>
<b>Mesures de renforcement - Outcome 7</b>	<b>Outcome Indicators</b>	<b>Outcome Indicators</b>		
Les capacités des institutions nationales (CITET, CTS, ONTT) sont renforcées en matière de gestion, mise en œuvre et promotion des projets de production propre au niveau des entreprises	- Amélioration du rythme de travail et du respect des échéances - Obtention de résultats optimaux (adéquation et mise en œuvre des mesures d'amélioration) - Amélioration de la visibilité du projet - Renforcement de l'expertise nationale	- idem	- Rapports de projet - Matériel de promotion	- La motivation de l'équipe du CITET et son assiduité au travail dépend également des conditions de travail sur lesquelles le projet n'a que peu d'influence

	en matière de PP			
<b>Outputs (outcome 7)</b>	<b>Output Indicators</b>	<b>Output Indicators</b>		
7.1. Renforcement des capacités du CITET à gérer des projets internationaux en matière de production propre (coordination, suivi, marketing)	<ul style="list-style-type: none"> <li>- L'équipe CITET est formée et coachée par un expert international Sofies à plein temps</li> <li>- Suivi continu des entreprises</li> <li>- Production de matériel de promotion</li> <li>- Etablissement de synergies avec les autres programmes</li> </ul>	- idem	<ul style="list-style-type: none"> <li>- Rapports de projet</li> <li>- Matériel de promotion</li> </ul>	-
7.2. Renforcement de l'expertise sectorielle des CTS	<ul style="list-style-type: none"> <li>- Les experts des CTS sont encadrés par une sélection d'experts sectoriels</li> <li>- Les mesures proposées aux entreprises sont techniquement optimales</li> </ul>	- idem	<ul style="list-style-type: none"> <li>- Rapports de projet</li> <li>- Liste des experts bénéficiaires</li> <li>- Liste des experts indiquant leurs compétences spécifiques pour le projet</li> </ul>	- La motivation des consultants nationaux à apprendre des experts internationaux dépend également de leurs conditions de travail
7.3. Les experts nationaux ayant de bonnes performances sont motivés par la possibilité d'effectuer des voyages d'études internationaux leur permettant de perfectionner leur formation en matière de PP	<ul style="list-style-type: none"> <li>- Des voyages d'études internationaux sont proposés aux experts nationaux présentant les meilleures performances</li> <li>- Ces voyages d'études leur permettront de mieux maîtriser les solutions technologiques et méthodologiques avancées en matière de PP</li> </ul>	<ul style="list-style-type: none"> <li>- Des voyages d'études internationaux sont proposés aux experts nationaux présentant les meilleures performances</li> <li>- Ces voyages d'études leur permettront de mieux maîtriser les solutions technologiques et méthodologiques avancées en matière de PP, <b>d'écologie industrielle et d'ACV</b></li> </ul>	<ul style="list-style-type: none"> <li>- Liste des experts nationaux sélectionnés</li> <li>- Liste des voyages d'études effectués</li> <li>- Rapport de projet</li> </ul>	- Disponibilité et motivation des experts sélectionnés pour effectuer les voyages d'études

## **Annex 6 – UNIDO Procurement process**

### **UNIDO Procurement process**

#### **Generic approach and assessment framework**

##### **1. Introduction**

This document outlines an approach and encompasses a framework for the assessment of UNIDO procurement processes, to be included as part of country evaluations as well as in technical cooperation (TC) projects/programmes evaluations.

The procurement process assessment will review in a systematic manner the various aspects and stages of the procurement process being a key aspect of the technical cooperation (TC) delivery. These reviews aim to diagnose and identify areas of strength as well as where there is a need for improvement and lessons.

The framework will also serve as the basis for the “thematic evaluation of the procurement process efficiency” to be conducted in 2015 as part of the ODG/EVA work programme for 2014-15.

##### **2. Background**

Procurement is defined as the overall process of acquiring goods, works, and services, and includes all related functions such as planning, forecasting, supply chain management, identification of needs, sourcing and solicitation of offers, preparation and award of contract, as well as contract administration until the final discharge of all obligations as defined in the relevant contract(s). The procurement process covers activities necessary for the purchase, rental, lease or sale of goods, services, and other requirements such as works and property.

Past project and country evaluations commissioned by ODG/EVA raised several issues related to procurement and often efficiency related issues. It also became obvious that there is a shared responsibility in the different stages of the procurement process which includes UNIDO staff, such as project managers, and staff of the procurement unit, government counterparts, suppliers, local partner agencies (i.e. UNDP), customs and transport agencies etc..

In July 2013, a new “UNIDO Procurement Manual” was introduced. This Procurement Manual provides principles, guidance and procedures for the Organization to attain specified standards in the procurement process. The Procurement Manual also establishes that “The principles of fairness, transparency, integrity, economy, efficiency and effectiveness must be applied for all procurement transactions, to be delivered with a high level of professionalism thus justifying UNIDO’s involvement in and adding value to the implementation process”.

To reduce the risk of error, waste or wrongful acts and the risk of not detecting such problems, no single individual or team controls shall control all key stages of a transaction. Duties and responsibilities shall be assigned systemically to a number of individuals to ensure that effective checks and balances are in place.

In UNIDO, authorities, responsibilities and duties are segregated where incompatible. Related duties shall be subject to regular review and monitoring. Discrepancies, deviations and exceptions are properly regulated in the Financial Regulations and Rules and the Staff Regulations and Rules. Clear segregation of duties is maintained between programme/project management, procurement and supply chain management, risk management, financial management and accounting as well as

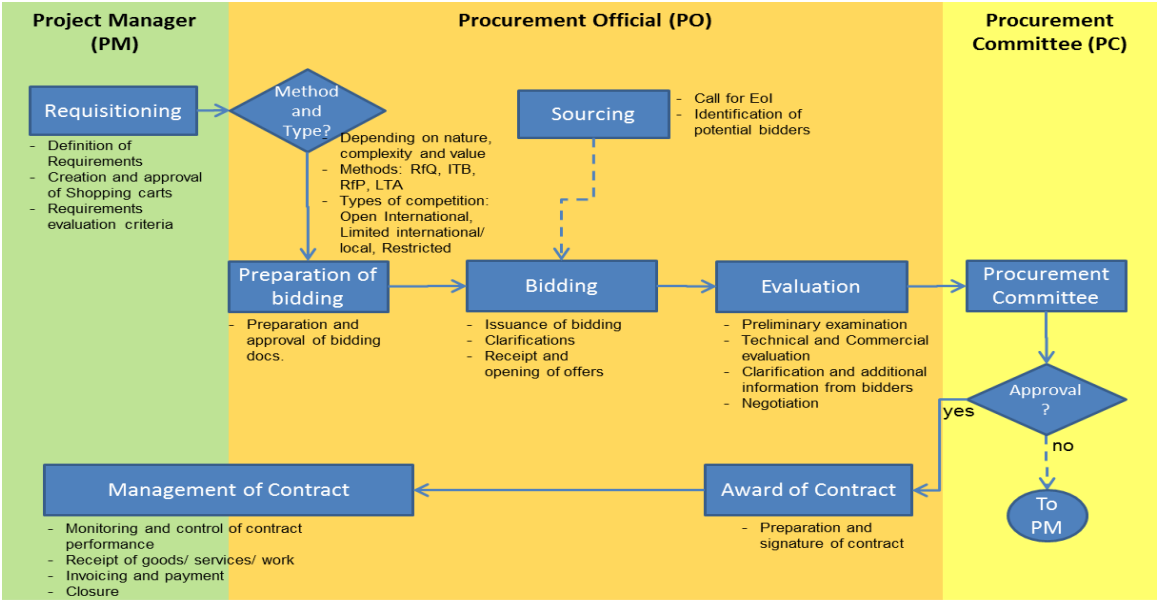
auditing and internal oversight. Therefore, segregation of duties is an important basic principle of internal control and must be observed throughout the procurement process.

The different stages of the procurement process should be carried out, to the extent possible, by separate officials with the relevant competencies. As a minimum, two officials shall be involved in carrying out the procurement process. The functions are segregated among the officials belonging to the following functions:

- Procurement Services: For carrying out centralized procurement, including review of technical specifications, terms of reference, and scope of works, market research/surveys, sourcing/solicitation, commercial evaluation of offers, contract award, contract management;
- Substantive Office: For initiating procurement requests on the basis of well formulated technical specifications, terms of reference, scope of works, ensuring availability of funds, technical evaluation of offers; award recommendation; receipt of goods/services; supplier performance evaluation. In respect of decentralized procurement, the segregation of roles occur between the Project Manager/Allotment Holder and his/her respective Line Manager. For Fast Track procurement, the segregate on occurs between the Project Manager/Allotment Holder and Financial Services;
- Financial Services: For processing payments.

Figure 1 presents a preliminary “Procurement Process Map”, showing the main stages, stakeholders and their respective roles and responsibilities. During 2014/2015, in preparation for the thematic evaluation of the procurement process in 2015, this process map/ workflow will be further refined and reviewed.

Figure 1: UNIDO Procurement Process Map



**3. Purpose**

The purpose of the procurement process assessments is to diagnose and identify areas for possible improvement and to increase UNIDO’s learning about strengths and weaknesses in the procurement

process. It will also include an assessment of the adequacy of the 'Procurement Manual' as a guiding document.

The review is intended to be useful to managers and staff at UNIDO headquarters and in the field offices (project managers, procurement officers), who are the direct involved in procurement and to UNIDO management.

#### **4. Scope and focus**

Procurement process assessments will focus on the efficiency aspects of the procurement process, and hence it will mainly fall under the efficiency evaluation criterion. However, other criteria such as effectiveness will also be considered as needed.

These assessments are expected to be mainstreamed in all UNIDO country and project evaluations to the extent of its applicability in terms of inclusion of relevant procurement related budgets and activities.

A generic evaluation matrix has been developed and is found in Annex B. However questions should be customized for individual projects when needed.

#### **5. Key issues and evaluation questions**

Past evaluations and preliminary consultations have highlighted the following aspects or identified the following issues:

- Timeliness. Delays in the delivery of items to end-users.
- Bottlenecks. Points in the process where the process stops or considerably slows down.
- Procurement manual introduced, but still missing subsidiary templates and tools for its proper implementation and full use.
- Heavy workload of the procurement unit and limited resources and increasing "procurement demand"
- Lack of resources for initiating improvement and innovative approaches to procurement (such as Value for Money instead of lowest price only, Sustainable product lifecycle, environmental friendly procurement, etc.)
- The absence of efficiency parameters (procurement KPIs)

On this basis, the following evaluation questions have been developed and would be included as applicable in all project and country evaluations in 2014-2015:

- To what extent does the process provide adequate treatment to different types of procurement (e.g. by value, by category, by exception...)
- Was the procurement timely? How long the procurement process takes (e.g. by value, by category, by exception...)
- Did the good/item(s) arrive as planned or scheduled? If no, how long were the times gained or delays. If delay, what was the reason(s)?
- Were the procured good(s) acquired at a reasonable price?
- To what extent were the procured goods of the expected/needed quality and quantity?
- Were the transportation costs reasonable and within budget. If no, please elaborate.
- Was the freight forwarding timely and within budget?. If no, please elaborate.
- Who was responsible for the customs clearance? UNIDO FO? UNDP? Government? Other?

- Was the customs clearance handled professionally and in a timely manner? How many days did it take?
- How long time did it take to get approval from the government on import duty exemption?
- Which were the main bottlenecks / issues in the procurement process?
- Which good practices have been identified?
- To what extent roles and responsibilities of the different stakeholders in the different procurement stages are established, adequate and clear?
- To what extent there is an adequate segregation of duties across the procurement process and between the different roles and stakeholders?

## 6. Evaluation method and tools

These assessments will be based on a participatory approach, involving all relevant stakeholders (e.g. process owners, process users and clients).

The evaluation tools to be considered for use during the reviews are:

- **Desk Review:** Policy, Manuals and procedures related to the procurement process. Identification of new approaches being implemented in other UN or international organizations. Findings, recommendations and lessons from UNIDO Evaluation reports.
- **Interviews:** to analyze and discuss specific issues/topics with key process stakeholders
- **Survey to stakeholders:** To measure the satisfaction level and collect expectations, issues from process owners, user and clients
- **Process and Stakeholders Mapping:** To understand and identify the main phases the procurement process and sub-processes; and to identify the perspectives and expectations from the different stakeholders, as well as their respective roles and responsibilities
- **Historical Data analysis from IT procurement systems:** To collect empirical data and identify and measure to the extent possible different performance dimensions of the process, such as timeliness, re-works, complaints, ..)

An evaluation matrix is presented in Annex A, presenting the main questions and data sources to be used in the project and country evaluations, as well as the preliminary questions and data sources for the forthcoming thematic evaluation on Procurement in 2015.



## Evaluation matrix for the procurement process

Area	Evaluation question	Indicators <sup>62</sup>	Data source(s) for country / project evaluations	Additional data source(s) for thematic evaluation of procurement process in 2015
<b>Timeliness</b>	- Was the procurement timely? How long the procurement process takes (e.g. by value, by category, by exception...)	(Overall) Time to Procure (TTP)	<ul style="list-style-type: none"> <li>Interviews with PMs, Government counterparts and beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>Procurement related documents review</li> <li>SAP/Infobase (queries related to procurement volumes, categories, timing, issues)</li> <li>Evaluation Reports</li> <li>Survey to PMs, procurement officers, beneficiaries, field local partners.</li> <li>Interviews with Procurement officers</li> </ul>
	- Did the good/item(s) arrive as planned or scheduled? If no, how long were the times gained or delays. If delay, what was the reason(s)?	Time to Delivery (TTD)	<ul style="list-style-type: none"> <li>Interviews with PM, procurement officers and Beneficiaries</li> </ul>	
	- Was the freight forwarding timely and within budget? If no, please elaborate.			
	- Was the customs clearance timely? How many days did it take?		<ul style="list-style-type: none"> <li>Interviews with PMs, Government counterparts and beneficiaries</li> </ul>	
	- How long time did it take to get approval from the government on import duty exemption	Time to Government Clearance (TTGC)	<ul style="list-style-type: none"> <li>Interviews with beneficiaries</li> </ul>	
<b>Roles and responsibilities</b>	- To what extent roles and responsibilities of the different stakeholders in the different procurement stages are established, adequate and clear?	Level of clarity of roles and responsibilities	<ul style="list-style-type: none"> <li>Procurement Manual</li> <li>Interview with PMs</li> </ul>	<ul style="list-style-type: none"> <li>Procurement related documents review</li> <li>Evaluation Reports</li> <li>Survey to PMs, procurement officers, beneficiaries, field local partners.</li> <li>Interviews with Procurement officers</li> </ul>
	- To what extent there is an adequate segregation of duties across the procurement process and between the different roles and stakeholders?		<ul style="list-style-type: none"> <li>Procurement Manual</li> <li>Interview with PMs</li> </ul>	
	- How was responsibility for the customs clearance arranged? UNIDO FO? UNDP? Government? Other?		<ul style="list-style-type: none"> <li>Procurement Manual</li> <li>Interview to PMs</li> <li>Interviews with local partners</li> </ul>	
	- To what extent were suppliers delivering	Level of satisfaction with	<ul style="list-style-type: none"> <li>Interviews with PMs</li> </ul>	

<sup>62</sup> These indicators are preliminary proposed here. They will be further defined and piloted during the Thematic Evaluation of UNIDO procurement process planned for 2015.

<b>Area</b>	<b>Evaluation question</b>	<b>Indicators<sup>62</sup></b>	<b>Data source(s) for country / project evaluations</b>	<b>Additional data source(s) for thematic evaluation of procurement process in 2015</b>
	products/ services as required?	Suppliers		
<b>Costs</b>	- Were the transportation costs reasonable and within budget. If no, please elaborate.		<ul style="list-style-type: none"> <li>• Interviews with PMs</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation Reports</li> <li>• Survey to PMs, procurement officers, beneficiaries, field local partners.</li> <li>• Interviews with Procurement officers</li> </ul>
	- Were the procured goods/services within the expected/planned costs? If no, please elaborate	Costs vs budget	<ul style="list-style-type: none"> <li>• Interview with PMs</li> </ul>	
<b>Quality of products</b>	- To what extent the process provides adequate treatment to different types of procurement (e.g. by value, by category, by exception...)		<ul style="list-style-type: none"> <li>• Interview with PMs</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation Reports</li> <li>• Survey to PMs, procurement officers, beneficiaries, field local partners.</li> <li>• Interviews with Procurement officers</li> </ul>
	- To what extent were the procured goods of the expected/needed quality and quantity?.	Level of satisfaction with products/services	<ul style="list-style-type: none"> <li>• Survey to PMs and beneficiaries</li> <li>• Observation in project site</li> </ul>	
<b>Process / workflow</b>	- To what extent the procurement process is fit for purpose?	Level of satisfaction with the procurement process	<ul style="list-style-type: none"> <li>• Interviews with PMs, Government counterparts and beneficiaries</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement related documents review</li> <li>• Evaluation Reports</li> <li>• Survey to PMs, procurement officers, beneficiaries, field local partners.</li> <li>• Procurement related documents review</li> <li>• Evaluation Reports</li> <li>• Survey to PMs, procurement officers, beneficiaries, field local partners.</li> <li>• Interviews with Procurement officers</li> </ul>
	- Which are the main bottlenecks / issues in the procurement process?		<ul style="list-style-type: none"> <li>• Interviews with PMs, Government counterparts and beneficiaries</li> </ul>	
	- Which part(s) of the procurement process can be streamlined or simplified?		<ul style="list-style-type: none"> <li>• Interview with PMs</li> </ul>	