



International
Trade
Centre

EVALUATION REPORT

Midterm Evaluation of the ITC MENATEX Programme

Independent Evaluation Unit

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This midterm evaluation report makes reference to the following SDGs:



MIDTERM EVALUATION OF THE ITC MENATEX PROGRAMME

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For all of ITC's interventions, evaluation is a key instrument to ensure accountability against expected results and to support organizational learning. Evaluations inform ITC's decision-making in policy, programme and project management, with the purpose of improving performance and enhancing ITC's contributions towards achieving the UN Sustainable Development Goals (SDGs).

The ITC Independent Evaluation Unit has carried out this evaluation under its 2022 Work Programme and is responsible for this publication.

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Contents

Acronyms	I
Executive summary	III
Evidence trail of findings, conclusions and recommendations	X
1. Introduction and methodology	1
1.1 Context, purpose, objectives and scope of the evaluation	1
1.2 Evaluation process and approach	2
1.3 Data collection	2
1.4 Evaluation team and quality control.....	3
1.5 Limitations.....	3
2. Global context and programme overview	5
2.1 Global context.....	5
2.2 Programme structure and areas of action	5
2.3 Programme funding	9
2.4 Geographical scope of programme activities.....	9
2.5 The programme’s theory of change and results framework.....	9
3. Findings.....	11
3.1 Relevance.....	11
3.2 Coherence	13
3.3 Effectiveness	14
3.4 Efficiency	17
3.5 Impact.....	19
3.6 Sustainability.....	21
3.7 Cross-cutting issues.....	22
4. Overall assessment, conclusions and recommendations	23
4.1 Overall assessment	23
4.2 Conclusions	23
4.3 Recommendations	29
Annex A: Evaluation Matrix.....	32
Annex B: Bibliography	35
Annex C: List of interviews	39
Annex D: Terms of reference	43

Acronyms

AECE	Apparel Export Council (Egypt)
AMITH	Association Marocaine des Industries du Textile et de l'Habillement
AMM	Department of Apparel Merchandising and Management, California Polytechnic University
BSO	Business Support Organization
CCA	Common Country Assessment
CEPEX	Centre de Promotion des Exportations
CETTEX	Centre Technique du Textile en Tunisie
CMA	Casa Moda Academy
COM-TEXHA	Project to support the competitiveness of the T&C value chain in Tunisia
COVID-19	Coronavirus Disease 2019
DCP	Division of Country Programmes
DEI	ITC's Direction for Enterprises and Institutions
ENIM	École Nationale d'ingénieur de Monastir (Tunisie)
ESITH	École Supérieure des Industries du Textile et de l'Habillement (Maroc)
EU	European Union
FDC	Fashion and Design Center (Egypt)
FTTH	Fédération Tunisienne du Textile et de l'Habillement
GDP	Gross Domestic Product
GSC	Garment Design & Training Services Center (Jordan)
GTEX	Global Textile and Clothing Programme
ICS	Initiative for Compliance and Sustainability
IEU	Independent Evaluation Unit
IS3M	Institut Supérieur des Métiers de la Mode de Monastir (Tunisie)
ITC	International Trade Centre
ITMA	International Textile Machinery Association
ITMF	International Textile Manufacturers Association
JGATE	Jordan Garments, Accessories & Textiles Exporter's Association
KII	Knowledge Informant Interviews
M&E	Monitoring & Evaluation
MEL	Monitoring, Evaluation and Learning
MENA	Middle East and North Africa
MENATEX	Textile and Clothing Programme for selected MENA Countries
MSMEs	Micro, Small and Medium-sized Enterprises
T&C	Textile and Clothing
TISI	Trade and Investment Support Institution
ToC	Theory of Change
ToR	Terms of Reference
THTECE	Textile and Home Textile Export Council (Egypt)
TISI	Trade and Investment Support Institutions
ToT	Training of Trainers
TRTA	Trade Related Technical Assistance
T4SD	Trade for Sustainable Development
RECP	Resource Efficiency and Circular Production
SCORE	Sustaining Competitive and Responsible Enterprises
SDG	Sustainable Development Goals
SECO	Swiss State Secretariat for Economic Affairs
Sida	Swedish International Development Cooperation Agency

SIPPO	Swiss Import Promotion Programme
SME	Small and Medium Enterprises
UN	United Nations
UNEG	UN Evaluation Group
USA	United-States of America
UNSDCF	UN Sustainable Cooperation Development Framework
USFIA	US Fashion Industry Association

Evaluation of the ITC MENATEX Programme

Independent Evaluation Unit, International Trade Centre

Executive summary

Purpose and approach

The Evaluation aims at providing International Trade Centre (ITC) and the Programme funders i.e., the Swiss State Secretariat for Economic Affairs (SECO) and the Swedish International Development Cooperation Agency (Sida) with **evidence-informed and actionable recommendations for strengthening the Textile and Clothing Programme for selected MENA Countries** (MENATEX Programme) design, implementation, sustainability, and specifically its framework and functioning, based on the experience of activities carried out to date.

The evaluation is undertaken to render a summary judgement on certain aspects of the MENATEX Programme performance at midterm, with a view to identify both strengths on which to build and gaps to address in the Programme design and implementation. The evaluation was carried out in a **consultative and inclusive** manner, giving a voice to beneficiaries of the Programme on the ground and was based on exchanges with a broad range of stakeholders involved in the MENATEX Programme implementation including management and coordination.

Programme overview and context

The **MENATEX Programme** implementation started in 2018 and is foreseen to end in 2023, after extension. The programme aims to encourage exports of textiles and clothing from developing countries to promote employment and income generation throughout the value chain. The Programme works by supporting the competitiveness of selected small and medium enterprises (SMEs) working in the textile and clothing (T&C) sector and by providing support to improve the performance of T&C related business support organizations (BSOs) in selected countries.

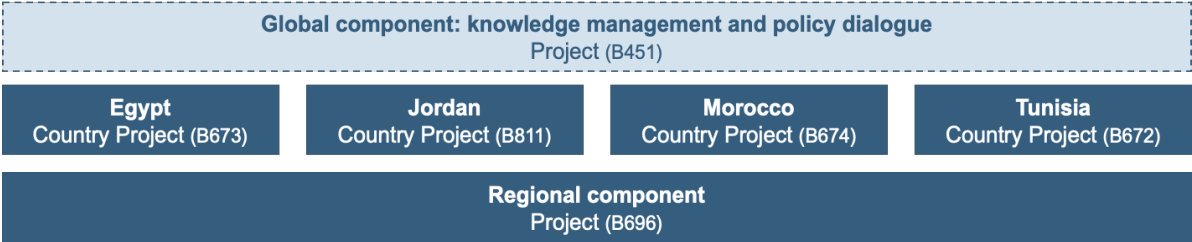
The Programme rests on 2 partnership Agreements signed between ITC and funders, respectively for:

GTEX: financed by SECO, GTEX builds on the lessons learned from a previous project to support the T&C sector in Tunisia implemented over the period 2014-2017 (COM-TEXHA) and aims to increase export competitiveness in the T&C sector in five selected countries in North Africa (Egypt, Tunisia, and Morocco) and in Central Asia (Kyrgyzstan and Tajikistan). GTEX includes a global component.

MENATEX: financed by Sida, MENATEX aims at complementing GTEX to strengthen the international competitiveness of the T&C sector in selected MENA countries (Jordan, Egypt, Tunisia, Morocco) with similar sector features e.g., a critical mass of exporting companies, a specialisation in export clothing, etc. MENATEX focusses its support on the clothing sector; and includes a regional component.

The MENATEX Programme portfolio is composed of 6 different projects, i.e.:

Schema i – MENATEX Programme Portfolio



Note: the global component is formally part of the GTEX Programme, although activities implemented in the 4 country projects, especially training related activities have been carried out under the framework of this global project, therefore considered in this evaluation.

The four MENA countries involved in the Programme share some similar sector features i.e., a critical mass of exporting companies that provide employment opportunities, a specialisation in export clothing, a sector that export to mainly the European Union (EU) and United-States of America (USA) markets, and all four countries are part of the Euro-Mediterranean Partnership (EuroMed) enjoy preferential trade access to the EU market through the Pan-Euro-Mediterranean (PEM) Convention and are part of the Agadir Agreement.

The **COVID-19 pandemic has strongly impacted the T&C sector** worldwide (reduced consumer demand, decrease of retail sales, diminution of trade in volume, disruptions in the supply and delivery chains, etc.), and has also significantly impacted the implementation of the Programme activities.

Overall, the MENATEX Programme provided support under three areas of action:

Training and coaching

The Programme provides **trainings** on various themes such as improved productivity, production flows, and processes using Lean Manufacturing Management techniques; improved environmental footprint through Resource Efficiency & Circular Production Processes (RECP), better well-being of workers through a social compliance policy, working with ILO Programme for Sustaining Competitive and Responsible Enterprises (SCORE) among others. **Direct coaching** for selected companies, as well **Training of trainers (ToT)** for selected Academic institutions on Lean Management and RECP were also provided.

Webinars on a variety of topics have also been organized and shared on Egypt's project and ITC YouTube channels. Topics include Social compliance, High performance sales, Digital transformation, RECP, Solid Waste and Water Management, Energy Management, Enterprise resources planning, Trade finance, Design, Merchandizing and Sustainability Strategies, and Business Development.

B2B support/access to market

With a view to stimulate business linkages and to facilitate the access to new markets for SMEs, the Programme provides **support to SMEs for their participation in trade fair events** specialised for T&C businesses (1ère Vision, ITMA, etc.), and support the exploration of new exports markets through business trips for the purpose of **B2B meetings** and business facilitation (e.g., the Netherlands, Belgium and Germany for SMEs from Tunisia, Iraq for SMEs from Jordan).

Studies are also produced under this area of action, such as **market studies** (e.g., United Kingdom, Italy, Germany and Sweden), or a **study on Regional T&C trade opportunities** and collaboration along the T&C value chain in the MENA region.

Other capacity building TA

The Programme provided all involved BSOs with CUBED **institutional assessment and related roadmaps**; the latter are constituted by strategic assessment and the provision of strategic orientations for each institution, as well as a cross-institutional analysis for existing T&C related BSO at national level.

The Programme also supports the **development and implementation of operational and strategic plans** for BSOs representing the T&C sector at national level, as well as for some private training institutions (such as the CMA in Morocco and GSC in Jordan) and provided **post-COVID strategies and recovery plans** for the sector at national levels, as well as specific studies (e.g., Study on Medical Textile Apparel in Egypt).

Overall assessment

The evaluation considers that, overall, the MENATEX Programme implemented by ITC under SECO and Sida's funding, is undertaken in a manner consistent with its overall intent and in accordance with the two respective partnership agreements signed between ITC and the Programme funders.

The governance of the Programme is carried out adequately, with attention to financial compliance, and the Programme management is based on two partnerships Agreements with overarching results frameworks. Programme activities are executed in a task-specific fashion, and in compliance with basic requirements.

The evaluation considers that opportunities exist for strengthening the Programme's value, its coherence, effectiveness, efficiency, and impact as well as the likelihood of its sustainability.

Findings and conclusions

Relevance

Regarding the MENATEX Programme relevance i.e., the alignment of the Programme direction, design and implementation with overall needs, strategies and priorities, the evaluation found that, overall, the design documents pay proper attention to the alignment of the Programme content with the needs and strategic priorities of its key stakeholders i.e., national partners, funders, ITC.

The Programme and project documents provide content regarding the Programme alignment with the overall needs, priorities and national policies supported by detailed roadmaps established at the project inception stage, for each institution involved in country projects. However, the evaluation did not find a clear articulation between the expressed ToC derived from the VA2T Programme and the MENATEX Programme results framework, while the intent of the Programme to contribute to SDGs is stated although not clearly explained.

The evaluation concludes that the Programme direction, design and implementation are overall aligned with the overall needs, strategies and priorities of its key stakeholders, although their alignment could be improved by clarifying key elements of the Programme ToC, as well as specific project ToC & objectives articulated with overall ToC for the Programme, and the intended contribution of the Programme to SDGs 1, 5, 8, 9, 12, 17¹.

Coherence

Regarding the Programme coherence, the evaluation focused on evidence regarding the Programme planning and implementation of synergies and overall found evidence of internal and external synergies of the MENATEX Programme, although not systematically planned, implemented and reported in the Programme documentation.

The evaluation also found that synergies between projects are mostly envisaged through the implementation of pre-set activities developed through the "global" component and applied in all country projects, as well as through the "regional" component and through the Programme Steering Committee – that meets once a year. The evaluation did not find clear evidence of existing framework documentation that would be harmonized for the two Programme interventions i.e., SECO's and Sida's, beyond the use of the same results framework.

Regarding internal coherence, the evaluation concludes that the Programme successfully implemented synergies between various ITC units, although these synergies could be more clearly outlined in the Programme documentation. It also concludes that internal coherence between projects, the regional project and the global project could be further strengthened.

Regarding external coherence of the Programme, the evaluation concludes that synergies with other interventions mostly occur in an ad-hoc fashion. As such, there is much potential for catalysing and creating synergies through a clear and explicit strategic frame of reference, improved communication and clarity about Programmes processes, and a more explicit and systematic focus on priorities, intended results and long-term sustainability, with the caveat that the process does not solely depend on ITC but also the "appetite" of other players to engage in such synergies.

Effectiveness

Regarding the MENATEX Programme effectiveness i.e., the Programme prioritization of results and their achievements, the evaluation found that key stakeholders overall find that the Programme adds value and provides overall effective support to T&C BSOs and most selected SMEs. Differential results have been observed e.g., depending on countries and types of beneficiaries. Especially, the Programme provided access for SMEs to training and expertise, and support for participation in B2B activities both generally most appreciated.

¹ SDG 1: No Poverty; SDG 5: Gender Equality; SDG 8: Decent Work and Economic Growth; SDG 9: Industry Innovation and Infrastructure; SDG 12 Responsible Production and Consumption; SDG 17: Partnerships for the Goals.

The Programme supported to some extent T&C-related BSOs, by providing them with technical assistance to improve their operational and strategic planning through the development of strategic studies and business plans. Some BSOs were also selected to act as a project implementer, e.g., leading the selection of SMEs involved in the Programme. Beneficiaries suggested that, overall, the communication regarding the objectives and functioning of the Programme could be improved.

The evaluation found that the Programme has taken effective steps to recognize and manage the effects of the COVID pandemic on its operations and the implementation of project activities. It also found that the Programme occupies a “niche” in terms of technical and financial sectoral support specific to the T&C industry; the evaluation did not find any systematic work done at leadership and advocacy level.

The evaluation concludes that, particularly given the constraints on human resources as well as the difficulties and uncertainties due to the pandemic, the Programme reasonably achieved its objectives to date in supporting the competitiveness of selected T&C SMEs and providing support to improve the performance of T&C related BSOs. The evaluation notes the flexible approach that allowed the Programme to remain operational during the pandemic by adjusting its pace and forms of delivery to level of sanitary restrictions in every country but also to rapidly adapt to the changes in the political and/or administrative governance configuration of the T&C sector in each of the four countries.

The understanding of the Programme by beneficiaries could be strengthened by improving the communication processes around the Programme’s approach, results and achievements and by making the material produced by the Programme accessible to a wider audience. The evaluation also concludes that ITC thought leadership and advocacy in the field of T&C, SME, and trade could be strengthened by, among other things, an explicit advocacy strategy for the Programme.

Efficiency

Regarding the MENATEX Programme efficiency, the evaluation found that the overall roles and responsibilities are described in the Programme documentation, although the evaluation did not find the respective roles and responsibilities regarding monitoring and accountability reporting formally delineated.

The M&E system is based on the results framework and Progress reports provided twice a year. Reporting is done based on 2 types of beneficiaries while there are 3 types of beneficiaries for the Programme activities. Also, impact and outcomes for the Programme are not specific, and the available monitoring data does not enable to establish plausible attribution pathways regarding the attainment of these outcomes and impact through the Programme.

The evaluation did not find clear evidence of a Steering Committee to oversee and provide strategic direction on the regional component, nor a clear accountability reporting framework for this project, nor any clear and systematic mechanisms or tools in place for collaborative management beyond annual Steering Committees.

Given the complex operational environment and the challenges faced during the first two years of implementation, the programme has been working in a fairly efficient and adaptive manner. However operational efficiency could be significantly improved by strengthening the Programme ToC and its operational framework i.e., the alignment of management components so that they are working together to achieve the Programme mission, and by clarifying the respective roles and responsibilities regarding monitoring and accountability reporting.

The evaluation also concludes that there is a risk for the resources of the Programme not to be used efficiently given that the current M&E approach is based on a results framework that focuses primarily on the delivery of the activities under the different outputs, but does not allow tracking quality, adequacy and stakeholder feedback (a/o) making it difficult to identify and report on areas that would require course correction.

Impact

Regarding impacts of the MENATEX Programme, the evaluation found that, to some extent, the Programme reinforced synergies between some of its stakeholders at national levels. Some of the targeted SMEs gave powerful testimonies on how the Programme helped them professionalize, improve and expand their operations (efficiency gains, online marketing, export connections), although the Programme was generally found more suitable for some types of SMEs than others. The issue of

“sustainability” is found perceived in different ways depending on beneficiaries, while some refer to the issue of waste management, others perceive it through the lens of the necessary adaptations to perform to cope with the evolving requirements of their key exports markets. It is too early in the implementation process of the Programme to find clear impacts of the Programme, especially given the delays and adjustments operated in the Programme implementation due to the COVID situation.

The evaluation concludes that the Programme reinforced the synergies between key project stakeholders and that it helped a significant number of SMEs to professionalise and expand their operations, with many “life changing” testimonies provided by beneficiaries. The current M&E practices within the Programme could better highlight and capitalize on these positive changes.

The evaluation concludes that the collaborative effect of the Programme is limited to the annual meeting of the national Steering Committees, and that the Programme could further harness the potential synergies of involved stakeholders. Also, the understanding of the notion of “sustainability” from Programme stakeholders could be better harmonized, especially to integrate the vantage point of beneficiaries in view of strengthening the Programme impact on this sustainability aspect.

Sustainability

Regarding the sustainability of the MENATEX Programme i.e., the likelihood of its benefits to be sustained over time, the evaluation found that, overall, the Programme supported the improvement of the competencies of local trainers by pairing national experts with international ones, contributing hence to the creation of a local pool of training expertise that would still be available once the Programme ends, especially on RECP and Lean Management.

At institutional level, the Programme also provided effective support to training institutions to strengthen their organizational capacities and/or strengthen their curriculums. The evaluation notes that, in the Programme documentation, content regarding the sustainability dimension is almost exclusively focused on institutions, and that content on how the Programme strategically envisages and implements sustainability is not fully distinct from the content provided regarding ownership and exit strategies for the Programme and projects and is mostly focused on BSOs.

The evaluation concludes that the Programme aimed at applying a systems-wide approach, focusing primarily on the institutional and organizational dimensions, but that further attention could be given to social and environmental dimensions, as well as to the interrelationships of the systems components and to political/policy dimensions that may have an influence on organizational capabilities.

The evaluation also concludes that some of the Programme benefits are likely to continue beyond ITC’s direct support, as the Programme effectively contributed to building-up capacities of local trainers and experts, and further considers that there is an opportunity for the Programme to clarify its approach of sustainability.

Cross-cutting issues

Regarding the MENATEX Programme cross-cutting issues (gender equality, youth inclusivity, green growth and social responsibility), the evaluation found overall attention to provide information on disaggregated data on gender and youth, although not in a systematic fashion.

The evaluation concludes that these issues could be better integrated at the stage of operational planning, taking into account that there is no one-size-fits all approach and the realities of various contexts in which projects unfolds. A human rights-based approach to these issues of gender-equality, youth green-growth and social responsibility also calls for the participation of marginalized, disempowered, and discriminated persons in decisions that affect their livelihoods and overall sustainable development, which – in turns – entails a customisation of the design of the Programme (mainly for a possible next phase).

The evaluation acknowledges that structural and procedural factors may have hindered the integration process of these issues in the Programme implementation.

Recommendations

Recommendations on the Relevance of the Programme

The evaluation recommends **strengthening the Programme ToC**, providing relevant articulation between the results chains for the Programme and refining the Programme contribution to identified SDGs.

Programme management should consider the following actions:

- Re-visit and consolidate the overall Theory of Change for the Programme.
- Provide a clearer articulation through intervention specific results chains of both outputs and outcomes for regional and global projects.
- Refine the stated contribution to SDGs 1, 5, 8, 9, 12, 17, to explain concretely how the Programme works to contribute to their achievements

Risk mitigation: not being relevant to the value proposition to T&C stakeholders and especially to T&C SMEs in strengthening their competitiveness.

Recommendations on the Coherence of the Programme

The evaluation recommends developing one **substantive document** clearly providing an overview laying out intended internal and external synergies between all funded activities of the Programme; this overview document could also help in fostering the coherence of all Programme interventions with ITC's mission.

Programme management should consider the following actions:

- Develop ad-hoc Programme documentation to harmonize the content of the two Programme Agreements and provide a substantive Programme framework that would go beyond the use of the same results framework.
- Improve planning and reporting on internal and external synergies.

Risk mitigation: lack of coherence between the Programme strategic objectives and interventions, as well with other T&C related interventions.

Recommendations on the Effectiveness of the Programme

The evaluation recommends **strengthening the communication of the Programme**, identifying specific communication channels and content depending on the types of Programme stakeholders.

Programme management should consider the following actions:

- Strengthen the communication of the Programme particularly towards its direct intended beneficiaries i.e., providing holistic information about the Programme and not just the past or future activities.
- Develop an organized and accessible repository of documentation, information and knowledge relative to the Programme, and ensure that it is continuously updated².
- Clarify the work done by the Programme with respect to advocacy in line with the Programme objectives of "strategic embedding".

Risk mitigation: diminished systemic effectiveness of the Programme.

² The evaluation notes that this issue was being addressed by the Programme at time of the evaluation by the development of an online platform (<https://www.globaltextileacademy.com/>) however the later was not available at the time the evaluation was carried out.

Recommendations on the Efficiency of the Programme

The evaluation recommends **clarifying and strengthening the monitoring and accountability reporting system** for the Programme, including relative roles and responsibilities.

Programme management should consider the following actions:

- Clarify the respective roles and responsibilities regarding monitoring and accountability reporting, including provisions for quality assurance of reported data.
- Re-visit the M&E system of the Programme to make it more fit-for-purpose, including the development of specific tools, SOPs and evaluation benchmarks.
- Embed a critical self-reflection element within the M&E system to “formally” detect performance-related issues and to keeping track on how these issues are being addressed.

Risk mitigation: inconsistencies between formal accountability reporting information required and objective realities on the ground.

Recommendations on the Impact of the Programme

The evaluation recommends including an **adaptive mechanism to better target and integrate the needs of beneficiaries** including how these evolve in the design, planning and implementation of activities.

Programme management and the Programme funders should consider the following actions:

- Strengthen the functions of governance, strategic management, and operational management of the Programme by a clearer definition of roles and responsibilities relative to each level.
- Operationalize a light and practical collaborative mechanism for stakeholders involved in the implementation of respective projects, e.g., in the form of project technical committees.

Risk mitigation: limited impact on income generation and job creation along the textile and clothing value chain.

Recommendations on the Programme's Sustainability

The evaluation recommends improving the **definition and integration of sustainability issues as well as country-specific contextual variables** in the Programme planning, implementation, monitoring and reporting.

Programme management should consider the following actions:

- Clarify and strengthen the Programme's collaboration with the other ITC sections and divisions to deepen the understanding of country contexts and include adequate analysis of inter-relationships between the various stakeholders involved at project level and of their dynamics. This could be conducted iteratively across the life cycle of the Programme with DCP and DECI.
- Clarify content relative to sustainability in the Programme and project documents based on a T&C study to identify specific actions that could be conducted in the framework of the Programme.
- Develop multiple-scenario exit strategies, especially for country projects, in preparation of the changes in the funding and/or activities landscape beyond 2023.

Risk mitigation: limited sustainability of interventions.

Recommendation on the Programme integration of cross-cutting issues

The evaluation recommends **identifying practically how the Programme could support the prevention of potential negative impacts on cross-cutting issues** in T&C value chains.

Programme management should consider the following action:

- Define clearly how cross-cutting issues will be prioritized and relative activities implemented depending on projects; carry out a specific study on these aspects (this could be included in the T&C study suggested above).

Risk mitigation: limited effects at cross-cutting levels (e.g., human rights and gender equality, inclusion of youth, green growth, and social responsibility).

Evidence trail of findings, conclusions and recommendations

Findings	Conclusions	Recommendations
<p>RELEVANCE</p> <ul style="list-style-type: none"> Design documents pay proper attention to the alignment of the Programme content with the needs and strategic priorities of its key stakeholders i.e., national partners, funders, ITC. The Programme and project documents provide content regarding the Programme alignment with the overall needs, priorities and national policies supported by detailed roadmaps established at the project inception stage, for each institution involved in country projects. The evaluation did not find a clear articulation between the expressed ToC derived from the VA2T Programme and the MENATEX Programme results framework. The intent of the Programme to contribute to SDGs is stated although not clearly explained. 	<p>The evaluation concludes that the Programme direction, design and implementation are overall aligned with the overall needs, strategies and priorities of its key stakeholders, although their alignment could be improved by clarifying key elements of the Programme ToC, as well as specific project ToC & objectives articulated with overall ToC for the Programme, and the intended contribution of the Programme to SDGs 1, 5, 8, 9, 12, 17.</p>	<p>Strengthen the Programme ToC, providing relevant articulation between the results chains for the Programme and refining the Programme contribution to identified SDGs.</p> <p><i>Suggested actions:</i></p> <ul style="list-style-type: none"> - Re-visit and consolidate the overall Theory of Change for the Programme. - Provide a clearer articulation through intervention specific results chains of both outputs and outcomes for regional and global projects. - Refine the stated contribution to SDGs 5, 8, 9, 12, 17, to explain concretely how the Programme works to contribute to their achievements. <p><u>Responsibility for implementation:</u> Programme management</p>
<p>COHERENCE</p> <ul style="list-style-type: none"> Evidence of internal and external synergies of the MENATEX Programme, although not systematically planned, implemented and reported in the Programme documentation. Synergies between projects are mostly envisaged through the implementation of pre-set activities developed through the “global” component and applied in all country projects, as well as through the “regional” component and through the Programme Steering Committee – that meets once a year. No clear evidence of existing framework documentation that would be harmonized for the two Programme interventions i.e., SECO’s and Sida’s, beyond the use of the same results framework. 	<p>The evaluation concludes that the Programme successfully implemented synergies between various ITC units, although these synergies could be more clearly outlined in the Programme planning and reporting documentation. It also concludes that internal coherence between the national projects, the regional project and the global project could be further strengthened.</p> <p>Regarding external coherence of the Programme, the evaluation concludes that synergies with other interventions mostly occur in an ad-hoc fashion. As such, there is much potential for catalysing and creating synergies through a clear and explicit strategic frame of reference, improved communication and clarity about Programmes processes, and a more explicit and systematic focus on priorities, intended results and long-term sustainability, with the caveat that the process does not solely depend on ITC but also the “appetite” of other players to engage in such synergies.</p>	<p>Develop one substantive document clearly providing an overview laying out intended internal and external synergies between all funded activities of the Programme; this overview document could also help in fostering the coherence of all Programme interventions with ITC’s mission.</p> <p><i>Suggested actions:</i></p> <ul style="list-style-type: none"> - Develop ad-hoc Programme documentation to harmonize the content of the two Programme Agreements and provide a substantive Programme framework that would go beyond the use of the same results framework. - Improve planning and reporting on internal and external synergies. <p><u>Responsibility for implementation:</u> Programme management</p>
<p>EFFECTIVENESS</p> <ul style="list-style-type: none"> The Programme occupies a “niche” in terms of technical support to the T&C industry which is widely acknowledged and appreciated by the different 	<p>The evaluation concludes that, particularly given the constraints on human resources as well as the difficulties and uncertainties due to the pandemic, the Programme reasonably achieved its objectives to date in supporting the</p>	<p>Strengthen the communication of the Programme, identifying specific communication channels and content depending on the types of Programme stakeholders.</p> <p><i>Suggested actions:</i></p>

Findings	Conclusions	Recommendations
<p>stakeholders. A more proactive advocacy strategy should complement this support.</p> <ul style="list-style-type: none"> Key stakeholders overall find that the Programme adds value and provides effective support to T&C BSOs and SMEs. The provision of training and technical expertise and facilitating the participation in B2B events are most appreciated. Differential results have been observed depending on country context and types of beneficiaries. The Programme supported selected T&C-related BSOs, by providing them with technical assistance to improve their operational and strategic planning through the development of strategic studies and business plans. Some BSOs were also selected to act as a project implementer, e.g., leading the selection of SMEs involved in the Programme. Beneficiaries suggested that the communication regarding the objectives and functioning of the Programme could be improved. The Programme has taken steps to recognize and manage the effects of the COVID pandemic on its operations and the implementation of project activities. 	<p>competitiveness of selected T&C SMEs and providing support to improve the performance of T&C related BSOs.</p> <p>The evaluation notes the flexible approach that allowed the Programme to remain operational during the pandemic by adjusting its pace and forms of delivery to level of sanitary restrictions in every country but also to rapidly adapt to the changes in the political and/or administrative governance configuration of the T&C sector in each of the four countries.</p> <p>The understanding of the Programme by beneficiaries could be strengthened by improving the communication processes around the Programme's approach, results and achievements and by making the material produced by the Programme accessible to a wider audience.</p> <p>The evaluation also concludes that ITC thought leadership and advocacy in the field of T&C, SME, and trade could be strengthened by, among other things, an explicit advocacy strategy for the Programme.</p>	<ul style="list-style-type: none"> <i>Strengthen the communication of the Programme particularly towards its direct intended beneficiaries i.e., providing holistic information about the Programme and not just the past or future activities.</i> <i>Develop an organized and accessible repository of documentation, information and knowledge relative to the Programme, and ensure that it is continuously updated.</i> <i>Clarify the work done by the Programme with respect to advocacy in line with the Programme objectives of "strategic embedding."</i> <p><u>Responsibility for implementation:</u> Programme management</p>
<p>EFFICIENCY</p> <ul style="list-style-type: none"> The overall roles and responsibilities are described in the Programme documentation, although the evaluation with the exception of monitoring and accountability reporting where roles and responsibilities are not formally delineated. The M&E system is based on the results framework and Progress reports provided twice a year. Reporting is done based on 2 types of beneficiaries while there are 3 types of beneficiaries for the Programme activities. Impact and outcomes for the Programme are not specific, and the available monitoring data does not enable to establish plausible attribution pathways regarding the attainment of these outcomes and impact through the Programme. No clear mechanisms or tools in place for collaborative management beyond annual Steering Committees. 	<p>Given the complex operational environment and the challenges faced during the first two years of implementation, the Programme has been working in a fairly efficient and adaptive manner.</p> <p>However operational efficiency could be significantly improved by strengthening the Programme ToC and its operational framework i.e., the alignment of management components so that they are working together to achieve the Programme mission, and by clarifying the respective roles and responsibilities regarding monitoring and accountability reporting.</p> <p>The evaluation also concludes that there is a risk for the resources of the Programme not to be used efficiently given that the current M&E approach is based on a results framework that focuses primarily on the delivery of the activities under the different outputs, but does not allow tracking quality, adequacy and stakeholder feedback (a/o</p>	<p>Clarify and strengthen the monitoring and accountability reporting system for the Programme, including relative roles and responsibilities.</p> <p><i>Suggested actions:</i></p> <ul style="list-style-type: none"> <i>Clarify the respective roles and responsibilities regarding monitoring and accountability reporting, including provisions for quality assurance of reported data.</i> <i>Re-visit the M&E system of the Programme to make it more fit-for-purpose, including the development of specific tools, SOPs and evaluation benchmarks.</i> <i>Embed a critical self-reflection element within the M&E system to "formally" detect performance-related issues and to keeping track on how these issues are being addressed.</i> <p><u>Responsibility for implementation:</u> Programme management</p>

Findings	Conclusions	Recommendations
<ul style="list-style-type: none"> No evidence of a Steering Committee to oversee and provide strategic direction on the regional component, nor a clear accountability reporting framework for this project. 	<p>making it difficult to identify and report on areas that would require course correction.</p>	
<p>IMPACT</p> <ul style="list-style-type: none"> The Programme established collaborative platforms between its different stakeholders at the national level, yet these platforms require more proactive efforts around communication and advocacy to maximise their intended impact. Some of the targeted SMEs gave powerful testimonies on how the Programme helped them professionalize, improve and expand their operations (efficiency gains, online marketing and export connections). The Programme was generally found more suitable to SMEs with minimum support functions. It is too early in the implementation process of the Programme to find clear impact pathways beyond those observed at the SME level, especially given the delays and adjustments operated in the Programme implementation due to the COVID situation. The evaluation also notes that the issue of “sustainability” is perceived in different ways depending on beneficiaries, while some refer to the issue of waste management, others perceive it through the lens of the necessary adaptations to perform to cope with the evolving requirements of their key exports markets. 	<p>The evaluation concludes that the Programme reinforced the synergies between key project stakeholders and that it helped a significant number of SMEs to professionalise and expand their operations, with many “life changing” testimonies provided by beneficiaries. The current M&E practices within the Programme could better highlight and capitalize on these positive changes.</p> <p>The evaluation concludes that the collaborative effect of the Programme is limited to the annual meeting of the national Steering Committees, and that the Programme could the Programme could further harness the potential synergies of involved stakeholders.</p> <p>The understanding of the notion of “sustainability” from Programme stakeholders could be better harmonized, especially to integrate the vantage point of beneficiaries in view of strengthening the Programme impact on this sustainability aspect.</p>	<p><i>Include an adaptive mechanism to better target and integrate the needs of beneficiaries including how these evolve in the design, planning and implementation of activities.</i></p> <p><i>Suggested actions:</i></p> <ul style="list-style-type: none"> <i>- Strengthen the functions of governance, strategic management, and operational management of the Programme by a clearer definition of roles and responsibilities relative to each level.</i> <i>- Operationalize a light and practical collaborative mechanism for stakeholders involved in the implementation of respective projects, e.g., in the form of project technical committees.</i> <p><u><i>Responsibility for implementation:</i></u> <i>Programme management, Programme funders</i></p>
<p>SUSTAINABILITY</p> <ul style="list-style-type: none"> The Programme supported the improvement of the competencies of local trainers by pairing national experts with international ones, contributing hence to the creation of a local pool of training expertise that would still be available once the Programme ends, especially on RECP and Lean Management. At institutional level, the Programme also provided effective support to training institutions to strengthen their organizational capacities and/or strengthen their curriculums. 	<p>The evaluation concludes that the Programme aimed at applying a systems-wide approach, focusing primarily on the institutional and organizational dimensions, but that further attention could be given to social and environmental dimensions, as well as to the interrelationships of the systems components and to political/policy dimensions that may have an influence on organizational capabilities.</p> <p>The evaluation also concludes that some of the Programme benefits are likely to continue beyond ITC’s direct support, as the Programme effectively contributed to building-up capacities of local trainers and experts, and further</p>	<p><i>Improve the definition and integration of sustainability issues as well as country-specific contextual variables in the Programme planning, implementation, monitoring and reporting.</i></p> <p><i>Suggested actions:</i></p> <ul style="list-style-type: none"> <i>- Clarify and strengthen the Programme’s collaboration with the other ITC sections and divisions to deepen the understanding of country contexts and include adequate analysis of inter-relationships between the various stakeholders involved at project level and of their dynamics. This could be conducted iteratively across the life cycle of the Programme with DCP or DECI.</i>

Findings	Conclusions	Recommendations
<ul style="list-style-type: none"> The evaluation notes that, in the Programme documentation, content regarding the sustainability dimension is almost exclusively focused on institutions, and that content on how the Programme strategically envisages and implements sustainability is not fully distinct from the content provided regarding ownership and exit strategies for the Programme and projects and is mostly focused on BSOs. 	<p>considers that there is an opportunity for the Programme to clarify its approach of sustainability.</p>	<ul style="list-style-type: none"> - Clarify content relative to sustainability in the Programme and project documents based on a T&C study to identify specific actions that could be conducted in the framework of the Programme. - Develop multiple-scenario exit strategies, especially for country projects, in preparation of the changes in the funding and/or activities landscape beyond 2023. <p><u>Responsibility for implementation:</u> Programme management</p>
<p>CROSS-CUTTING</p> <ul style="list-style-type: none"> Attention to provide information on disaggregated data on gender and youth in monitoring and reporting on activities, although not in a systematic fashion. 	<p>The evaluation concludes that these issues could be better integrated at the stage of operational planning, taking into account that there is no one-size-fits all approach and the realities of various contexts in which projects unfolds. A human rights-based approach to these issues of gender-equality, youth green-growth and social responsibility also calls for the participation of marginalized, disempowered and discriminated persons in decisions that affect their livelihoods and overall sustainable development, which – in turns – entails a customisation of the design of the Programme (mainly for a possible next phase)</p> <p>The evaluation acknowledges that structural and procedural factors may have hindered the integration process of these issues in the Programme implementation.</p>	<p>Identifying practically how the Programme could support the prevention of potential negative impacts on cross-cutting issues in T&C value chains.</p> <p><i>Suggested action:</i></p> <ul style="list-style-type: none"> - Define clearly how cross-cutting issues will be prioritized and relative activities implemented depending on projects; carry out a specific study on these aspects (this could be included in the T&C study suggested above). <p><u>Responsibility for implementation:</u> Programme management</p>

1. Introduction and methodology

1.1 Context, purpose, objectives and scope of the evaluation

1.1.1 Context

Funded by the Swiss State Secretariat for Economic Affairs (SECO) and by the Swedish International Development Cooperation Agency (Sida), the **Textile and Clothing Programme for selected MENA Countries (MENATEX Programme)** implementation started in 2018 and is foreseen to end in 2023 - after extension – with a total budget of 18,165,314 USD (see table 4 for more details on the Programme funding).

The programme aims to encourage exports of textiles and clothing (T&C) from developing countries to promote employment and income generation throughout the value chain, while the **COVID-19 pandemic has strongly impacted the T&C sector** worldwide (reduced consumer demand, decrease of retail sales, diminution of trade in volume, disruptions in the supply and delivery chains, etc.), and has also significantly impacted the implementation of the Programme activities.

This Midterm Evaluation of the MENATEX Programme unfolded in the context of general alleviation of COVID-related restrictions, of resuming in-person activities, and of evolving challenges and requirements for the project stakeholders; the evaluation consider these developments in assessing the Programme performance.

1.1.2 Purpose

The overarching purpose of this Evaluation is to provide ITC, as the Programme implementer, and both Programme funders with **evidence-informed and actionable recommendations for strengthening the MENATEX Programme** design, implementation, sustainability, and specifically its framework and functioning, based on the experience of activities carried out to date.

The evaluation is first and foremost **forward looking**, recommending actions or courses of action that are realistic to address any identified challenges and contribute to sustainable functioning of this T&C Programme and its value proposition, within the context of multilateral efforts to promote sustainable trade and investments in the T&C sector in the Middle-East and North Africa (MENA) region.

1.1.3 Objectives

The evaluation overall objective is to provide ITC with an assessment of the Programme's value based on the various perspectives of its stakeholders. More specifically, this Midterm Evaluation aims to understand the **relevance, coherence, effectiveness, efficiency, impact and sustainability**, of the projects and their activities implemented under the MENATEX partnership Agreements, as well as their relative contribution to other themes such as gender equality mainstreaming, youth engagement and social responsibility.

The specific objectives for the evaluation are to provide the funders, ITC Independent Evaluation Unit, MENATEX Programme and project management with evaluation findings, conclusions and lessons on the value added by the Programme to the competitiveness of the T&C sector in the MENA region to:

- strengthen the remaining Programme implementation,
- define priorities and adjustments for the remaining period and a possible renewal.

1.1.4 Scope

This midterm evaluation covers the Programme implementation since the start of the Agreement with SECO for the GTEX Programme in **December 2017 to date**, and focusses on the MENATEX Programme implementation and management from January 2018 to December 2021, covering all four **MENA countries i.e., Morocco, Tunisia, Egypt and Jordan**.

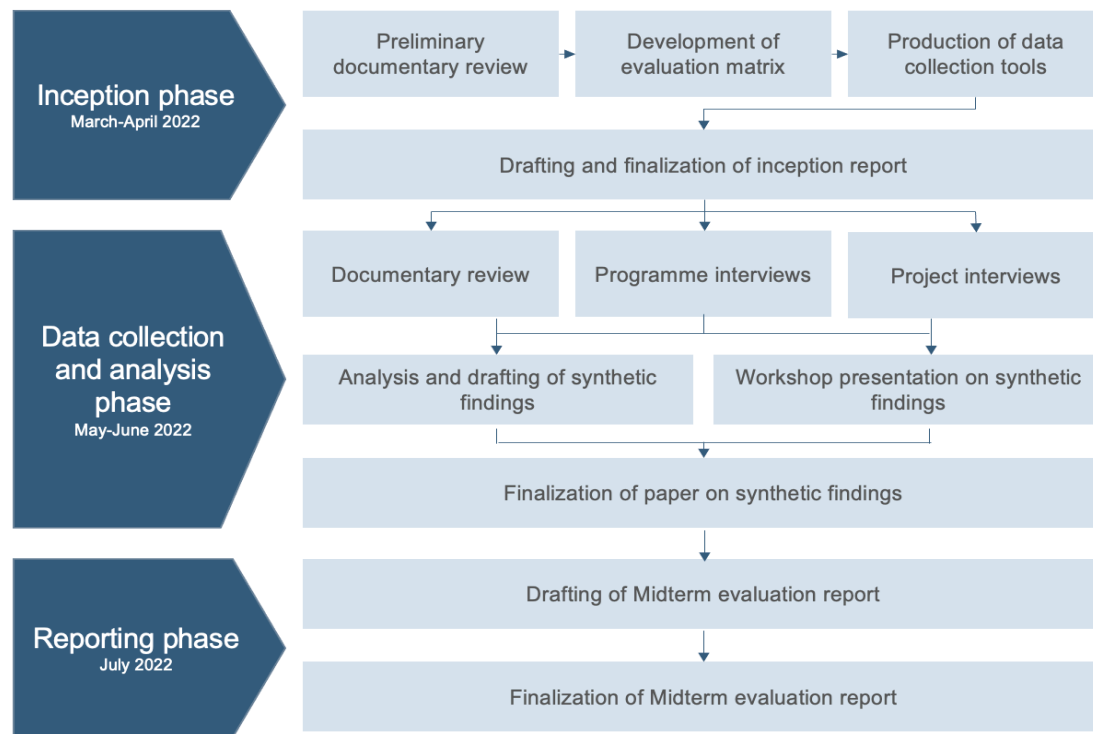
The evaluation considers the **organization, systems and processes underlying the functioning of the MENATEX Programme** but not the performance of individuals involved in its governance processes, or in its strategic or operational management.

1.2 Evaluation process and approach

1.2.1 Process

The evaluation was carried out over a 5-month period **between March and August 2022** and was structured around three key steps – as per the schema hereby.

Schema 1 – Overview of the evaluation process



1.2.2 Approach

The evaluation is **summative** and undertaken to render a summary judgement on certain aspects of the MENATEX Programme performance at midterm, with a view to identify both strengths on which to build and gaps to address in the Programme design and implementation.

The evaluation was carried out in a **consultative and inclusive** manner, giving a voice to beneficiaries of the Programme on the ground and was based on exchanges with a broad range of stakeholders involved in the MENATEX Programme implementation including management and coordination.

To assess the overall Programme performance, the evaluation also used a frame of reference that considers the synergies between three distinct and interdependent functions:

- **Governance:** The clarity of the Programme value proposition, of its strategic priorities and their articulation highlighted by the Programme funders and ITC at the Programme governance level.
- **Programme management:** The translation of the strategic priorities into projects and their related objectives, and the performance management of the programme.
- **Operational management:** The operational performance of the Programme, i.e., aspects of Programme performance that are identified in the terms of reference.

1.3 Data collection

Data collection was carried out by:

1.3.1 In-depth documentary review

As part of the inception process, the evaluation completed a systematic review of all the documentation provided, and referenced, by ITC to the evaluation team such as **Programme and project**

documentation, the partnership Agreements, the narrative and financial reports, the minutes of the project steering committees, the concept notes and communication materials produced under the Programme, as well as additional relevant documentation from web-based searches³.

1.3.2 Key Informant Interviews at Programme level

A first set of **online Key Informants Interviews (KIIs)** with key stakeholders at Programme level was conducted remotely by the evaluation team. Interviews included the GTEX and MENATEX Programme funders, ITC overarching management, and staff involved at the level of the MENATEX Programme management⁴

1.3.3 Key Informant Interviews at Project level

The consultants conducted **4 country missions** for the purpose of observation and KIIs at project level with key stakeholders in Egypt, Jordan, Morocco, and Tunisia. Meetings and KIIs included members of the donor delegation, key governmental partners as well as relevant national BSOs and T&C businesses. Additional remote interviews were conducted as needed, including for the regional component of the Programme⁵.

Table 1 – Overview of country missions

	Egypt	Jordan	Morocco	Tunisia
Dates	28 th may-4 th June	12-16 th June 2022	22-28 th May 2022	5-11 th June 2022
Interviews with:				
Government	Ministry of Trade and Industry	Ministry of Industry	Ministry of Trade and Industry	Ministry of Industry, Mines and Energy & Ministry of Trade
BSOs <i>Including training institutions</i>	AECE, THTECE, Expolink	Jordan Chamber of Industry JGATE, Syndicate of Garments & Textile Factory Owners	AMITH	FTTH, CEPEX, CETTEX
SMEs	FDC, IMC	GSC	ESITH, CMA	ENIM, IS3M
Others	7	7	7	9
Funder Rep.	-	-	-	3 consultants + 4 designers
	SECO	-	SECO	SECO

1.4 Evaluation team and quality control

The Midterm Evaluation was commissioned and managed by ITC's Independent Evaluation Office (IEU). The IEU established an evaluation team formed by an ITC evaluation officer (Marianne Schmitt) and an external team of evaluation consultants (Albine Guitard and Ziad Moussa). The IEU internally reviewed and validated the design of the ToR, the inception report, as well as the final evaluation report for quality assurance, ensuring that the process and deliverables met the relevant principles and guidelines. In addition, the head of IEU provided guidance and oversight throughout the evaluation process.

For fact checking as well as to ensure their ownership and participation, the GTEX-MENATEX team was consulted regularly and had the opportunity to provide comments at the drafting stages of the terms of reference, for the inception report as well as for this final report.

1.5 Limitations

1.5.1 Delineation GTEX-MENATEX

The title of the evaluation refers to the Midterm Evaluation of the MENATEX Programme, although both GTEX (funded by SECO) and MENATEX (funded by Sida) Programmes were implemented and

³ Annex B. List of documents

⁴ Annex C. List of interviews

⁵ Idem.

managed jointly as one programme in Egypt, Morocco and Tunisia, while the project in Jordan only received funds from Sida.

This Midterm Evaluation uses the term “MENATEX Programme” or “the Programme” in reference to activities of the GTEX and MENATEX Programmes implemented in the MENA region - and not in reference to the MENATEX Programme Agreement per se. Indeed, the MENATEX has not been implemented as a stand-alone Programme.

1.5.2 Monitoring and reporting data

The evaluation notes although all the necessary monitoring and reporting data and information has been collected to correspond to the results framework, however, the evaluation could not use the information provided to conclude on the actual Programme results, especially at outcomes and impact level. Indeed, some results that the Programme was expected to track through the indicators included in the results framework rest beyond what is fully under the control of Programme Management or is not specific enough to provide information that the evaluation could use (e.g., increase in export value at T&C sector level (in USD), contribute to SDG 1.2, contribute to SDG 1.5, etc.) to examine the effects of the project interventions on beneficiaries on the ground, or to develop on the performance of interventions at the level of specific SMEs or BSOs in countries.

2. Global context and programme overview

2.1 Global context

The four MENA countries involved in the Programme share some similar sector features i.e., a critical mass of exporting companies that provide employment opportunities, a specialisation in export clothing, a sector that export to mainly the EU and US markets, and all four countries are part of the Euro-Mediterranean Partnership (EuroMed) enjoy preferential trade access to the EU market through the Pan-Euro-Mediterranean (PEM) Convention and are part of the Agadir Agreement.

Table 2 – Highlights on country profiles

	Egypt	Jordan	Morocco	Tunisia
Total population (2020, UNCTAD)	102,334,000	10,203,000	36,991,000	11,819,000
Labour force (2020, WB)	27,870,210	2,588,720	11,665,210	4,115,540
Nr of workers officially employed % of labour force	1,000,000 3,6%	77,000 3%	165,000 1,4%	158,000 3,8%
Nr of declared T&C businesses	4,000	1,200	1,600	1,300
Share of T&C sector in GDP	3,5%	3%	5%	3%
Key export markets and share of exports	US 56% EU 35%	US 95%	EU > 75%	EU 80%

Source: indicated in the table, rest of data extracted from the TORs and other Programme documentation

The COVID-19 pandemic had a significant impact on global and local T&C supply chains from 2020: demand collapsed at a global scale⁶, hence global brands and retailers cancelled orders, delayed payments, or asked for discounts from their supplier factories. As a result, many T&C factories had to suspend or re-adjust production which had consequences on workers. Governments also imposed restrictions on travel and gatherings.

2.2 Programme structure and areas of action

The MENATEX Programme aims to encourage exports of textiles and clothing from developing countries to promote employment and income generation throughout the value chain. The Programme works by **supporting the competitiveness of selected T&C SMEs and by providing support to improve the performance of T&C related BSOs.**

Financed both by SECO and Sida, the Programme rests on two partnership Agreements signed between ITC and funders, respectively for:

GTEX: which builds on the lessons learned from a previous project⁷ to support the T&C sector in Tunisia implemented over the period 2014-2017 (COM-TEXHA) and aims to increase export competitiveness in the T&C sector in five selected countries in North Africa (Egypt, Tunisia, and Morocco) and in Central Asia (Kyrgyzstan and Tajikistan)⁸. GTEX includes a global component.

MENATEX: complementing GTEX, it aims to strengthen the international competitiveness of the T&C sector in selected MENA countries (Jordan, Egypt, Tunisia, Morocco) with similar sector features e.g., a critical mass of exporting companies, a specialisation in export clothing, etc. MENATEX focusses its support on the clothing sector⁹; and includes a regional component.

⁶ https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---sector/documents/briefingnote/wcms_741344.pdf

⁷ Revised Donor Agreement for SECO, p. 3.

⁸ Annex to Revised Donor Agreement for SECO, p. 6.

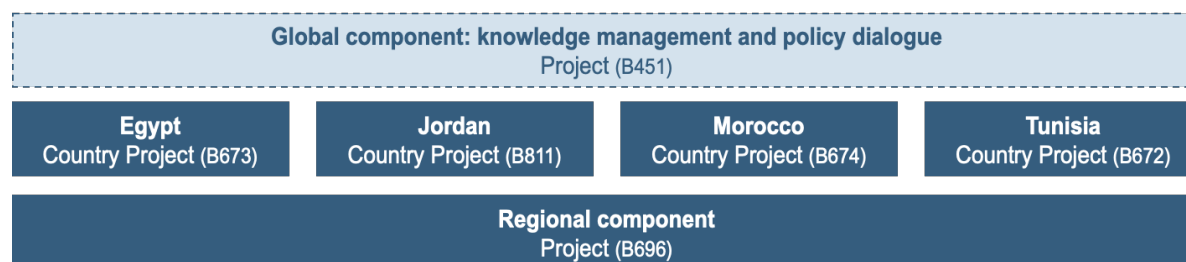
⁹ Revised Donor Agreement for Sida, p. 5.

2.2.1 Programme structure

This T&C Programme works as a project portfolio: **4 country projects** have been developed, to tailor the Programme to the different needs, stakeholders, and contexts of the MENA countries involved with a shared overall objective for all countries identical to the Programme objectives i.e., to stimulate income and employment in the T&C value-chain, by supporting the competitiveness of T&C SMEs and by improving T&C related BSOs performance. Additionally, the Programme includes **2 cross-cutting projects**, outlined as the “regional component” and “the global component” in the Programme documentation.

The MENATEX Programme portfolio is composed by 6 different projects, i.e.:

Schema 2 – MENATEX Programme Portfolio



Note: the global component is formally part of the GTEX Programme, although activities implemented in the 4 country projects, especially training related activities have been carried out under the framework of this global project, therefore considered in this evaluation (cf. 1.5 on “Limitations”).

Global component (Project B451)

Labelled “**Knowledge Management and Policy Dialogue**” this project intends to complement and foster the Programme country level interventions, as well as “*facilitate peer learning and networking at a regional and a global scale*”¹⁰. Implemented under **SECO funding**, it **started on 6 December 2017 and is foreseen to end on 31 December 2023** after extension. The total budget for this global component is **1,700,000 USD**. Key partner institutions reported¹¹ for this project include the International Labour Organization (ILO), the International Trade and Machinery Association (ITMA), the Initiative for Compliance and Sustainability (ICS), the US Industry Fashion Association (USFIA), the International Textile Manufacturers Association (ITMF), the Department of Apparel Merchandising and Management, California Polytechnic University (AMM), the Trade for Sustainable Development (T4SD) among others.

Egypt country project (Project B673)

Implemented under both **SECO and Sida’s funding**, the project **started with the signature of the agreement between SECO and ITC on 6 December 2017** (foreseen to end on 31 December 2023 after extension) and an **additional agreement was signed between Sida and ITC on 29 September 2018** (foreseen to end on 31 December 2023 after extension).

The actual **implementation of activities started on 22 September 2019**, with the signature of the agreement between SECO and the Government. The total budget for this project is **2,610,000 USD**. As ITC could not build on previous experience in the T&C sector in Egypt, an inception phase was undertaken for the purpose of establishing a needs assessment of the T&C sector in Egypt, conducting consultations with key relevant stakeholders to adapt the approach to country requirements.

Key governmental counterpart for this project is the Ministry of Trade and Industry, and key BSOs involved are Apparel Export Council (AECE), the Textile and Home Textile Export Council (THTECE), and the Fashion Design Centre (FDC). The project also included approx. 35 beneficiary SMEs.

¹⁰ Cf. Project document B451

¹¹ Cf. Progress reports 2021, 2020, 2019, 2018

Jordan country project (Project B811)

Implemented under **Sida's funding**, the Jordan country project **started with the signature of the agreement between Sida and ITC on 29 September 2018, foreseen to end on 31 December 2023 after extension**. The total budget for this project is **1,800,000 USD**.

As ITC had not been working previously in Jordan, an inception phase of six-months was undertaken for the purpose of establishing a needs assessment of the T&C sector in Jordan, conducting consultations with key relevant stakeholders, and mapping other T&C support programmes.

Key governmental counterpart for this project is the Jordan Chamber of Industry as recommended by the Ministry of Trade, and key BSOs involved are the Jordan Garments, Accessories and Textiles Exporters' Association (JGATE), Jordan Chamber of Industry (JCI), the Syndicate of Garments and Textile Factory Owners in Jordan, and the Garment Design and Training Centre (GSC). The project also included approx. 21 beneficiary SMEs.

Morocco country project (Project B674)

Implemented under both **SECO and Sida's funding**, the Morocco country project **started with the signature of the agreement between SECO and ITC on 6 December 2017** (foreseen to end on 31 December 2023 after extension) **an additional agreement was then signed between Sida and ITC on 29 September 2018 (foreseen to end on 31 December 2023 after extension)**. The actual implementation of activities started in November 2018, with the signature of the agreement between SECO and the Government – the latter co-financing the Programme with a 10% participation to the Swiss contribution. The total budget for this project is **3,020,000 USD**.

As ITC could not build on previous experience in the T&C sector in Morocco, an inception phase was undertaken for the purpose of establishing a needs assessment of the T&C sector in Morocco, conducting consultations with key relevant stakeholders to adapt the approach to country requirements.

Key governmental counterpart for this project is the Ministry of Trade and Industry, and key BSOs involved are the Association Marocaine pour l'Industrie du Textile et Habillement (AMITH), Casa Moda Academy (CMA), and an Engineering School specialised in T&C in Casablanca (ESITH) The project also included approx. 35 beneficiary SMEs.

Tunisia country project (Project B672)

Implemented under both **SECO and Sida's funding**, the Tunisia country project **started with the signature of the agreement between SECO and ITC on 6 December 2017** (foreseen to end on 31 December 2023 after extension), **an additional agreement was then signed between Sida and ITC on 29 September 2018 (foreseen to end on 31 December 2023 after extension)**. The total budget for this project is **2,860,000 USD**.

Key governmental counterpart for this project are the Ministry of Industry, Mines and Energy and the Ministry of Trade and Export Development. Key BSOs involved are Centre de Promotion des Exportations de la Tunisie (CEPEX), Centre Technique du Textile (CETTEX), and Fédération Tunisienne du Textile et de l'Habillement (FTTH). The project also included approx. 55 beneficiary SMEs (including 18 freelance entrepreneurs/designers).

Regional component (Project B696)

Implemented under **Sida's funding**, the regional component project **started on 29 September 2018 and is foreseen to end on 31 December 2023** after extension. The total budget for this project is **1,150,000 USD**.

This regional component intends to develop linkages among the four countries. Especially it aims at *“increasing regional trade of T&C products to foster the development of a regional supply chain; supporting the development of a joint approach to promote North Africa as a sourcing destination; facilitating collaboration, and exchange on best practices in addressing gender and youth aspects; supporting joint participation in regional trade fairs”*¹².

¹² Project document B969

Table 3 – Projects overview

Project	Start date	End date (with extension)	Funder	Initial budget (USD)	Total Budget ¹³ (USD)	Expenditure ¹⁴ (31.12.2021)	Share of budget spent
Global	6 .12. 2017	31.12.2023	SECO & Sida	1,400,000	1,700,000	1,118,618	66%
Egypt	6 .12. 2017	31.12.2023	SECO & Sida	2,460,000	2,610,000	1,612,138	62%
Jordan	29 .9. 2018	31.12.2023	Sida	1,100,000	1,800,000	863,781	48%
Morocco	6 .12. 2017	31.12.2023	SECO & Sida	2,220,000	3,020,000	1,869,483	62%
Tunisia	6 .12. 2017	31.12.2023	SECO & Sida	2,460,000	2,860,000	1,776,230	62%
Regional	29 .9. 2018	31.12.2023	Sida	850,000	1,150,000	481,875	42%

Source: Project documents B672, B673, B674, B811, B696, B451, and Evaluation TOR

2.2.2 Areas of action

Overall, the MENATEX Programme provided support under three areas of action:

Training and coaching

The Programme works on the development of training material and provides **trainings** to improve the performance of BSO and SMEs along the value-chain – as per the Programme ToC – i.e., at pre-production, production and access to market levels. Trainings were provided on various themes such as improved productivity, production flows, and processes using Lean Manufacturing Management techniques; improved environmental footprint through Resource Efficiency & Circular Production Processes (RECP), better well-being of workers through a social compliance policy, working with ILO Programme for Sustaining Competitive and Responsible Enterprises (SCORE) among others. **Direct coaching** for selected companies, as well as **Training of trainers (ToT)** for selected Academic institutions on Lean Management and RECP were also provided.

Webinars on a variety of topics have also been organized and shared on Egypt's project YouTube channel as well as on ITC YouTube Channel. Topics include Social compliance, High performance sales, Digital transformation, RECP, Solid Waste and Water Management, Energy Management, Enterprise resources planning, Trade finance, Design, Merchandizing and Sustainability Strategies, Business Development, Non-Trade Measures in the MENA region, among others.

B2B support/access to market

With a view to stimulate business linkages and to facilitate the access to new markets for SMEs, the Programme provides **support to SMEs for their participation in fair trade events** specialised for T&C businesses (1ère Vision, ITMA, etc.), and support the exploration of new exports markets through business trips for the purpose of **B2B meetings** and business facilitation (e.g., the Netherlands and Germany for SMEs from Tunisia, Iraq for SMEs from Jordan).

Studies are also produced under this area of action, such as **market studies** (e.g., United Kingdom, Italy, Germany and Sweden), or a **study on Regional T&C trade opportunities** and collaboration along the T&C value chain in the MENA region.

Other capacity building TA

The Programme provided all involved BSOs with CUBED **institutional assessment and related roadmaps**; the latter are constituted by strategic assessment and the provision of strategic orientations for each institution, as well as a cross-institutional analysis for existing T&C related BSO at national level.

The Programme also supports the **development and implementation of operational and strategic plans** for BSOs representing the T&C sector at national level, as well as for some private training institutions (such as the CMA in Morocco and GSC in Jordan) and provided **post-COVID strategies and recovery plans** for the sector at national levels, as well as specific studies (e.g., Study on Medical Apparel in Egypt).

¹³ Information extracted from project NPPs, actualised with budget extension.

¹⁴ Data rounded; information extracted from last Progress report available for the evaluation (December 2021)

With a view to strengthen opportunities in the three areas of action, the Programme also worked on collaborations with various institutions (ILO, ITMA, ICS, USFIA, ITMF, AMM, T4SD among others)¹⁵.

2.3 Programme funding

The **MENATEX Programme** (GTEX-MENATEX) is co-funded by the Government of Switzerland and the Government of Sweden. Specifically, ITC signed:

- A 5-year partnership Agreement with the Swiss State Secretariat of Economics Affairs (SECO) in December 2017 for the implementation of the GTEX Programme [9,604,958.38\$ USD over 2017-2021]; extended until 31 December 2022 with additional budget funding of 2,350,000\$ USD¹⁶.
- A 3-year partnership Agreement with the Swedish International Development Cooperation Agency (Sida) in September 2018 for the implementation of the MENATEX Programme [4,576,051.91\$ USD over 2019-2021], extended until 31 December 2023 with additional budget funding of 1,634,304\$ USD¹⁷.

Table 4 – Programme funding overview (in USD)

	Initial funding (USD)	Extension	Total
SECO (GTEX)	9,604,958 \$	2,350,000 \$	11,954,958 \$
Sida (MENATEX)	4,576,052 \$	1,634,304 \$	6,210,356 \$
Total	14,181,010 \$	3,984,304 \$	18,165,314 \$

Source: Programme Agreements and extensions

2.4 Geographical scope of programme activities

MENATEX aims to **increase the export competitiveness of the textile and clothing (T&C) sector and promote T&C exports from Egypt, Jordan, Morocco, and Tunisia**. It follows the same logical approach and is jointly implemented with the ITC programme Global Textile and Clothing (GTEX) that also covers Egypt, Morocco, and Tunisia; MENATEX represents the part of the ITC programme delivered in the MENA countries.

2.5 The programme's theory of change and results framework

The MENATEX Programme has been developed from the GTEX **Theory of Change (ToC)**; the latter used a cut-and-dried ToC for the Apparel global value chain¹⁸, derived from ITC's Value Added to Trade Programme (VA2T). Its stated objectives are to strengthen the competitiveness of the Textile and Clothing (T&C) sector, and more specifically to contribute to income generation and job creation along the T&C value chain through enhanced competitiveness of the T&C sector in beneficiary countries, as well as develop linkages among the four countries.

The ToC is provided with a generic outline of how the programme supports the development and upgrading of the T&C sector in developing countries based on the "Curve of Value-Adding Stages in the Apparel Global Value Chains" including seven elements: "(1) *research and new product development (R&D)*, (2) *design*, (3) *purchasing and distribution with the logistics behind*, (4) *production*, (5) *distribution in the market, including logistics*, (6) *marketing and branding*, and (7) *post sales and retail services*".¹⁹

The programme ToC has been translated into a **results framework** – as follows.

¹⁵ Cf. Progress reports 2021, 2020, 2019, 2018 for the Global component.

¹⁶ SECO funding: 9,500,000 CHF, with an additional 2,350,000 CHF for a total of 11,850,000 CHF

¹⁷ Sida funding: 42,000,000 SEK, with an additional 15,000,000 SEK for a total of 57,000,000 SEK

¹⁸ Programme Plans for GTEX pp. 6-7 and MENATEX pp. 14-15.

¹⁹ Programme Plans for GTEX p. 6 and for MENATEX p. 13.

Table 5 – MENATEX Overall Results framework

Impact Contribute to income generation and job creation along the textile and clothing value chain.	
Outcome 1 Improved BSO performance and regional collaboration	Output 1.1: Enhance managerial and operational capacity of T&C-related BSOs;
	Output 1.2: Capacity of T&C relevant BSOs enhanced to deliver effective support services to SMEs;
	Output 1.3: Partnerships developed between the T&C industry and academic and vocational training institutes;
	Output 1.4: Policy-makers' and BSOs' capacity built to design, implement and monitor export strategies/policies; and
	Output 1.5: Regional linkages among public and private sector BSOs as well as enterprises related to the T&C sector enhanced and joined activities developed.
Outcome 2 Improved competitiveness of SMEs in the T&C Sector	Output 2. 1: Enhanced capacity of SMEs to improve critical functions along the value chain;
	Output 2.2: Enhanced capacity of SMEs to improve social and environmental sustainability;
	Output 2.3: Business opportunities identified, and business and investment linkages facilitated at local, regional, and global levels; and
	Output 2.4: Increased connections of SMEs with financing mechanisms.

Source: Programme and project documentation

The results framework comes along with specific sets Key Performance Indicators (KPIs), intended for internal and/or external reporting.

3. Findings

The Midterm Evaluation findings are presented by criteria and key findings areas specific to each of the evaluation questions.

3.1 Relevance

This section presents findings relative to the Programme relevance i.e., the **alignment of the Programme direction, design and implementation with overall needs, strategies and priorities**.

3.1.1 Overall findings

The evaluation found that, overall:

- The design documents pay proper attention to the alignment of the Programme content with the needs and strategic priorities of its key stakeholders i.e., national partners, funders, ITC.
- The Programme and project documents provide content regarding the Programme alignment with the overall needs, priorities and national policies supported by detailed roadmaps established at the project inception stage, for each institution involved in country projects.
- The evaluation did not find a clear articulation between the expressed ToC derived from the VA2T Programme and the MENATEX Programme results framework.
- The intent of the Programme to contribute to SDGs is stated although not clearly explained.

3.1.2 Detailed findings and observations

Alignment with needs, strategies and priorities

From a macro perspective, and as highlighted in the table below, **the relevance of the intervention stems from the fact that the textile and clothing sector in all four countries is a key economic driver and at the core of the economic development strategies** of their respective governments.

Table 6 – Key characteristics of T&C sector in country projects

Egypt ²⁰	The <i>T&C sector</i> is <i>Egypt's</i> second biggest industrial sector after agro-industry and one of the five backbones industries of the Egyptian economy. Accounting for approximately 3.5% of GDP and enjoys a vertically integrated functioning model unique to the MENA region.
Jordan ^{21, 22}	The <i>T&C sector</i> in Jordan is relatively small, but it is one of Jordan's main industrial sectors, employing around 75,000 people, accounting for approximately 27% of export earnings and ranking consistently as one of the five top exporting sectors of the country. It is among the few sectors that have taken advantage of the Qualifying Industrial Zones, the Jordan-US Free Trade Agreement, Greater Arab Free Trade Agreement, EuroMed Agreement, and the Simplified Rules of Origin.
Morocco ^{23, 24}	The <i>T&C sector</i> is strategically important for the Moroccan economy, accounting for 5% of all industrial production of the country and a significant amount of the total industrial workforce. Until recently Moroccan factories have relied on CMT (cut, make and trim), being able to respond to European short-ordering, but the sector is undergoing deep transformations to foster its role as a key economic driver of the country.
Tunisia ^{25, 26}	The <i>T&C industry</i> is the first manufacturing sector in Tunisia in terms of employment and number of enterprises. It contributes to around 3% of the GDP of the country and accounts for around 7% of all exports. This industry is characterized in particular by the quality and the reactivity owing to Tunisia proximity to Europe, and the exports in 2022 have exceeded their pre-COVID levels.

Source: See ref. provided in the table

The evaluation also found attention to the overall **alignment of the Programme with the funders vision, mission and strategic priorities** at global level in both Programme agreements and

²⁰ <https://intracen.org/projects/gtex/Egypt-Improving-the-international-competitiveness-of-the-textile-and-clothing-sector-GTEX/>

²¹ http://jsf.org/sites/default/files/Textile%20Sector_English.pdf

²² <https://kohantextilejournal.com/jordans-textile-apparel-industry/>

²³ <https://www.just-style.com/analysis/how-morocco-is-redefining-its-role-in-fashion-production/>

²⁴ <https://moroccosite.com/textile-very-encouraging-transformations/>

²⁵ <https://oxfordbusinessgroup.com/analysis/spirit-competition-textiles-industry-looking-innovate-while-capitalising-domestic-strengths>

²⁶ <https://en.africanmanager.com/tunisia-textile-and-clothing-exports-soar-by-21-86-at-end-of-may/>

Programme documents, although the evaluation notes that updates have been made to funders strategic documents over the period, cf., Sida's "*Strategy for Sweden's regional development cooperation with the Middle East and North Africa 2021–2025*", and SECO's "*Switzerland's International Cooperation Strategy 2021-2024*".

Regarding the **alignment of the Programme with the priorities at national level**, the Programme and project documents provide content regarding the Programme alignment with the overall needs, priorities and national policies²⁷ supported by detailed roadmaps established at the project inception stage, for each institution involved in country projects.

The evaluation also notes that more attention has been devolved to gender, youth inclusivity and environmental issues in Sida's Programme document (pp. 27-29), although it did not find a clear and systematic integration of these topics in project documents and activities.

Regarding the **alignment of the Programme with ITC mandate and strategy**, the evaluation found a generic clarification about the Programme alignment with the vision, mission and priorities of ITC Strategic Plan 2018-2021 (e.g., SECO pp. 5-6, Sida p. 12); as well as a focus set on SMEs, considered as key beneficiaries in the Programme documentation (SECO p. 16, Sida pp. 20-21) and in project documents. The evaluation notes that ITC Strategic Plan has been updated over the period.

Programme ToC and performance framework

The Programme documentation and project documents provide an **overall TOC** (the same for all Programme and projects) derived from other ITC interventions i.e., "*the generic theory of change of ITC's VA2T Programme*" applied "*to the specific situation of the global T&C industry and more specifically to the five beneficiary countries*" (e.g., SECO p. 6, Sida p. 13); however, the evaluation found little in the way of what would constitute a Theory of Change (ToC) that is specific for the Programme i.e., the description of how specific outputs in the MENA countries context are understood to produce a series of results that contribute to achieving the final intended outcomes/impact.

The **Programme overall results framework** is applied to all projects, except for Jordan country project which results framework does not include Output 2.5 (cf. table 5); while the work to track and report on its KPIs based on a shared understanding grounded on clear definitions is ongoing. Beyond this overall results framework, the evaluation found little evidence that the needs of beneficiaries identified at inception stage, in CUBED assessments and related roadmaps developed for each institution at country level have been systematically articulated with the results chains of country projects.

The evaluation did not find a clear articulation between the expressed ToC derived from the VA2T Programme and the MENATEX Programme results framework.

Contribution to SDGs

Attention is paid to state the **contribution of the Programme to SDGs 5, 8, 9, 12, 17** in the Programme document as part of the Programme objectives (e.g., SECO p. 6, Sida p. 13), although the evaluation found little further explanation in Programme and project framework documents regarding why and how the Programme is working to bring a contribution to these specific SDGs and to selected SDGs targets i.e., internal reporting is made on SDGs targets 1.2, 5.5, 8.2, 9.3, 12.2, 12.6 and 17.11 in the results framework²⁸.

The evaluation notes that although the overall Programme documentation does not state an intended contribution to SDG 1, internal reporting is provided on SDG 1.2 in the Programme results framework.

²⁷ Cf. sections on "*Needs assessments*", "*Coherence with partner governments' policies and strategies*"

²⁸ SDG 1: No Poverty / 1.2: By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions ; SDG 5: Gender Equality / 5.5: Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life ; SDG 8: Decent work and Economic Growth / 8.2: Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labour-intensive sectors ; SDG 9: Industry, Innovation and Infrastructure / 9.3: Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets ; SDG 12: Responsible Production and Consumption / 12.2: By 2030, achieve the sustainable management and efficient use of natural resources / 12.6: Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle ; SDG 17: Partnerships for the Goals / 17.11: increase the exports of developing countries, in particular with a view to doubling the LDCs' share of global exports by 2030.

The evaluation did not find clear reporting on SDGs in the progress reports intended for SECO and Sida – although funders Programme documents outline the contribution to SDGs as a key objective of the Programme.

3.2 Coherence

This section presents key findings relative to the Programme coherence and focuses on evidence regarding the **Programme planning and implementation of synergies**.

3.2.1 Overall findings

The evaluation found, overall:

- Evidence of internal and external synergies of the MENATEX Programme, although not systematically planned, implemented and reported in the Programme documentation.
- That synergies between projects are mostly envisaged through the implementation of pre-set activities developed through the “global” component and applied in all country projects, as well as through the “regional” component and through the Programme Steering Committee – that meets once a year.
- No clear evidence of existing framework documentation that would be harmonized for the two Programme interventions i.e., SECO’s and Sida’s, beyond the use of the same results framework.

3.2.2 Detailed findings

Internal synergies

The evaluation found that the **synergies between the Programme components** happen primarily through the implementation of a “regional” project component aiming at *“increasing regional trade, expand trade of intermediate inputs, promote North Africa as a sourcing destination, support trade and investment promotion, etc.”* (Sida pp. 15-16), and that these synergies are developed as an expected results of the Programme i.e., two corresponding “outputs” are presented in the results framework (Output 1.5: Global T&C for an analysed, and strategic linkages made; Output 1.6: Strategic linkages operationalized for T&C knowledge creation at country level). Stated objectives of this “regional” component are to:

- increase regional trade of T&C products, including for intermediate products to foster the development of a regional supply chain
- support the development of a joint approach to promote North Africa as a sourcing destination
- facilitate collaboration, and exchange of experiences and best practices in addressing gender and youth aspects
- support the joint participation in regional trade fairs.

Synergies between projects are also envisaged through the implementation of pre-set activities developed through the “global” component and applied in all country projects, as well as through the Programme Steering Committee – that meets once a year.

Regarding **synergies within ITC**, the evaluation found evidence of various synergies implemented between the Programme and the work of various ITC Units, especially at the scale of DEI, e.g., CUBED assessments were delivered in partnership with DEI/TISI, Training of Trainers on Resource Efficiency and Circular Production (RECP) was delivered in relation with the ITC Green to Compete Initiative, or the Training and Coaching Program on Impactful Negotiation and Persuasion Skills, and Effective B2B Meeting Participation is delivered in partnership with the DEI/Sector and Enterprise Competitiveness Section. The evaluation did not find these synergies clearly and systematically outlined in the Programme documentation.

External synergies

Regarding the existing and potential **synergies within funders**, the MENATEX Programme is framed by two Programme documents covering the MENATEX activities i.e., one for SECO and one for Sida. The two Programme documents are relatively similar although e.g., SECO’s Programme encompasses

and finances a global component and projects in Morocco, Tunisia and Egypt, while Sida's Programme contributes to the same projects and in addition to a regional project as well as to a country project in Jordan.

The evaluation notes that "Intermediate beneficiaries"²⁹ or "indirect beneficiaries"³⁰ identified are not the same in both Programme documents: while Sida's outlines "all T&C related SMEs in the T&C sector, the existing and potential workforce, particularly women, youth, and people living in less-developed regions or rural areas", SECO identifies "TISIs in the T&C sector".

Most potential existing **synergies with other agencies and' interventions** at country level are listed in the progress reports. Synergies with ILO programmes such as Better Work and SCORE are also envisaged as systematically integrated in the Programme activities under expected "Output 2.2" (cf. Sida p. 34). Factually, some activities are implemented in synergy with other agencies such as ILO, mostly related to SECO-funded initiatives, such as the delivery of ILO/SCORE training modules in Tunisia and Egypt through the GTEX-MENATEX. The evaluation was not provided with clear and systematic reporting information on the status of implemented synergies.

The evaluation also notes the proactive involvement of SECO in the design, implementation and monitoring of the programme.

National ownership and synchronisation

The synchronization with other plans and interventions happens mostly through the participation of counterpart ministries in Steering Committees, and through anchoring of some Programme activities in selected national BSOs. Indeed, the Programme planning includes provision for "*entrusting responsibilities through signing grant MoUs*" for implementing project activities, for taking a "*lead role in the implementation of the national T&C strategy*" and for "*entrusting them with leadership of organizing events*"³¹. The evaluation was not provided with clear reporting information on these aspects.

3.3 Effectiveness

This section presents key findings relative to the Programme effectiveness and focuses on evidence regarding the **Programme objectives and results prioritization and their achievement**.

3.3.1 Overall findings

The evaluation found that, overall:

- Key stakeholders overall find that the Programme adds value and provides overall effective support to T&C BSOs and most selected SMEs.
- Differential results have been observed e.g., depending on countries and types of beneficiaries. Especially, the Programme provided access for SMEs to training and expertise, as well as support for participation in B2B is generally most appreciated.
- The Programme supported to some extent T&C-related BSOs, by providing them with technical assistance to improve their operational and strategic planning through the development of strategic studies and business plans. Some BSOs were also selected to act as a project implementer e.g., leading the selection of SMEs involved in the Programme.
- Beneficiaries suggested that overall the communication regarding the objectives and functioning of the Programme could be improved.
- The Programme has taken steps to recognize and manage the effects of the COVID pandemic on its operations and the implementation of project activities.
- The Programme occupies a "niche" in terms of technical and financial sectoral support specific to the T&C industry; the evaluation did not find any systematic work done at leadership and advocacy level.

²⁹ SECO p. 17

³⁰ Sida p. 21

³¹ E.g., SECO Partnership Agreement – GTEX Programme Document p. 16

3.3.2 Detailed findings

Programme achievements

Key stakeholders overall find that the Programme adds value and provides overall effective support to T&C BSOs and most selected SMEs, although nuanced results have been observed depending on countries and types of beneficiaries.

Overall, the evaluation found that the Programme work with SMEs:

- Provided support consisting in identification of relevant high-level experts, and in capacity building activities (pre-set offer of training sessions, online webinars and coaching) [in the 4 countries].
- Supported the organization of business meetings (B2B meetings, trading fairs etc.) and access to international fairs (e.g., ITMA 2019) and potential creation of business opportunities for selected businesses and provided related preliminary trainings [in the 4 countries].
- Supported knowledge development on new export markets for SMEs by providing them with market studies [Tunisia, Morocco].

Beneficiary SMEs generally report that the support provided by the Programme helped them for strengthening their production or business processes (e.g., improving negotiation skills); indeed, the evaluation received several testimonies on how the Programme was a game changer for some of the beneficiary enterprises, helping them to improve their production process or to facilitate access to new markets.

The appreciation is nuanced depending on countries, although some of the initially selected SMEs that did not fit in the Programme framework were replaced by new ones and the learning curve during the implementation process allowed for a more targeted selection as implementation unfolded.

The evaluation found that, at institutional level, the Programme worked closely to implement some of the Programme activities in relation with key BSO representing the industry, such as the selection of SMEs involved in the Programme, support for the development of market studies and post-COVID studies, etc.

The Programme work with BSOs also:

- Supported operational and administrative capacity through the development of business planning, service portfolios, etc. [e.g., GSC in Jordan; FDC, AECE, THTEX in Egypt; AMITH in Morocco; FTTH in Tunisia].
- Supported curriculum development (industrial modelist), the production of a medium-term strategy, as well as the official incorporation of the CMA as a training institution able to deliver official training degrees and certificates, to cater to the needs of the T&C industry for high level professionals on specific key profiles [CMA in Morocco].
- Supported the improvement of the competencies of local trainers by pairing national experts with international ones, with a view to contribute to the creation of a local pool of training expertise still available once the Programme ends [in the 4 countries].

The Programme also managed to maintain the dialogue through project teams with key project stakeholders, despite the various challenges (COVID, delays in signing agreements, change, merger and/or changes in the prerogatives of some ministries or BSO, etc...)

With respect to monitoring of effectiveness, the evaluation finds little in the way of systematic and comprehensive assessment of the results of activities clearly articulated with data on the delivery of activities.

Some activities remain incomplete at the stage of data collection process for this Midterm Evaluation (e.g., training certificates not delivered, missing training modules for example in Tunisia on ILO SCORE and costing among others) and were reported as unfinished by participants not aware on next steps ; however, the evaluation notes that the situation is specific to Morocco and Tunisia and that information can be shared, and activities can be completed, at a later stage.

Accessibility and understanding of the Programme

With respect to **accessibility**, the capacity of beneficiaries to use fully the Programme activities intended for them is considered fairly good by SMEs used to working with technical and financial partners and that are rather pro-active; other SMEs are less satisfied, such as SMEs located in remote areas in Tunisia that choose to get involved in the Programme.

The Programme produced an appreciable amount of documentary information for purposes both internal and external to ITC, as well as audio-visual information and information that is communicated through social media. The evaluation however did not find a systematically organized and accessible repository of documentation, information and knowledge relative to the Programme, nor a descriptive map, chart or classification scheme. Although the evaluation notes that an online Knowledge Portal is currently being set up, to give open access to resources produced under the Programme framework.

Regarding the **understanding** of the Programme by beneficiaries: some wonder if it's a training Programme, and/or a Programme to create business opportunities by participating in business fairs and travel missions, and/or something else. Beyond the sectoral focus on support to T&C, unanimously most appreciated, most beneficiaries do not have a clear understanding of the Programme goals, objectives and functioning and found that these aspects could be improved, e.g., better processes and clarifications on some key aspects of Programme functioning to avoid creating expectations that are not always met. Suggestions include:

- Providing clearer information on the content of trainings proposed before participants registration.
- Clearer communication of the selection criteria and submission process for proposed activities with better access to clarifications.
- Organizing Technical Committees to coordinate practically among key operational stakeholders in countries based on up-to-date information.

Effects of COVID-19 on Programme activities

The COVID-19 travel restrictions imposed to adjust, postpone, or cancel the project activities:

- Some **trainings**, attended both by BSOs and SMEs in the 4 countries, were delivered online during the COVID restrictions, while the rest of training and coaching activities was set stand-by due to the fact that some of these activities required physical presence to be delivered adequately; the evaluation did not find any clear indication that the set of face-to-face trainings systematically resumed in all countries after the end of COVID-related restrictions. Accessible trainings during COVID restrictions were these continuously available online through the ITC SME Trade Academy³².
- Some **B2B activities** were postponed or cancelled in the 4 countries, especially these that required traveling missions.
- For **other TA**, on-going activities were delayed, and new activities planned, e.g., post-covid studies (e.g., medical apparel study in Egypt).

Overall, ITC was considered very active over the phone to keep in touch with beneficiaries, although most of them share that they did not receive a clear implementation status update in light of the adjustments to the COVID-19 situation; the evaluation notes that it did not find a systematic overview of relative adjustments made at project and Programme level.

Strengthening ITC positioning

Other initiatives exist to support SMEs in the T&C industry such as e.g., ILO Better Work, or ILO SCORE, or Sustainable Textile Switzerland 2030 mostly funded by SECO, as well as activities to support capacity building and strengthening of the BSOs, including in the Textile and Clothing sector, such as e.g., SIPPO (Swiss Import Promotion Programme, that supports BSOs for export including in the Textile sector in Morocco), or ITC Trade for Sustainable Development (T4SD), identified in the Programme and project documents.

³² <https://learning.intracen.org/>

Stakeholders consider the ITC Programme as very important as this is the only one they know of that tries to cater the specific needs of the T&C industry. Specifically, the project constitutes a go to place in terms of (in)formation for some CEOs.

The Programme standard ToC states that the Programme will focus on “*building the environment for broader improvement in SME competitiveness by influencing policy makers and regulators (strategic embedding), trade and investment support institutions (TISIs), international private sector market partners, and the SMEs and producers in their supply chain.*” However, the evaluation did not find clear evidence of systematic planning and specific work on “advocacy” to support competitiveness of the sector at strategic level; but notes that TA provided under the form of studies produced after COVID with governmental levels (e.g., in Tunisia, Jordan and Egypt) are considered by Programme management as a type of advocacy work done for strategic embedding. The evaluation also notes that there are reported needs to work on the legislative and administrative frameworks at country levels e.g., to create fiscal space for consortiums, but it did not find any specific actions undertaken to address these types of issues beyond the work done at regional level with the Agadir Technical Unit – that stopped functioning in 2019.

3.4 Efficiency

This section presents key findings relative to the Programme efficiency and focuses on evidence regarding the **allocation of resources to achieve Programme objectives**.

3.4.1 Overall findings

The evaluation found that, overall:

- The overall roles and responsibilities are described in the Programme documentation, although the evaluation did not find the respective roles and responsibilities regarding monitoring and accountability reporting formally delineated.
- Impact and outcomes for the Programme are not specific, and the available monitoring data does not enable to establish plausible attribution pathways regarding the attainment of these outcomes and impact through the Programme.
- The M&E system is based on the results framework and Progress reports provided twice a year. Reporting is done based on 2 types of beneficiaries while there are 3 types of beneficiaries for the Programme activities.
- No evidence of a Steering Committees to oversee and provide strategic direction on the regional component, nor a clear accountability reporting framework for this project.
- No clear mechanisms or tools in place for collaborative management beyond annual Steering Committees.

3.4.2 Detailed findings

Programme management, roles and responsibilities

An overall description is provided in the Programme framework documentation (e.g., SECO Programme document p. 17), that states roles and responsibilities for:

- The Programme Manager, who is responsible for the overall coordination, monitoring and reporting on the Programme, and also acts as project manager for the Global component.
- Project Management Teams including:
 - Project Managers, based in Geneva and responsible to “oversee day-to- day activities, management and tracking of budget and resources, including monitoring the relationship with partner organization”.
 - National Project Coordinators, based in countries and responsible for the “implementation of project activities in the field and under the ITC's supervision, for the recruitment and monitoring of national consultants”.

That Project Coordinators also play a key role to keep in touch with beneficiaries on the ground, and the Programme documentation makes provision so that they are “*physically located in one partner institution*”

*but in one independent position*³³; while they tend to have a loose institutional anchorage locally in most cases. Project beneficiaries in Morocco and in Tunisia stated that a lack of Project Coordinator as an in-country contact point affected both projects during the implementation period.

The evaluation did not find the respective roles and responsibilities regarding monitoring and accountability reporting formally delineated in descriptions provided.

In terms of governance, the Programme framework documentation makes provision for:

- A GTEX Steering Committee (GTEX-SC) comprising ITC and SECO, established at Programme level. *“Its main role will be to provide strategic guidance towards objectives set out in the logframe. (...). It will meet twice a year.”* (SECO Programme document p. 18)
- National Project Steering Committees, foreseen *“to meet at least once a year to develop and review work plans and overall progress, resolve disputes and recommend strategic changes in project implementation”* (idem).

The evaluation notes that there is no specific provision made for Project Steering Committees for the regional and global projects, which are supervised at Programme level.

The evaluation also notes that there is no provision made for Project Technical Committees, to address coordination issues at operational levels.

Monitoring and evaluation system

The Programme effectively requires reporting on activities at mid-point and on termination of activities completed each year. The evaluation was provided with examples of the **Progress Reports** from 2018 to 2021; most monitoring and evaluation data information on the Programme and project is found in these Progress Reports.

For the most part, the content of these Progress Reports is primarily focused on activities and operational challenges and less on the actual outcomes of projects. The evaluation did not find a well-defined and structured mechanism for the quality assurance of reported data.

Part of the reporting information provided is based on the Programme **results framework**, resulting in the following findings:

The framework reports on 2 key **components**, for BSOs and SMEs, while there are actually 3 types of beneficiaries i.e., BSOs, training institutions and SMEs.

Data to assess the overall Programme performance i.e., at **impact level**, is collected sector wide (increase in export value at T&C sector level, number of jobs created) which poses an attribution challenge when considering the size of the programme and its likelihood to make an attributable lasting impact on these indicators.

The system of **indicators** related to each “output” of the results framework provides mostly quantitative data (on the number of activities delivered and the number of beneficiaries), with little or no qualitative data. Additionally, the evaluation notes that some “outcomes” and “outputs” indicators relate to factors beyond the control of the MENATEX Programme (e.g., job creation, new services introduced by BSOs).

Part of **monitoring baselines and data** at project level is provided by SMEs, which is found challenging by project management e.g., to work with baseline data provided when selected SME beneficiaries are replaced. On this topic, the evaluation found little comprehensive monitoring data that is clearly and systematically organized on the implementation of activities per project and at Programme level (trainings delivered to whom and when, synthetic post-training data gathered via independent surveys for each project training activity, etc.) in the progress report, or in the rest of the Programme documentation. There is also no structured mechanism to capture learning from implementation and how the latter feeds into improving overall programme performance.

The evaluation did not find clear reporting information on actual outputs of the MENATEX Programme and on some activities e.g., on the regional component: little information that would provide a clear and systematic distinction between activities reported under the heading of the “regional component”, and

³³ SECO, p. 17

support for B2B meetings and business missions implemented in country projects in reporting information available for the evaluation.

Knowledge management

The evaluation found that some studies and reports produced in the framework of the Programme did not reach all beneficiaries and are not easily accessible to date; however, a “Virtual Learning Space” specific to the Programme will be launched in 2022, with a view to provide an online open-access platform to make accessible all studies and reports produced in the framework of the Programme.

The evaluation notes that this issue of knowledge management is framed and addressed in Programme and project documentation as one of the expected outcomes of the Programme, deriving from the implementation of the global component (in SECO Programme document), entitled “*Knowledge management and policy dialogue*”.

The Programme documentation includes a communication strategy³⁴, although it does not enclose meaningful communication strategy content geared to different types of audiences, nor content relative to a knowledge management strategy.

Adaptiveness

The evaluation found that the concept of “adaptive management” is unclear to some project managers, who e.g., consider that the adaptiveness of the Programme was done at inception stage; although – in practice – the programme applied adaptive management during COVID and kept the momentum going.

As highlighted earlier, the role of the Steering Committees for the different projects under the programme provides a platform to discuss, address and adapt to the changing context across the four countries.

3.5 Impact

This section presents findings relative to the impacts of the Programme and focuses on evidence regarding the **Programme performance** to increase income generation and job creation along the T&C value-chain.

3.5.1 Overall findings

The evaluation found that, overall:

- To some extent, the Programme reinforced synergies between some of its stakeholders at national levels.
- Some of the targeted SMEs gave powerful testimonies on how the Programme helped them professionalize, improve and expand their operations (efficiency gains, online marketing, export connections).
- The Programme was generally found more suitable for some types of SMEs than others.
- It is too early in the implementation process of the Programme to find clear impacts of the Programme, especially given the delays and adjustments operated in the Programme implementation due to the COVID situation.
- The issue of “sustainability” is perceived in different ways depending on beneficiaries, while some refer to the issue of waste management, others perceive it through the lens of the necessary adaptations to perform to cope with the evolving requirements of their key exports markets.

3.5.2 Detailed findings

Expected/unexpected effects

Beneficiaries consider that the Programme reinforced the synergies between them, especially between some of the beneficiary SMEs and national representative organizations or business support organizations “whenever we need to contact the factories they answer immediately because they still remember the Programme.”

³⁴ SECO pp. 21-24, Sida p. 33

Some of the targeted SMEs having these minimum support functions gave powerful testimonies on how the Programme helped them professionalise, improve and expand their operations (efficiency gains, online marketing, export connections).

The programme worked in a rather challenging institutional environment across the four countries, with adaptation to COVID restrictions posing an extra challenge. The programme was able to address the operational dimensions related to these challenges, yet these had an incidence on the positioning of ITC as a key reference for support to the T&C sector in the four countries as well as at regional and global scales.

The evaluation found a perception generally shared by SMEs that most activities proposed by the Programme are especially adequate for SMEs with a minimum of support functions (marketing, sourcing etc.) and foreign export perspectives, or these already connected to international value chains. SMEs highlighted that their profiles might be clustered in more adequate way that by using the categories used by the Programme (underwear, sportswear etc.).

Appropriateness of monitoring and evaluation system to report on effects and impacts

The evaluation did not find clear impact reporting on the competitiveness expected from the Programme by project and country contexts, nor systematic data available on actual outcomes at project level, nor any sufficiently clear intended Programme impact and outcomes, that would allow to track and report specifically and measurably on the Programme's, effects and impacts.

Collaboration between institutions

The Programme provided support to conduct impact studies on the T&C sector in Jordan, Egypt, Tunisia and contributed to one in Morocco, that are considered by the Programme as opportunities for institutions involved to collaborate.

Although the Programme intends to support the T&C value chain in countries, which would require supporting connections between the various stakeholders involved, the evaluation found that implementation of activities at country level is organized on a one-to-one basis with each beneficiary, invited to express their individual needs. The collaboration is found rather bilateral with respective institutions involved rather than in synergy with the group of institutions involved in respective projects, despite the mechanism of Steering Committees (whose roles should be at governance and strategic levels).

Some governmental institutions report that they are formally consulted mostly through their participation in the Steering Committees rather than in a more proactive manner that covers inter alia challenges in Programme implementation, changes in the national and/or policy context, adjustments and/or adaptations to Programme delivery, despite their willingness to contribute.

Raising awareness on sustainability aspects

A focus on **Social sustainability** is implemented in some projects mostly through the collaboration with SCORE for the implementation of training module in Tunisia and Better Work in Jordan and Egypt; and a focus on **Environmental sustainability** has been integrated through the Resource Efficiency and Circular Production activities, activities implemented consist mostly in monitoring the energy consumption on selected SME's buildings with a view to provide SMEs with information to optimize and reduce their consumption.

The evaluation notes that the issue of "sustainability" was perceived in different ways depending on beneficiaries, while some refer to the issue of waste management, others (especially BSOs and smaller SMEs) perceive it through the lens of the necessary adaptations for them to perform with a view to cope with forthcoming requirements from the European Union, with is the main export market for some of them and who communicate that they did not really receive information on these issues in the framework of the Programme to date.

3.6 Sustainability

This section presents key findings relative to the sustainability of the Programme and focuses on evidence regarding the **likelihood of Programme benefits to be sustained**.

3.6.1 Overall findings

The evaluation found that, overall:

- The Programme supported the improvement of the competencies of local trainers by pairing national experts with international ones, contributing hence to the creation of a local pool of training expertise that would still be available once the Programme ends, especially on RECP and Lean Management.
- At institutional level, the Programme also provided effective support to training institutions to strengthen their organizational capacities and/or strengthen their curriculums.
- The evaluation notes that, in the Programme documentation, content regarding the sustainability dimension is almost exclusively focused on institutions, and that content on how the Programme strategically envisages and implements sustainability is not fully distinct from the content provided regarding ownership and exit strategies for the Programme and projects and is mostly focused on BSOs.

3.6.2 Detailed findings

Support to capacities of systems in place to sustain benefits

The Programme included and delivered ToT activities on Lean Management and Resource Efficiency and Circular Production (RECP), with evidence showing that these were implemented successfully by some targeted SMEs, particularly Lean Management. It supported the improvement of the competencies of local trainers by pairing national experts with international ones, contributing hence to the creation of a local pool of training expertise that would still be available once the Programme ends.

The evaluation found evidence that work done to strengthen economic and institutional capacities with individual institutions has been carried out e.g., through the development and implementation of operational and strategic plans for BSOs representing the T&C sector at national level; however, the evaluation found little evidence of work done at systemic level that would include adequate analysis of inter-relationships between the various stakeholders involved at project level and of their dynamics. The evaluation notes that from the stage of CUBED assessments analysis are mostly focused on an organizational state of play which do not include political dimensions that may have an influence on organizational capabilities of involved BSOs to get things done.

The evaluation notes that capacities of systems to sustain benefits are, in the Programme documentation, mostly presented through the lens of the work done with BSOs by *“entrusting responsibilities through signing grant MoUs (...)”, “TISI taking the lead role in the implementation of certain programme activities”, “entrust TISIs with leadership of organizing events such as e.g., trade fair participation”* and the development of business plans to support their *“financial sustainability”* (SECO p. 16, Sida p. 26).

Exit/continuation strategy

SECO intends to continue supporting the Programme to reinforce some aspects such as the synergies with other relevant SECO projects and envisages a GTEX2.

The evaluation notes unclear content in project documentation relative to exit/continuation strategy: different dimensions of the Programme with respect to *“ownership”, “sustainability”* and to *“exit strategy”* have the same objectives and approximately the same content in project documents despite being presented in different sections (e.g., Egypt project document pp. 14-15).

The evaluation did not find explicit exit strategies at Programme level, nor individual exit strategies adapted at country level.

Likelihood of benefits to continue

The evaluation found evidence that the Programme effectively built-up capacities of local trainers and experts via the delivery of Training of Trainers (ToT) activities, to provide follow-up support.

Although the Programme documents present 4 sustainability “components”, the evaluation did not find that there is a clear definition of how the Programme approaches the notion of sustainability, nor that the Programme includes a strategy, specific objectives and monitoring data related to the sustainability of results achieved.

3.7 Cross-cutting issues

This section presents key findings relative to the Programme cross-cutting issues and focuses on evidence regarding the **considerations on gender equality, youth inclusivity, green growth and social responsibility**.

3.7.1. Overall findings

The evaluation found, overall:

- Attention to provide information on disaggregated data on gender and youth, although not in a systematic fashion.

3.7.2 Detailed findings

Results on cross-cutting-aspects

The evaluation found attention to refer to cross-cutting issues in all Programme and project framework documents (except for Tunisia project documentation), although the evaluation found little evidence of these issues integration at the stage of operational planning and implementation, beyond outlines in project documents about the “*mainstreaming of development markers*” presenting in general statements how each project addresses or not the gender, youth, green growth and social responsibility dimensions. Content provided in country project documents with respect to the “youth” dimension is provided hereby for example:

Table 7 – Comparison on content relative to “Youth” in country project documents

Egypt	Jordan	Morocco	Tunisia
The project will try to collect disaggregated data on youth employment. (p. 12)	There is no specific youth activity. However, it is to be noted that output 1.3 focuses on creating linkages between academic, vocational training centres, and the private sector. The partnership aims to connect the private sector with the universities and the vocational training centres that are serving the sector and will create strong linkages between them in order to better meet the sector's challenges in terms of youth employment, research and development. (p. 10)	The project inception phase revealed the need to design a Youth strategy. However, the C-19 crisis prioritized market access and access to finance over any other project components.as such the DG of the AMITH requested ITC to put the Youth strategy on hold and at least until September (p. 11)	n/a

Source: Project documents B672, B673, B674, B811

Reporting data available on cross-cutting topics is presented mostly by data for participation in activities, disaggregated by gender and youth.

Factors

The evaluation did not find cross-cutting issues systematically integrated in Programme and project designs and activities.

4. Overall assessment, conclusions and recommendations

This section presents the conclusions per criteria and key questions for the Midterm Evaluation of the MENATEX Programme.

4.1 Overall assessment

The evaluation considers that, overall, the MENATEX Programme implemented by ITC under SECO and Sida funding, is undertaken in a manner consistent with its overall intent and in accordance with the two respective partnership agreements signed between ITC and the Programme funders.

The governance of the Programme is carried out adequately, with attention to financial compliance, and Programme management is based on two partnerships Agreements with overarching results frameworks. Programme activities are executed in a task-specific fashion, and in compliance with basic requirements.

The evaluation considers that opportunities exist for strengthening the Programme's value, its coherence, effectiveness, efficiency and impact, as well as the likelihood of sustainability.

4.2 Conclusions

Key conclusions are presented for each of the evaluation questions, as well as detailed conclusions for each of the sub-questions.

4.2.1 Relevance

EQ1. How well is the MENATEX Programme direction, design and implementation aligned with overall needs, strategies and priorities?

The evaluation concludes that the Programme direction, design and implementation are overall aligned with the overall needs, strategies and priorities of its key stakeholders, although their alignment could be improved by clarifying key elements of the Programme ToC, as well as specific project ToC and objectives articulated with overall ToC for the Programme, and the intended contribution of the Programme to SDGs 1, 5, 8, 9, 12, 17.

4.2.1.1 To the question ***“How well do the MENATEX Programme objectives and design respond to the needs, policies and priorities of the countries and targeted beneficiaries, of the funders, and to ITC’s vision, mission, and principles?”*** The evaluation concludes that, overall, the MENATEX Programme direction is aligned with the needs and strategic priorities of its key stakeholders i.e., national partners, funders, ITC.

The evaluation notes a clear alignment of the Programme direction, design and implementation with SECO’s strategic focus and objectives as per SECO Strategy, while these appear less clearly aligned with SECO’s priorities at country level where existing (e.g., for Tunisia). Further to that issue, to the question ***“Are they client-focussed?”*** the evaluation concludes that the objectives and design have been beneficiary-focussed as per the identified needs, strategies and priorities of key Programme stakeholders.

4.2.1.2 To the question ***“How relevant are the Programme and project ToC and their relative performance frameworks to support the intended achievements of the Programme (results and targets at impact and outcome levels)?”*** the evaluation concludes that, although it found expressed the goals, priorities and expected results of the Programme, the alignment of the Programme with the needs, strategies and priorities of its various stakeholders could be strengthened by specifying key elements of what would constitute a specific ToC for the Programme i.e., the description of how specific projects and activities are understood to produce a series of results that contribute to achieving the final intended impact, that would be supported by specific project ToC and objectives articulated with the overall ToC for the Programme.

4.2.1.3. To the question ***“How well was the Programme designed and implemented to focus on SME competitiveness as ITC’s main leverage to generate systemic change (e.g., contribution to the achievement of SDGs 5, 8, 9, 12, and 17)?”*** the evaluation concludes the focus on SMEs competitiveness emerged as a clear operational strength of the programme, yet the lobbying and policy mainstreaming dimensions that constitutes essential pre-requisites for achieving systemic change need

further re-visiting. The Programme design and implementation could be better aligned with the needs, strategies and priorities of the Agenda 2030, by clarifying its intended contribution to SDGs 5, 8, 9, 12, 17 – including SDG 1 referenced in the results framework.

4.2.2 Coherence

EQ2. How well does the Programme plan and translate internal coherence and external coherence?

Regarding internal coherence, the evaluation concludes that the Programme successfully implemented synergies between various ITC units, although these synergies could be more clearly outlined in the Programme planning and reporting documentation. It also concludes that internal coherence between national projects, the regional project and the global project could be further strengthened.

Regarding external coherence of the Programme, the evaluation concludes that synergies with other interventions mostly occur in an ad-hoc fashion. As such, there is much potential for catalysing and creating synergies through a clear and explicit strategic frame of reference, improved communication and clarity about Programmes processes, and a more explicit and systematic focus on priorities, intended results and long-term sustainability, with the caveat that the process does not solely depend on ITC but also the “appetite” of other players to engage in such synergies.

4.2.2.1 To the question **“How well did the Programme plan and implement internal coherence i.e., establish synergies and inter-linkages within ITC?”** the evaluation concludes that the Programme successfully implemented synergies between various ITC units, from inception stage (e.g., CUBED assessments) and especially for activities attached to the “global component” of the Programme at the stage of the Programme implementation i.e., trainings including B2B preparations, although these synergies could be more clearly outlined in planning documentation and the reporting framework.

4.2.2.2 To the question **“How well did the Programme plan and implement internal coherence i.e., establish synergies and inter-linkages within its different components?”** the evaluation noted attention in the Programme documentation to integrate complementarities between the Programme components through the planning and implementation of the regional and global components, although the country visits and the interviews with the different national stakeholders did not point to sufficient evidence on this front, mainly because detailed communication on the various components was lacking.

4.2.2.3 To the question regarding the **synergies “among funders?”**, the evaluation concludes that there is room for improving synergies among funders for example through strengthen harmonization of planning documents and funders’ strategic priorities (e.g., Sida’s focus on gender and environment) and synergies with other like-minded programmes such as e.g., SIPPO, Switchmed, SCORE and Better Work.

4.2.2.4 To the question **“How well did the programme plan and implement external coherence i.e., establish synergies and inter-linkages with other trade-related interventions in each country T&C value chain for job creation and poverty reduction?”**, the evaluation concludes that the Programme effectively established synergies and inter-linkages with other trade-related interventions, although not systematically for each project and that reporting on this aspect could be improved; especially to clarify, including in the Programme framing, that the Programme has mostly an indirect link to SDG 1³⁵. The focus on these inter-linkages was mainly on job creation rather than poverty reduction per se.

4.2.2.5 To the question **“Has there been harmonization and coordination with other entities, in particular in terms of partnerships within UN (engagement with UN Resident Coordinator offices; participation in the UNSDCF and CCA, in joint programming and M&E), as well as with WTO and other partners?”** the evaluation concludes that some attention was paid in country project documentation regarding harmonization with UNSDCF (particularly in Egypt), although it is not made systematically clear if and how related content effectively translated into programmatic actions.

4.2.2.6 To the question **“How well did the Programme work to establish national ownership in each country to date, and to ensure the synchronisation of activities with other T&C interventions to support SMEs?”** the evaluation concludes that the Programme effectively established

³⁵ SDG 1: Poverty Reduction

ownership of some Programme activities especially with BSOs, although not systematically for each project and that reporting on this aspect could be improved.

4.2.3 Effectiveness

EQ3. How well did the Programme prioritised and achieved its objectives and results?

The evaluation concludes that, particularly given the constraints on human resources as well as the difficulties and uncertainties due to the pandemic, the Programme reasonably achieved its objectives to date in supporting the competitiveness of selected T&C SMEs and providing support to improve the performance of T&C related BSOs.

The evaluation notes the flexible approach that allowed the Programme to remain operational during the pandemic by adjusting its pace and forms of delivery to level of sanitary restrictions in every country but also to rapidly adapt to the changes in the political and/or administrative governance configuration of the T&C sector in each of the four countries.

The understanding of the Programme by beneficiaries could be strengthened by improving the communication processes around the Programme's approach, results and achievements and by making the material produced by the Programme accessible to a wider audience.

The evaluation also concludes that ITC thought leadership and advocacy in the field of T&C, SME, and trade could be strengthened by, among other things, an explicit advocacy strategy for the Programme.

4.2.3.1 To the question ***“How well does the Programme achieve its objectives, and its attributable results along the causal pathway, including any differential results across groups?”*** the evaluation concludes that the Programme reasonably achieved its objectives to date i.e., supporting the competitiveness of selected T&C SMEs, and providing support to improve the performance of T&C related BSOs, especially in the face of challenges met regarding sanitary issues, political and administrative contexts at national levels, among others. The differential results achieved across the four countries depend to a large extent on the human resources constraints faced by the Programme, particularly at the level of National Coordinators as well as the enabling (or otherwise constraining) political and administrative contexts.

4.2.3.2 To the question ***“To what extent is the Programme more than the sum of its parts?”*** the evaluation acknowledges the challenging context in which the Programme was compelled to operate during its first two years of implementation, yet foresees in the remaining period reasonable opportunities to consolidate its reach, particularly by addressing transversal issues and synergies through the Regional and Global projects on one hand and by taking a proactive approach to policy lobbying and advocacy in the national projects.

4.2.3.3 To questions ***“How well is the Programme understood by its beneficiaries? And how accessible are the proposed resources of the Programme?”*** the evaluation concludes – based on the triangulation with beneficiaries' perspectives – that the programme is mostly understood as a national capacity building programme directed primarily to SMEs and BSOs, hence the recommendation to improve communication, particularly around advocacy at the national level and linkages with the regional and global programmes.

4.2.3.4 To questions ***“To what extent has the COVID-19 affected the implementation of Programme activities? And how effective was the programme to adapt its activities based on changing needs? And how well did the programme adapt the allocation of its resources to mitigate the consequences of COVID-19?”*** the evaluation concludes that the implementation of activities at country level was affected by COVID-19, although the Programme managed to maintain relations with key stakeholders and to adjust the allocation of its resources and part of its activities based on changing needs, to support mitigation of COVID-19 consequences in countries. The evaluation notes the flexibility of the management approach that allowed the programme to remain operational during the pandemic by adjusting its pace and forms of delivery to level of sanitary restrictions in every country but also to rapidly adapt to the changes in the political and/or administrative governance configuration of the T&C sector in each of the four countries.

4.2.3.5 To the question ***“Is there evidence of strengthened position for the ITC as leading source of information, thought leadership and advocacy in the field of T&C, SME, and trade?”***, the evaluation concludes that the Programme positions ITC a leading source for technical assistance and

support in the field of T&C, but cannot provide conclusive insights on the role of thought leadership and advocacy per se given the early stage of the Programme implementation, and amount of advocacy work done to date.

4.2.4 Efficiency

EQ4. How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader Programme objectives?

Given the complex operational environment and the challenges faced during the first two years of implementation, the programme has been working in a fairly efficient and adaptive manner. However operational efficiency could be significantly improved by strengthening the Programme ToC and its operational framework i.e., the alignment of management components so that they are working together to achieve the Programme mission, and by clarifying the respective roles and responsibilities regarding monitoring and accountability reporting.

The evaluation also concludes that there is a risk for the resources of the Programme not to be used efficiently given that the current M&E approach is based on a results framework that focuses primarily on the delivery of the activities under the different outputs, but does not allow tracking of quality, adequacy and stakeholder feedback (a/o) making it difficult to identify and report on areas that would require course correction.

4.2.4.1 To the question ***“How well is the Programme managed in order to address operational efficiency, within ITC as well as the local project coordination teams? Is there a clear understanding of the roles and responsibilities of all parties involved, including evidence of mutual accountability and transparency between the programme/projects and country partners and clients?”*** the operational efficiency of the programme appears to be fit for purpose, with a clear and complementary distribution of operational roles and the National Coordinators playing a pivotal role in acting as the “face” of the Programme vis-à-vis the national stakeholders and in maintaining momentum.

Evidence around mutual accountability is organically linked to M&E; as indicated in previous sections, the respective roles and responsibilities regarding monitoring and accountability reporting are loosely defined and depend primarily on data from direct implementation (activity/output level) and annual surveys to stakeholders (for outcome and impact levels). The evaluation is not necessarily pointing to the presence of substantive issues with country partners and clients, yet empirical evidence around mutual accountability and transparency in implementation data is thin.

4.2.4.2 To questions ***“How good is the M&E system in place? Does the use of monitoring and reporting information enable real-time implementation assessment and course correction?”*** the evaluation concludes that there is a clear opportunity for re-visiting the M&E system of the Programme to make it more fit-for-purpose, starting with the delineation of roles and responsibilities across the entire M&E chain, but also revisiting (and alternatively developing) tool related to the monitoring of the different outputs and outcomes, setting clear monitoring milestones that feed into the reporting process, developing Standard Operating Procedures (SOPs) to ensure a common understanding of the indicators that are being measured as well as a harmonised approach for reporting on their attainment, and a quality assurance system that identifies potential errors in data (double counting, missing data, etc...) but also issues related to the quality of reported data itself (validity, precision, reliability and timeliness a/o).

The evaluation also concludes that a programme of the size and reach of MENATEX requires of M&E processes that they go beyond reporting on outputs and annual surveys to beneficiaries to capture emerging outcomes. The M&E system would benefit from broadening its scope to include aspects such as “evaluative moments”, reflexions on the achievements of outcomes during the lifetime of the programme to enable real-time assessment of implementation and course correction.

4.2.4.3 To the question ***“Do the projects use client-focused baseline assessment to underpin and guide the targeting of project activities?”*** the evaluation concludes that while the Programme has invested substantive efforts in situation analysis and organizational assessments (CUBED assessments, beneficiary checklists, etc...), the extent to which these have been used to guide the targeting of project activities, especially the ones conducted with SMEs does not appear clearly in the literature of the programme. The baseline assessments are an important milestone in the M&E system

(cf. 4.2.4.2 above) and typically require a standardised approach for their measurement (definition of indicators, SOPs, tools, triangulation mechanisms, etc...)

4.2.4.4 To the question **“Does the programme use project and programme-wide knowledge management system for efficient management?”** the evaluation notes that, to date, the Programme still lacks a substantive knowledge management system, although a portal that includes a repository of all knowledge products produced by the programme is in the making and will be launched during the third quarter of 2022. Learning from implementation (lessons, best practices, innovative approaches, etc...) would also contribute to enhancing learnings and management efficiency.

4.2.4.5 To the question **“Was any type of poor performance identified, assessed, and addressed?”** although the Programme team is well-aware of the challenges and bottlenecks affecting the performance of the Programme and discusses them openly and objectively, the evaluation recommends embedding a critical self-reflection element within the M&E system to “formally” address performance-related issues and keeping track on how these issues are being addressed.

4.2.5 Impact

EQ5. How well did the Programme perform to deliver on its overall intended impact (i.e., create employment and income along the T&C value chain)?

The evaluation concludes that the Programme reinforced the synergies between key project stakeholders and that it helped a significant number of SMEs to professionalise and expand their operations, with many “life changing” testimonies provided by beneficiaries. The current M&E practices within the Programme could better highlight and capitalize on these positive changes.

The evaluation concludes that the collaborative effect of the Programme is limited to the annual meeting of the national Steering Committees, and that the Programme could further harness the potential synergy of involved stakeholders.

The understanding of the notion of “sustainability” from Programme stakeholders could be better harmonized, especially to integrate the vantage point of beneficiaries in view of strengthening the Programme impact on this sustainability aspect.

4.2.5.1 To the question **“To what extent has the Programme generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects?”** the evaluation concludes that the Programme has reinforced some synergies between key project stakeholders, especially between beneficiary SMEs and national representative organizations or business support organizations. It also helped a significant number of SMEs to professionalise and expand their operations. Evidence is less conclusive at the current stage of implementation of the Programme about higher level effects, but strengthening communication, advocacy and alignment and synergies between the regional and global components and national ones could ultimately pave the way for higher-level positive effects.

4.2.5.2 To the question **“To what extent can observed changes be linked to the Programme’s interventions at the midterm? How adequate are M&E systems for measuring impact?”** Many “life changing” testimonies by beneficiary SMEs could be harvested during the country missions, yet the current M&E practices within the Programme are not geared to support the production of empirical information on the actual Programme impacts (cf. section 4.2.4).

4.2.5.3 To the question **“How well does the Programme strengthen countries’ situation / ability to meet national / sector development objectives, including through the achievement of an enhanced collaboration between key national institutions?”** the evaluation concludes that the collaborative effect of the Programme is restrained by the lack of a collaborative interface amongst its stakeholders beyond the Steering Committees, i.e., the Programme works primarily in a bilateral manner with respective BSO involved and less in synergy with the group of stakeholders. To strengthen the capacity to achieve sectoral development objectives, there should be processes and mechanisms to bring together all stakeholders; at present Steering Committees fulfil this opportunity that should be acted on. It is important that key national institutions have access to mechanism enabling them to collaborate.

4.2.5.4 To the question **“How successful has the Programme been in raising awareness on sustainability aspects for the T&C sector – especially in contexts of crisis, based on the**

experience of the COVID-19?” the evaluation notes the efforts displayed by the Programme during the COVID-19 crisis and its flexible approach to remain relevant and operational according to each country context. Nevertheless, the notion of sustainability for the T&C sector requires a concerted and multi-faceted approach, while a number of other players are tackling it through a hands-on approach (for example energy efficiency, solid waste management, water conservation, etc... including financing mechanisms to SMEs to support the implementation of best practices). There would be added value in coordinating the approach of the Programme with that of other players to adjust the approach as needed.

4.2.6 Sustainability

EQ6. How well are the benefits of the programme likely to be sustained?

The evaluation concludes that the Programme aimed at applying a systems-wide approach, focusing primarily on the institutional and organizational dimensions, but that further attention could be given to social and environmental dimensions, as well as to the interrelationships of the systems components and to political/policy dimensions that may have an influence on organizational capabilities.

The evaluation also concludes that some of the Programme benefits are likely to continue beyond ITC's direct support, as the Programme effectively contributed to building-up capacities of local trainers and experts, and further considers that there is an opportunity for the Programme to clarify its approach of sustainability.

4.2.6.1 To the question **“Were the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain the net benefits over time in place?”** the evaluation concludes that the Programme aimed at applying a systems-wide approach, focusing primarily on the institutional and organizational dimensions, but that further attention could be given to social and environmental dimensions, as well as to the interrelationships of the system's components and to political/policy dimensions that may have an influence on organizational capabilities.

4.2.6.2 To the question **“Was a specific exit strategy or approach prepared and agreed upon by key partners to ensure sustainability in each country project?”** the evaluation concludes that, to date, there is no sufficient content relative to a proper “exit strategy” in country project documentation that would be clearly distinct from content relative to the “ownership” and “sustainability” of the Programme.

4.2.6.3 To the question **“How well are the benefits of the Programme likely to continue beyond ITC's direct support?”** the evaluation concludes that some of the Programme benefits are likely to continue beyond ITC's direct support, as the Programme effectively contributed to building-up capacities of local trainers and experts, and further considers that there is an opportunity for the Programme to clarify its approach to sustainability.

4.2.7 Cross-cutting issues

EQ7. How well are considerations of human rights and gender equality, inclusion of youth, green growth, and social responsibility integrated in the Programme management and governance?

The evaluation concludes that these issues could be better integrated at the stage of operational planning, taking into account that there is no one-size-fits all approach and the realities of various contexts in which projects unfolds. A human rights-based approach to these issues of gender-equality, youth green-growth and social responsibility also calls for the participation of marginalized, disempowered and discriminated persons in decisions that affect their livelihoods and overall sustainable development, which – in turns – entails a customisation of the design of the Programme (mainly for a possible next phase)

The evaluation acknowledges that structural and procedural factors may have hindered the integration process of these issues in the Programme implementation.

4.2.7.1 To the question **“How well did the Programme plan and delivered achievements and impacts on cross-cutting issues (human rights and gender equality; inclusion of youth; green growth, and social responsibility)?”** the evaluation concludes that, although presented in both Programme documents, these issues could have been integrated more organically at the stage of operational planning, taking into account that there is no one-size-fits all approach and the realities of the various national contexts and with a view to support programmatic responses in line with human

rights principles. A human rights-based approach to these issues of gender-equality, youth green-growth and social responsibility also calls for the participation of marginalized, disempowered and discriminated persons in decisions that affect their livelihoods and overall sustainable development.

4.2.7.2 To the question “**What are the factors that may influence the achievement or non-achievement of the Programme objectives on cross-cutting issues (human rights and gender equality; inclusion of youth; green growth, and social responsibility)?**” the evaluation concludes that structural and procedural factors may have hindered the integration process of these issues in the Programme implementation. Findings across the evaluation process include how the governance framework, management framework and commitment relative to these issues, bottom-up participation, framing synergies with other initiatives, resources, targets, indicators and monitoring, as well as accessible data and information all influenced the success of interventions on these cross-cutting aspects.

4.3 Recommendations

This section presents recommendations per criterion and suggested actions for the Programme going forward.

Recommendations on the Relevance of the Programme

The evaluation recommends **strengthening the Programme ToC**, providing relevant articulation between the results chains for the Programme and refining the Programme contribution to identified SDGs.

Programme management should consider the following actions:

- Re-visit and consolidate the overall Theory of Change for the Programme.
- Provide a clearer articulation through intervention specific results chains of both outputs and outcomes for regional and global projects.
- Refine the stated contribution to SDGs 1, 5, 8, 9, 12, 17, to explain concretely how the Programme works to contribute to their achievements.

Risk mitigation: not being relevant to the value proposition to T&C stakeholders and especially to T&C SMEs in strengthening their competitiveness.

Recommendations on the Coherence of the Programme

The evaluation recommends developing **one substantive document** clearly providing an overview laying out intended internal and external synergies between all funded activities of the Programme; this overview document could also help in fostering the coherence of all Programme interventions with ITC's mission.

Programme management should consider the following actions:

- Develop ad-hoc Programme documentation to harmonize the content of the two Programme Agreements and provide a substantive Programme framework that would go beyond the use of the same results framework.
- Improve planning and reporting on internal and external synergies.

Risk mitigation: lack of coherence between the Programme strategic objectives and interventions, as well with other T&C related interventions.

Recommendations on the Effectiveness of the Programme

The evaluation recommends **strengthening the communication of the Programme**, identifying specific communication channels and content depending on the types of Programme stakeholders.

Programme management should consider the following actions:

- Strengthen the communication of the Programme particularly towards its direct intended beneficiaries i.e., providing holistic information about the Programme and not just the past or future activities.
- Develop an organized and accessible repository of documentation, information and knowledge relative to the Programme, and ensure that it is continuously updated³⁶.
- Clarify the work done by the Programme with respect to advocacy in line with the Programme objectives of “strategic embedding”.

Risk mitigation: diminished systemic effectiveness of the Programme.

Recommendations on the Efficiency of the Programme

The evaluation recommends **clarifying and strengthening the monitoring and accountability reporting system** for the Programme, including relative roles and responsibilities.

Programme management should consider the following actions:

- Clarify the respective roles and responsibilities regarding monitoring and accountability reporting, including provisions for quality assurance of reported data.
- Re-visit the M&E system of the Programme to make it more fit-for-purpose, including the development of specific tools, SOPs and evaluation benchmarks.
- Embed a critical self-reflection element within the M&E system to “formally” detect performance-related issues and to keeping track on how these issues are being addressed.

Risk mitigation: inconsistencies between formal accountability reporting information required and objective realities on the ground.

Recommendations on the Impact of the Programme

The evaluation recommends including an **adaptive mechanism to better target and integrate the needs of beneficiaries** including how these evolve in the design, planning and implementation of activities.

Programme management and the Programme funders should consider the following actions:

- Strengthen the functions of governance, strategic management, and operational management of the Programme by a clearer definition of roles and responsibilities relative to each level.
- Operationalize a light and practical collaborative mechanism for stakeholders involved in the implementation of respective projects, e.g., in the form of project technical committees.

Risk mitigation: limited impact on income generation and job creation along the textile and clothing value chain.

³⁶ The evaluation notes that this issue was being addressed by the Programme at time of the evaluation by the development of an online platform (<https://www.globaltextileacademy.com/>) however the later was not available at the time the evaluation was carried out.

Recommendations on the Programme's Sustainability

The evaluation recommends improving the **definition and integration of sustainability issues as well as country-specific contextual variables** in the Programme planning, implementation, monitoring and reporting.

Programme management should consider the following actions:

- Clarify and strengthen the Programme's collaboration with the other ITC sections and divisions to deepen the understanding of country contexts and include adequate analysis of inter-relationships between the various stakeholders involved at project level and of their dynamics. This could be conducted iteratively across the life cycle of the Programme with SCP and DECI.
- Clarify content relative to sustainability in the Programme and project documents based on a T&C study to identify specific actions that could be conducted in the framework of the Programme.
- Develop multiple-scenario exit strategies, especially for country projects, in preparation of the changes in the funding and/or activities landscape beyond 2023.

Risk mitigation: limited sustainability of interventions.

Recommendation on the Programme integration of cross-cutting issues

The evaluation recommends **identifying practically how the Programme could support the prevention of potential negative impacts on cross-cutting issues** in T&C value chains.

Programme management should consider the following action:

- Define clearly how cross-cutting issues will be prioritized and relative activities implemented depending on projects, carry out a specific study on these aspects (this could be included in the T&C study suggested above).

Risk mitigation: limited effects at cross-cutting levels (e.g., human rights and gender equality, inclusion of youth, green growth, and social responsibility).

Annex A: Evaluation Matrix

Questions	Sub-questions	Key Data Collection Methods and Data Sources
RELEVANCE		
EQ1. How well is the MENATEX Programme direction, design and implementation aligned with overall needs, strategies and priorities?	<ul style="list-style-type: none"> • How well do the MENATEX Programme objectives and design respond to the needs, policies and priorities of the countries and targeted beneficiaries, of the funders, and to ITC's vision, mission, and principles? Are they client-focussed? • How relevant are the Programme and project ToC and their relative performance frameworks to support the intended achievements of the Programme (results and targets at impact and outcome levels)? • How well was the Programme designed and implemented to focus on SME competitiveness as ITC's main leverage to generate systemic change (e.g., contribution to the achievement of SDGs 5, 8, 9, 12, and 17)? 	<ul style="list-style-type: none"> • Document review <ul style="list-style-type: none"> - ITC Strategic Plan 2022-2025 - Programme documentation - Project documentation - Relevant national policies and strategies • Interviews <ul style="list-style-type: none"> - Programme funders - Programme management - Project management - BSOs - SMEs
COHERENCE		
EQ2. How well does the Programme plan and translate internal coherence and external coherence?	<ul style="list-style-type: none"> • How well did the Programme plan and implement internal coherence i.e., establish synergies and interlinkages within its different components? And within ITC? Among funders? • How well did the programme plan and implement external coherence i.e., establish synergies and interlinkages with other trade-related interventions in each country T&C value chain for job creation and poverty reduction? Has there been harmonization and coordination with other entities, in particular in terms of partnerships within UN (engagement with UN Resident Coordinator offices; participation in the UNSDCF and CCA, in joint programming and M&E), as well as with WTO and other partners? • How well did the Programme work to establish national ownership in each country to date, and to ensure the synchronisation of activities with other T&C interventions to support SMEs? 	<ul style="list-style-type: none"> • Document review <ul style="list-style-type: none"> - Programme documentation - Project documentation • Interviews <ul style="list-style-type: none"> - Programme funders - Programme Management - Project Management - BSOs
EFFECTIVENESS		
EQ3. How well did the Programme prioritised and achieved its objectives and results?	<ul style="list-style-type: none"> • How well does the Programme achieve, its objectives, and its attributable results along the causal pathway, including any differential results across groups? To what extent is the Programme more than the sum of its parts? • How well is the Programme understood by its beneficiaries? And how accessible are the proposed resources of the Programme? 	<ul style="list-style-type: none"> • Document review <ul style="list-style-type: none"> - Programme documentation - Project documentation • Interviews

Questions	Sub-questions	Key Data Collection Methods and Data Sources
	<ul style="list-style-type: none"> To what extent has the COVID-19 affected the implementation of Programme activities? And how effective was the programme to adapt its activities based on changing needs? And how well did the programme adapt the allocation of its resources to mitigate the consequences of COVID-19? Is there evidence of strengthened position for the ITC as leading source of information, thought leadership and advocacy in the field of T&C, SME, and trade? 	<ul style="list-style-type: none"> Programme funders Programme Management Project Management BSOs SMEs
EFFICIENCY		
<p>EQ4. How efficiently have resources (human resources, time, expertise, funds etc.) been allocated and used to provide the necessary support and to achieve the broader Programme objectives?</p>	<ul style="list-style-type: none"> How well is the Programme managed in order to address operational efficiency, within ITC as well as the local project coordination teams? Is there a clear understanding of the roles and responsibilities of all parties involved, including evidence of mutual accountability and transparency between the programme/projects and country partners and clients? How good is the M&E system in place? Does the use of monitoring and reporting information enable real-time implementation assessment and course correction? Do the projects use client-focused baseline assessment to underpin and guide the targeting of project activities? Does the programme use project- and programme-wide knowledge management system for efficient management? Was any type of poor performance identified, assessed, and addressed? 	<ul style="list-style-type: none"> Document review <ul style="list-style-type: none"> Programme documentation Project documentation Interviews <ul style="list-style-type: none"> Programme funders Programme Management Project Management
IMPACT		
<p>EQ5. How well did the Programme perform to deliver on its overall intended impact (i.e., create employment and income along the T&C value chain)?</p>	<ul style="list-style-type: none"> To what extent has the Programme generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects? To what extent can observed changes be linked to the Programme's interventions at the midterm? How adequate are M&E systems for measuring impact? How well does the Programme strengthen countries' situation / ability to meet national / sector development objectives, including through the achievement of an enhanced collaboration between key national institutions? How successful has the Programme been in raising awareness on sustainability aspects for the T&C sector – especially in contexts of crisis, based on the experience of the COVID-19? 	<ul style="list-style-type: none"> Document review <ul style="list-style-type: none"> Programme documentation Project documentation Interviews <ul style="list-style-type: none"> Programme funders Programme Management Project Management BSOs SMEs
SUSTAINABILITY		
<p>EQ6. How well are the benefits of the programme likely to be sustained?</p>	<ul style="list-style-type: none"> Were the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain the net benefits over time in place? Was a specific exit strategy or approach prepared and agreed upon by key partners to ensure sustainability in each country project? How well are the benefits of the programme likely to continue beyond ITC's direct support? 	<ul style="list-style-type: none"> Document review <ul style="list-style-type: none"> Programme documentation Project documentation Interviews

Questions	Sub-questions	Key Data Collection Methods and Data Sources
<ul style="list-style-type: none"> - Programme funders - Programme Management - Project Management - BSOs - SMEs 		
CROSS-CUTTING ISSUES		
<p>EQ7. How well are considerations of gender-equality etc. integrated in the Programme management and governance?</p>	<ul style="list-style-type: none"> • How well did the Programme plan and delivered achievements and impacts on cross-cutting issues (human rights and gender equality; inclusion of youth; green growth, and social responsibility)? • What are the factors that may influence the achievement or non-achievement of the Programme objectives on cross-cutting issues (human rights and gender equality; inclusion of youth; green growth, and social responsibility)? 	<ul style="list-style-type: none"> • Document review <ul style="list-style-type: none"> - Programme documentation - Project documentation • Interviews <ul style="list-style-type: none"> - Programme funders - Programme Management - Project Management

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Annex C: List of interviews

No.	Country	Name	Title	Organization
1	Switzerland	Mr. Anders AEROE	Director of the Direction for Enterprises and Institutions (DEI)	International Trade Centre
2	Switzerland	Mr. Robert SKIDMORE	Chief, Sector and Enterprise Competitiveness (SEC) / DEI	International Trade Centre
3	Switzerland	Mrs. Lilia NAAS	Chief, Office of Middle East and North Africa (MENA), Direction of Country Programmes	International Trade Centre
4	Switzerland	Mr. Knappe Matthias	GTEX-MENATEX Programme Manager, DEI/SEC	International Trade Centre
5	Switzerland	Ms. Delphine CLEMENT	GTEX-MENATEX Projects Manager, DEI/SEC	International Trade Centre
6	Switzerland	Mr. Mehdi CHAKER	GTEX-MENATEX Project Manager, DCP/Arab States	International Trade Centre
7	Switzerland	Ms. Eman BESEISO	GTEX-MENATEX Project Manager, DCP/Arab States	International Trade Centre
8	Switzerland	Ms. Mariana TAVARES	Associate Programme Officer, in charge of Communication	International Trade Centre
9	Switzerland	Ms. Imane CHERIFI	Associate Programme Officer	International Trade Centre
10	Switzerland	Ms. Anne DE CHAMBRIER	Department of Economic Affairs, Education and Research (EAER), Economic Cooperation and Development, Trade Promotion - Programme Manager	Swiss State Secretariat for Economic Affairs (SECO)
11	Jordan	Mr. Rasmus RHODE	Counsellor/Deputy Head, Regional Development Cooperation in the MENA Embassy of Sweden, Amman	Swedish International Development Cooperation Agency (Sida)
12	Egypt	Ms. Yasmine HELAL	GTEX-MENATEX National Project Coordinator	International Trade Centre
13	Egypt	Mr. Amr HAZAA	Advisor to the Minister / Co-Chair of PSC	Ministry of Trade and Industry
14	Egypt	Mr. Ahmed REDA	Associate Minister for Industrial and Innovation Affairs	Ministry of Trade and Industry
15	Egypt	Ms. Mona BECKZADA	Programme Manager	Swiss State Secretariat for Economic Affairs (SECO)
16	Egypt	Ms. Sherin HOSNI	Executive Director	Apparel Export Council of Egypt
17	Egypt	Ms. Rasha FAHIM	Executive Director	Textile & Home Textiles Export Council
18	Egypt	Mr. Hossam YOUNES	Head of central department for branches affairs and supervisor of international cooperation	Export Development Authority (EDA)
19	Egypt	Ms. Dina HELAL	Deputy Executive Director	Expolink
20	Egypt	Ms. Dina ELHAGEEN	Sector Head, Apparel Textile and Homes Textiles	Expolink
21	Egypt	Ms. Aida ZAYED	Managing Director	Fashion & Design Centre
22	Egypt	Mr. Mohamed Abdel KARIM	Executive Director	Industrial Modernisation Centre (IMC)

No.	Country	Name	Title	Organization
23	Egypt	Mr. Samy NAGHIB	Textile & Leather Sector Head	Industrial Modernisation Centre (IMC)
24	Egypt	Mr. Mohamed MAGDY	Managing Director	Esperanza
25	Egypt	Mr. Boulos MASSOUD	Managing Director	Viva1960
26	Egypt	M. Mohamed ELHINDY	Managing Director	GIZA Spin
27	Egypt	Ms. Dalia and Ms. Asma ELHUSSEINI	Managing Partners	Modern KOBBA
28	Egypt	Mr. Amir WISSA	Managing Director	BISHARA
29	Egypt	Mr. Ayman ELBOUHY	Managing Director	ITH
30	Egypt	Mr. Hashem ELULABI	Managing Director	Tricot Morinella
31	Jordan	Mr. Ahmad HAMMAD	MENATEX National Project Coordinator	International Trade Centre
32	Jordan	End. Ihab QADRI	Representative of Leather and Garment sector	Jordan Chamber of Industry
33	Jordan	Ms. Britta KAEHLER	Director of Office for Industrial Links	German Jordan University
34	Jordan	Ms. Sawsan AL-HABABEH	Executive Director	JGATE
35	Jordan	Ms. Dina SEISA	Former CEO	GSC
36	Jordan	Mr. Yazan AL-ZUBAIDI	Board Member	Syndicate of Garment Factories Owners
37	Jordan	Mr. Ismael ABU HERRA	Managing Director	SADEEL
38	Jordan	Mr. Wael ALSAHLI	Managing Director	ALSAHLI
39	Jordan	Eng. Hazem QADRI	Managing Director	QADRI
40	Jordan	Mr. Issam SAHLA	Managing Director	Al-Hour AL-HEIN
41	Jordan	Mr. Khader EDAIS	Managing Director	EDK
42	Jordan	Eng. Mazhar TELLO	Managing Director	TELLO Socks
43	Jordan	Mr. Yaseen ABO ALROUS	Managing Director	NOORWAY
44	Morocco	Mr. Alaedine TIDJANI	MENATEX National Project Coordinator	International Trade Centre
45	Morocco	M. Taha GHAZI	Director of Textile and Leather Industries	Ministère
46	Morocco	Mme Bouchra BOUTALEB	Programme Manager	Swiss State Secretariat for Economic Affairs (SECO)
47	Morocco	Ms. Fatema Zohra ALAOUI	Managing Director	Association Marocaine des Industries TH (AMITH)
48	Morocco	Ms. Safia CHALOUH	Marketing and Promotion Manager	Association Marocaine des Industries TH (AMITH)

No.	Country	Name	Title	Organization
49	Morocco	Ms. Leila ZIZI	Market watch and Communication Manager	Association Marocaine des Industries TH (AMITH)
50	Morocco	M. Taoudi BENSOUDA	Director in charge of Enterprises relationship	École Supérieure des Industries Textile & Habillement (ESITH)
51	Morocco	Mme Wafaa KHAMLICHI	Managing Director	Casa Moda Academy (CMA)
52	Morocco	M. Mohammed BENAJIBA	Managing Director	VITA COUTURE
53	Morocco	M. Abdeslam BOUALI	Commercial Manager	JINANE FASHION
54	Morocco	M. Yassine BOUHRIZ	Operation Manager	LADY STYLE
55	Morocco	M. Jalil RAIS	Managing Director	MARISA
56	Morocco	M. Hachmi CHENIK	Technical Director	ITEX
57	Morocco	M. Atim SAVER	Commercial Engineer	ITEX
58	Morocco	M. Hakim HAMDOUCH	Managing Director	DOUNTITEX
59	Morocco	M. Boubker IDRISSE KAITOUNI	Managing Director	INTERLINGE
60	Morocco	M. Hassan BENNANI	Managing Director	CABILUX
61	Morocco	Mme Houda SELLEK	Managing Director	SMARTSET
62	Tunisia	Mr. Wajdi NEFFATI	MENATEX National Project Coordinator	International Trade Centre
63	Tunisia	Mr. Samir REKIK	Head of Direction Générale du Textile & Habillement (DGTH)	Ministry of Industry, Mines and Energy
64	Tunisia	Ms. Leila KSOURI	Director, Cooperation	Ministry of Trade and Export Development
65	Tunisia	M. Patrick ZIMMERLI	Deputy Director of Cooperation	Swiss Embassy in Tunisia
66	Tunisia	M. Hichem NEJI	Network and International Cooperation, Market Approach and Study Department	CEPEX
67	Tunisia	Mme. Olfa KOUKI	Chief of Service for Electrical and Mechanical Industries	CEPEX
68	Tunisia	M. Sami LAHMAR	Executive Board Member	FTTH
69	Tunisia	Ms. Rym JELASSI	General Coordinator	FTTH
70	Tunisia	Mr. El Mohseen MISSAOUI	Managing Director	CETTEX
71	Tunisia	Ms. Imène SLAMA	Director of Studies and Cooperation	CETTEX
72	Tunisia	Ms. Manel BEN SAIDA	Chief of Service, Section of Sustainable Development	CETTEX
73	Tunisia	Mr. Imed FEKI	Director of the Department for Textile Engineering	ENIM

No.	Country	Name	Title	Organization
74	Tunisia	Mr. Hassen HEDFI	Engineering and Managing Processes, Teacher	ENIM
75	Tunisia	Mr. Taoufik HARIZI	Director	IS3M
76	Tunisia	Mr. Sami BEN ABDALLAH	Managing Director	BACOVET
77	Tunisia	Mr. Mohamed Naceur LAMIRI	Consultant commercial	BACOVET
78	Tunisia	Mr. Rachid ZARRAD	Public Relations Manager	SARTEX
79	Tunisia	Mr. Adnene HAMZA	Managing Director	MAHDCO
80	Tunisia	Ms. Houda FEKIH AHMED	Marketing Manager	MAHDCO
81	Tunisia	Mr. Frederic DUCLAUX-MONTEIL	Unit Executive Director	DM Confection
82	Tunisia	Mr. Tarek BEN HAJ ALI	Founder & General Manager	WORKMAN
83	Tunisia	Mr. Haithem BOUAGILA	Managing Director	TUNICOTEX
84	Tunisia	Mr. Nizar HALOUANI	Managing Director	METAPHORE LINE
85	Tunisia	Mr. Zied CHAFAI	CEO	AMINA CONFECTION
86	Tunisia	Mr. Tarek ABIDA	Managing Director	LAVASUD
87	Tunisia	Ms. Fatma BEN SOLTANE	CEO (designer)	FIERCE
88	Tunisia	Ms. Manel ZARAMI	CEO (designer)	AROME LINGERIE
89	Tunisia	Ms. Selma BELKHOJA	General Manager (designer)	MS MARION
90	Tunisia	Ms. Rym BARKETALLAH	CEO (designer)	ASHAI
91	Tunisia	Mr. Boujemaa HARBAOUI	Expert consultant (consortium)	Consultant
92	Tunisia	Mr. Mohamed BORNAZ	Expert consultant (parrainage)	Consultant
93	Tunisia	Mr. Adel DALY	Expert consultant (parrainage)	Consultant

Note: The column 'Country' indicates where interviewee is located, not the nationality of the person.

Annex D: Terms of reference

Background

1. The International Trade Centre (ITC) is responsible for the business aspects of trade development, as the joint technical cooperation agency of the United Nations (UN) and the World Trade Organization (WTO). The objective of ITC is to enhance inclusive and sustainable growth and development through trade and international business development for micro-, small-, and medium-sized enterprises (MSMEs) in developing countries, especially the least developed countries (LDCs), and countries with economies in transition, through increased business capacities of those enterprises to trade and through a conducive business environment and strengthened institutional ecosystems for those enterprises. ITC contributes to the Sustainable Development Goals (SDGs) through its support to MSMEs' international competitiveness for inclusive and sustainable growth through value addition, trade, investment, and global partnerships.
2. The programme 'Strengthening the International Competitiveness of the Textile and Clothing Sector in Selected Middle East and North Africa (MENA) Countries (MENATEX)' is funded by the Swiss State Secretariat of Economic Affairs (SECO) and the Swedish International Development Cooperation Agency (Sida)³⁷ and is implemented by ITC. MENATEX aims to increase the export competitiveness of the textile and clothing (T&C) sector and promote T&C exports from Egypt, Jordan, Morocco, and Tunisia. It follows the same logical approach and is jointly implemented with the ITC programme Global Textile and Clothing (GTEX) that also covers Egypt, Morocco, and Tunisia; MENATEX represents the part of the ITC programme delivered in the MENA countries. The ITC agreement with SECO was signed in December 2017, and the agreement with Sida was signed in September 2018. The total budget for the MENATEX Programme is USD 9,090,000 (4,490,000. from SECO and 4,600,000. from Sida). The programme builds on lessons learned and achievements realized in previous ITC projects carried out in Egypt, Jordan, Morocco, and Tunisia. Project implementation at country level did not start at the same time due to complex approval mechanisms at country level. the project in Tunisia project started in 2018 as initially foreseen. The project in Morocco experienced a delay of about one year due to delayed government approval and signature of the agreement between SECO and the government. The project in Egypt started in October 2019, following security clearance procedures imposed by the government. In addition, the Jordan project went through an inception phase of nine months, after which, the project faced the challenges of the COVID-19 pandemic, that required a revised approach.
3. In December 2021, a two-year extension of the MENATEX Programme was agreed upon and signed with Sida and SECO, with a budget increase from SECO (750k for the MENA region) and Sida (1.7 m). The MENATEX Extension also included proposed revisions to the initial programme logical framework (Annex 1), with additional targets beyond the initially agreed-upon targets for the indicators for the cost extension in line with the allocated budget.³⁸ Revisions to the initial logical framework took place mid-way in 2021 (jointly done with Sida and SECO) and, as a result, the logical framework was changed/simplified. The simplified logical framework (Annex 2) is shown together with the additional targets for 2022-23

Purpose and objectives for the evaluation

4. The five-year MENATEX Programme was launched at the end of 2017. As originally set out in the project document, a midterm evaluation was foreseen by SECO. However, it was decided in August 2021 that the midterm evaluation would be independently carried out by the Independent Evaluation Unit (IEU) of ITC, and would only cover the MENATEX Programme, which would include Jordan.

³⁷ Further information can be found at <https://www.intracen.org/projects/Global-Textiles-and-Clothing-Programme-GTEX/>

³⁸ See Annex 1 which contains the initial logical framework as per the programme document and Annex 2 the logical framework with targets that are relevant only for the period 2022-2023, which are additional targets to the initial targets formulated in 2018 found in Annex 1.

5. In agreement with Sida and SECO, the midterm evaluation will measure progress, determine the need to readjust the ToC and logframe targets following the disproportionate impact of the COVID-19 pandemic on the T&C sector as well as changes in consumer behaviour (markets). The midterm evaluation will also provide an opportunity to confirm the suggested revisions to the initial logical framework of the programme, particularly the targets, as well as the adjusted thematic focus of the extension phase. Key findings and recommendations shall also focus on identifying what worked and what did not work in terms of activities, outputs and outcomes towards the development objective of the programme.
6. The evaluation will focus on the relevance of the programme's objectives and approach pre- and post-COVID 19; coherence (including consistency of different interventions carried out by ITC [internal coherence] or with other actors [external coherence] in the same countries); how the project activities have proved efficient and effective; the extent to which the project has achieved its planned outcomes to date; and whether the programme will be sustainable. The midterm evaluation sets out to offer the programme funders (Sida and SECO) and other key stakeholders, strategic and operational recommendations related to future direction, effectiveness, the timely accomplishment of the programme outcomes/results, and sustainability of those outcomes.³⁹
7. Ensure the application of results-based management methodologies throughout the programme and subsequent leaner and efficient reporting according to those principles.

Intended users

8. The main intended users of this evaluation include the MENATEX Programme and project teams, the programme funders (Sida and SECO), the GTEX/MENATEX Programme Steering Committee, respective National Project Coordinators (NPC), National Project Steering Committees (PSC), GTEX Programme and project teams, implementing partners, ITC staff, and the general public interested in learning more about ITC interventions or the MENATEX Programme.

Scope

9. The scope of the evaluation will cover all activities, results achieved, and lessons learned of the MENATEX Programme. The timeframe will include the period from the inception of the programme in December 2017 to the end of December 2021.

Programme overview

10. The MENATEX Programme aims to contribute to income generation and job creation along the T&C value chain through enhanced competitiveness of the T&C sector in beneficiary countries. The programme intends to increase the countries' export competitiveness in the T&C sector as well as develop linkages among the four countries. More competitive enterprises in this key manufacturing sector for the countries contribute to achieving targets linked to the 2030 Agenda, particularly related to SDG 8 "promoting sustained, inclusive and sustainable economic growth, full and productive employment", SDG 12 concerning "responsible consumption and production", SDG 9 "industry, innovation & infrastructure" and SDG 5 "gender equality". The Programme includes the projects listed in Table 1.

³⁹ A SECO-financed final evaluation in Q4 2022 will serve the dual purpose of evaluation the performance of the programme and start the programming for a possible new phase.

Table 1: Projects in the MENATEX Programme

Project Title	Start Date	End Date	Project Budget USD	Funder
Egypt: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX)	2017-12-06	2022-12-31	2,460,000	SECO & Sida
Jordan: Improving the international competitiveness of the textile and clothing sector (MENATEX)	2018-09-26	2022-09-30	1,100,000	Sida
Morocco: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX)	2017-12-06	2022-12-31	2,220,000	SECO & Sida
Tunisia: Improving the international competitiveness of the textile and clothing sector (GTEX/MENATEX)	2017-12-06	2022-12-31	2,460,000	SECO & Sida
MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region	2018-09-26	2022-12-31	850,000	Sida

Programme approach

- The MENATEX Programme follows the approach and logical framework of the Global Textiles and Clothing (GTEX) Programme, amended to reflect regional trade and collaboration as well as a special focus on capacity building of institutions and enterprises to adopt measures to improve the environmental performance of the sector. GTEX and MENATEX are applying the generic theory of change of ITC's Value Added to Trade Programme (VA2T) to the particular situation of the global T&C industry and specifically to the four programme beneficiary countries.
- MENATEX is fully aligned with and complements the GTEX programme approach and strategy. It will focus on capacity building of the private sector with a main focus on the clothing sector. Technical assistance consists of direct support to enterprises in selected sub-sectors as well as selected Business Support Organizations (BSOs)⁴⁰ supporting the sector.
- Specific emphasis is placed on the promotion of women, youth and the environment: The programme focuses on working with women-owned or managed companies, whenever possible, and the programme also connects graduate students with the private sector. Addressing environmental concerns, the programme informs about, trains on adapting, and promotes environmental standards through activities under Outcome 2, and works with companies to improve their environmental performance. Environmental aspects and concerns are also included under Outcome 1, equipping BSOs with the capacity and knowledge to support additional enterprises in the sector to improve their environmental performance.

Beneficiaries

- The **direct beneficiaries** of the programme are SMEs, including their employees and managers, as well as BSOs, and training institutions.
- The programme works with a selected number of **enterprises**⁴¹ in each project country, in three product categories (sub-sectors). The final number of beneficiary companies was dependent on their ability and

⁴⁰ In the project document, business support organizations are referred to as TISIs (Trade and Investment Support Institutions). This term was commonly used within ITC at the time of writing the project document. However, since that time, the term is no longer used, and the more familiar term business support organizations (BSO) is used instead.

⁴¹ Enterprises are mainly SMEs, defined as enterprises employing between 100 - 500 employees that work in the pre-defined product categories and that pass the company assessment. However, larger companies are considered as locomotives that could

willingness to cost-share activities especially concerning market exposure, and the possibility of the programme to link to marketing activities already foreseen and budgeted by the respective country Trade Promotion Organization (TPO) and/or sector association. Cost-sharing contributions were tailored to the financial and export strength of the selected companies so as to not overburden smaller and newly created companies. The enterprise selection process was done together with the lead BSOs in each country in a transparent manner and according to criteria agreed upon by the respective National Programme Steering Committees (PSC).

16. Overall, enterprise employees and managers are expected to benefit from job security and possible increased earnings through increased competitiveness of their companies and the sector as a whole. Through additional exports, the programme expects to create additional employment, increasingly in rural areas. These benefits will only be achievable and sustained if SMEs manage to operate the necessary changes in line with the market needs and requirements.
17. The programme works together with 141 companies in the four countries from the following initially selected clothing sub-sectors:
 - **Egypt:** 35 companies in the knitwear, sports, and athletic-wear and dress-shirts product categories have been selected; the medical apparel sector was also added following an in-depth study and market potential identified.
 - **Jordan,** 21 companies operating in Islamic wear, workwear, knitwear, and menswear apart from hosiery were selected
 - **Morocco:** 35 companies in the product categories of fast fashion (especially «Eco-Responsible»), denim, knitwear have been selected.
 - **Tunisia:** 50 companies operating in the product categories of denim (jeans), lingerie/swimwear, and protective wear, and young designers have been selected (a new sector of image wear is under consideration).⁴²
18. At the **institutional level**, the programme works with BSOs specifically related to the T&C sector to improve their management and operations as well as an enhanced service offering to their clients. To allocate scarce resources where they have the best impact, institutional support focuses on institutions whose target audience are enterprise managers at top and middle management levels.⁴³ For those institutions, institutional assessments have been undertaken, and institutional roadmaps are being implemented. The BSOs the programme works with at the institutional level include:
 - **Egypt:** Apparel Export Council (AECE), the Textile and Home Textile Export Council (THTECE), and the Fashion Design Centre (FDC).
 - **Jordan:** Jordan Garments, Accessories and Textiles Exporters' Association (JGATE), Jordan Chamber of Industry (JCI), the Syndicate of Garments and Textile Factory Owners in Jordan, and the Garment Design and Training Centre.
 - **Morocco:** Association Marocaine pour l'Industrie du Textile et Habillement (AMITH), Casa Moda, and Engineering School in Casablanca (ESITH) (institutional assessments have been carried out)⁴⁴; only AMITH and Casa Moda, work with the project in the implementation of the roadmaps.
 - **Tunisia:** Centre de Promotion des Exportations de la Tunisie (CEPEX), Centre Technique du Textile (CETTEX), and Fédération Tunisienne du Textile et de l'Habillement (FTTH).
19. The **indirect beneficiaries** include all T&C-related SMEs in the T&C sector and the existing and potential workforce, particularly women, youth, and people living in less-developed regions or rural areas. These

pull smaller companies into new markets and serve new clients. All companies need to be nationally owned and managed to ensure decision-makers are reached and are able to apply intended change.

⁴² Source: MENATEX Extension, Strengthening the International Competitiveness of the Textile and Clothing Sector in Selected MENA Countries (MENATEX). (undated). p. 14.

⁴³ All institutions have undergone an institutional CUBED assessment to ensure there are suitable for the programme. The CUBED methodology is a technical tool developed by ITC to conduct due diligence on BSOs. It represents a faster and more concise way to assess the institutional performance and project readiness of potential partner BSOs for project implementation.

⁴⁴ The programme was working with the Moroccan Investment and Export Development Agency (AMDIE) until recently. The institution was restructured and now has a new mandate. As a result, they changed the lead Ministry, and the programme was advised that AMDIE would no longer be involved directly in the project.

persons will benefit from employment and income generation derived from increased SME competitiveness and business transactions.

Results Chain⁴⁵

IMPACT: Contribute to income generation and job creation along the textile and clothing value chain.

20. The programme will stimulate income and employment generation resulting from enhanced competitiveness of SMEs in the four priority countries and improved trade support services. Focusing on the clothing sector, the programme will include women and youth in the growth process through employment generation and entrepreneurship building. Social and environmental sustainability of supported enterprises and indirectly of the entire sector through supported BSOs will also be enhanced.

Outcome 1: Improved BSO performance and regional collaboration

21. The programme will improve the performance of T&C-related national-level BSOs, including:
- i) a managerial and performance assessment of BSOs using ITC's benchmarking tool and CUBED methodology;
 - ii) development of a comprehensive Performance Improvement Roadmap for each selected BSO (selection will be based on the results of the institutional assessment), and
 - iii) accompanied implementation of the performance improvement roadmaps, including improvement of service offerings and delivery to members for two institutions in each country.⁴⁶
22. The achievement of Outcome 1 will be made possible through the completion and actions supporting the:
- Output 1.1: Enhance managerial and operational capacity of T&C-related BSOs;
 - Output 1.2: Capacity of T&C relevant BSOs enhanced to deliver effective support services to SMEs;
 - Output 1.3: Partnerships developed between the T&C industry and academic and vocational training institutes;
 - Output 1.4: Policy-makers' and BSOs' capacity built to design, implement and monitor export strategies/policies; and
 - Output 1.5: Regional linkages among public and private sector BSOs as well as enterprises related to the T&C sector enhanced and joined activities developed.

Outcome 2: Improved competitiveness of SMEs in the T&C Sector

23. Focusing on enterprise competitiveness, the programme will strengthen the capacity of T&C-selected enterprises to improve their business functions along the value chain and to move up the value chain by developing a full package offering. A special emphasis will be given to social (through GTEX) and environmental (through MENATEX) sustainability. This will be done in close collaboration with selected BSOs. The programme will first create SME capacity along critical aspects of the value chain, including social and environmental sustainability - the latter of which has attracted increasing attention from major buyers. The achievement of Outcome 2 will be made possible through the completion and actions supporting the:

- Output 2. 1: Enhanced capacity of SMEs to improve critical functions along the value chain;
- Output 2.2: Enhanced capacity of SMEs to improve social and environmental sustainability;

⁴⁵ The MENATEX Programme logical framework can be found in Annex 1. Source: MENATEX Extension document.

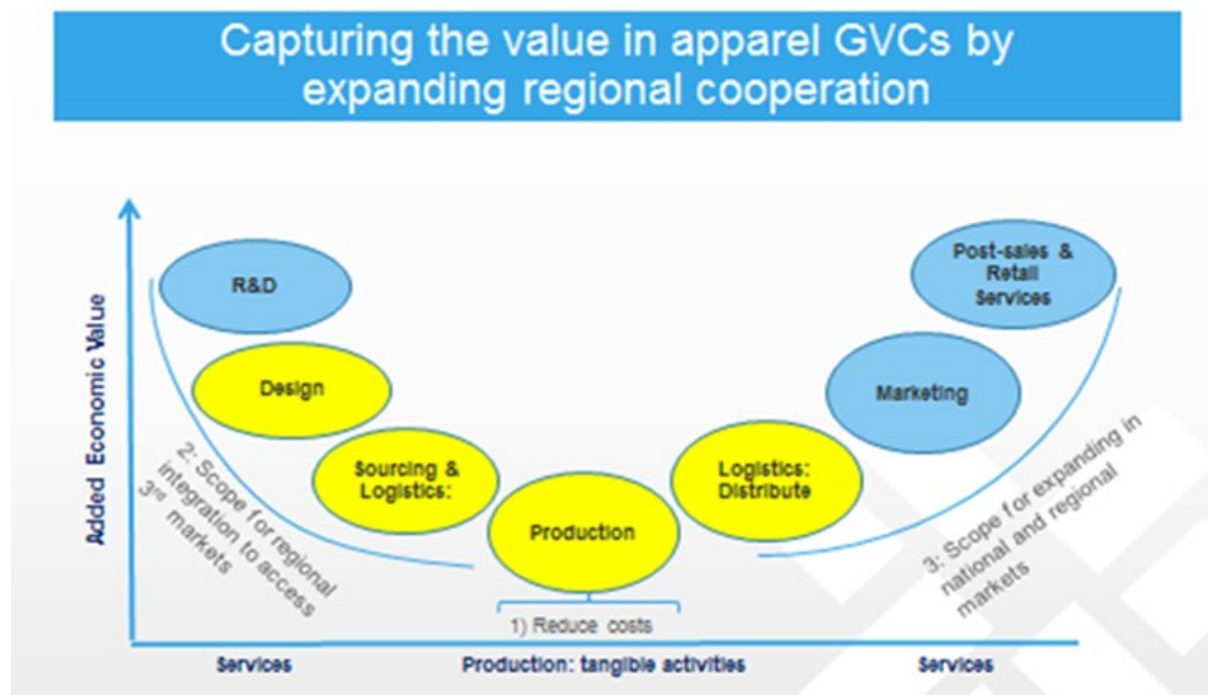
⁴⁶ These are AMITH and Casa Moda in **Morocco**, the Apparel and Textile Export Council and the Fashion Design Institute in **Egypt**, FTTH and CETTEX in **Tunisia**, and the Jordan Chamber of Industry (JCI), The Jordan Garments, Accessories & Textiles Exporter's Association (JGATE), and Syndicate of Garments and Textile Factory Owners in **Jordan**.

- Output 2.3: Business opportunities identified, and business and investment linkages facilitated at local, regional, and global levels; and
- Output 2.4: Increased connections of SMEs with financing mechanisms.

Theory of Change

24. The programme theory of change (ToC) reflects increasing the competitiveness of the T&C sector. Figure 1 below shows the overall approach for the programme and includes elements at the policy level that have not been fully covered by the programme due to resource constraints and the challenging situation at the policy level of some of the MENA countries such as e.g., in Egypt or Tunisia.⁴⁷ As a result, the programme mainly focuses on the enterprise and private sector-driven BSO-level and to some extent work with international lead firms. The policy level will be addressed by creating awareness, knowledge, and consensus about COVID-19–related implications in the T&C sector.
25. To understand how the programme supports the development and upgrading of the T&C sector in developing countries, six distinct value-adding activities have been identified: (1) research and new product development (R&D), (2) design, (3) purchasing and distribution with the logistics behind, (4) production, (5) distribution in the market, including logistics, (6) marketing and branding, and (7) post sales and retail services (see Figure 1 below).⁴⁸ Figure 1 shows that the most important value-adding stages are intangible services that occur before (the left-hand side of the “smiley-curve”) and after the apparel production process (the right-hand side of the “smiley-curve”).

Figure 1 – Curve of Value-Adding Stages in the Apparel Global Value Chains



⁴⁷ Source: MENATEX Extension document.

⁴⁸ Source: Programme Plan, MENATEX, Strengthening the International Competitiveness of the Textile and Clothing Sector in Selected MENA Countries, September 2018.

Implementation and management strategy

26. MENATEX makes use of the already established management and governance structure under GTEX, which was broadened to include Sida⁴⁹. In this light, the below description is based on the project document contained in the donor agreement between ITC and Sida.⁵⁰

At the country level

27. The country-level management of the programme is entrusted to a **National Programme Coordinator (NPC)**. The NPC is responsible for administering programme activities in the field, direct programme delivery, monitoring results, and programme reporting at the country level. Under ITC supervision, the NPC identifies and monitors the work of national consultants and local service providers. The NPC also provides substantial inputs to the different programme components, liaises with the public and private sector BSOs and the business community, and co-operates locally with other donor programmes. The NPC is located in either the sector association or TPO.
28. The programme partner institutions, to the extent possible, provide in-kind contributions, such as staff time, office facilities, and dissemination of reports to concerned entities. When necessary, the programme signs corresponding Memorandum of Understanding (MOUs) (or partnership agreements) with programme partner institutions outlining the specific commitments of each party as well as areas of cooperation within the framework of the projects and the programme.

At ITC headquarters

29. At ITC headquarters (HQ), a **part-time HQ-based Project Manager** is responsible for the day-to-day project management, monitoring, and coordination of project activities in the countries concerned, including supervision of the respective project offices and National Project Coordinators. The respective project manager works in close collaboration with and under the supervision of **ITC's Global Programme Manager (GPM)**, who ensures linkages to the other four GTEX programme countries. ITC's Office for Arab States (OAS) provides country intelligence and ensures regional linkages among the three MENA countries of Egypt, Jordan, Morocco, and Tunisia.
30. The programme reports through the GTEX programme to ensure coherence of approach and reporting within the programme. Working closely with the GPM ensures that all countries will benefit from lessons learned from the countries, as well as global good practices identified within the industry.

Programme Steering Committees

31. A joint **GTEX/MENATEX Programme Steering Committee (PSC)** guides the implementation of the programme in each country. The GTEX/MENATEX PSC is composed of ITC and Sida, and SECO, and meets once a year. Its main role is to provide strategic guidance towards objectives set out in the logical framework. The GTEX/MENATEX PSC may invite reference persons, experts, and/or project managers as deemed appropriate. It was scheduled to meet once a year.

Project Steering Committees

32. Each of the country projects has a **National Project Steering Committee (PSC)** that guides the implementation. The National PSCs are composed of the government counterparts, representatives from partner institutions, Swedish or Swiss Embassy representatives (depending on the country), and ITC. The National PSCs meet at least once a year to develop and review workplans and overall progress, resolve disputes and recommend strategic changes in project implementation. They check that the projects' outputs respond to the countries' priorities. Moreover, the National PSCs ensure synergies with other development partners. The GPM participates in National PSC meetings whenever possible.

⁴⁹ Source: Donor Agreement with Sida to finance MENATEX: Textiles and Clothing Project for the MENA Region, signed and dated September 2018, p. 5.

⁵⁰ Ibid

Evaluation questions and criteria

33. The evaluation will use the OECD-DAC evaluation criteria, namely: relevance, coherence, effectiveness, efficiency, impact, and sustainability. The evaluation shall also consider to what extent gender equality, youth engagement, contributions to reduce poverty (direct or indirect), green growth and environment, and social responsibility were mainstreamed; and whether the relevant SDGs and their interlinkages were identified, and the extent to which they have been reflected in the implementation of the MENATEX Programme.

Indicative Evaluation Questions

34. The evaluation questions formulated below are indicative and are intended to be elaborated on in the evaluation's inception report. The inception report will provide a complete and finalized set of evaluation questions with an indication of specific judgment criteria and indicators, as well as the relevant data collection sources and tools in an evaluation matrix.
35. Overall, the evaluation needs to take into consideration the disproportionately negative impact the COVID 19 pandemic has had on the TC sector worldwide. Retail sales have been down by around 11% in 2020 compared to 2019, with fashion, and apparel consumer demand reduced by up to 30% depending on the market. The fashion industry's economic profit was expected to fall by 93% in 2020 after rising 4% in 2019. This translated into less trade. US imports were down 23.5% in 2020 as compared to 2019, while EU imports were down 14% falling back to below 2013 levels. The evaluation, therefore, needs to consider these unprecedented developments when assessing the performance of the programme so far and in developing recommendations to mitigate the further impact at the sector level in the countries concerned.

Relevance

36. To assess the extent to which the MENATEX Programme objectives and design respond to the needs of the countries and targeted beneficiaries, the needs, policies, and priorities of the funders (Sida and SECO), and the extent to which they are relevant to ITC's mission and strategic objectives. Beneficiaries are defined as the individuals, groups, or organizations, whether targeted or not, that benefit directly or indirectly, from the programme. Other terms, such as rights holders or affected people, may also be used.⁵¹ Relevance also includes an assessment of the responsiveness to changes and/or requests from national counterparts and shifts caused by external factors in evolving country contexts. Key questions include, inter alia:
- To what extent do the MENATEX Programme objectives, as set out in the intervention logic of the programme, and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities?
 - Does the programme align with and support national development plans and priorities, including the Sustainable Development Goal 5 (gender equality); 8 (decent work and economic growth); 9 (industry, innovation, and infrastructure), 12 (responsible consumption and production); and 17 (partnerships for the goals)?
 - To what extent has the Programme ensured a flexible and adaptive approach, and ensured the changing needs of beneficiaries as part of the COVID-19 pandemic?
 - Was the programme design and theory of change appropriately adapted to the contexts in each country where projects are carried out?
 - Is the initially foreseen approach as outlined in the 2018 programme document, including the results and targets at impact and outcome levels, still relevant and/or realistic, particularly in light of the COVID-19 pandemic and its subsequent impact on the sector?
 - Is the revised Theory of Change (ToC) for the programme extension sound, informed by lessons learned, and well adapted to the challenges that the T&C industry faces in light of the COVID 19

⁵¹ Source: OECD/DAC Network on Development Evaluation (2019). Better Criteria for Better Evaluation: Revised evaluation criteria definitions and principles for use. Paris: OECD, p. 7. <http://www.oecd.org/dac/evaluation/revised-evaluation-criteria-dec-2019.pdf>

pandemic?⁵² Is the ToC accurate, and is it still relevant today? Is there anything that has changed, and/or is there anything in the ToC that can be modified or removed?

- To what extent were cross-cutting dimensions (human rights and gender equality; inclusion of youth; green growth, and social responsibility) reflected in the design of the programme? Has integrating these cross-cutting issues been relevant to achieving the goals and results of the programme?

Coherence

37. To assess the extent to which other interventions support or undermine the Programme, including internal coherence and external coherence, as well as complementarity, harmonization, and coordination with others, and the extent to which the Programme is adding value while avoiding duplication of effort. In addition, in light of the COVID-19 pandemic, increased coordination and coherence are required. Key questions include, inter alia:

- Regarding internal coherence, what is the compatibility of the MENATEX Programme within ITC and with the donors (SECO and Sida)? Did the programme establish synergies and interlinkages with other interventions carried out by ITC or the funders (SECO and Sida)?
- Regarding external coherence, was the programme compatible and consistent with the interventions of other actors' interventions in the same countries and sectors? How well did the programme complement other trade-related interventions in each country? Has there been complementarity, harmonization, and coordination with other entities? If so, to what extent did the programme add value while avoiding duplication of effort?
- To what extent is the programme aligned with national strategies (both sectorial and transversal)?
- What actions did the programme carry out in order to align to national responses to the COVID-19 pandemic?

Effectiveness

38. To assess the extent to which the Programme achieved, or is expected to achieve, its objectives and its results, considering their relative importance. Key questions include, inter alia:

- To what extent has the MENATEX Programme achieved, or is expected to achieve, its objectives, and its attributable results along the causal pathway, including any differential results across groups? Can the results be distributed across different groups, and do the results surpass the intended objectives of the programme?⁵³ To what extent has the programme contributed to improved BSO performance and regional collaboration (outcome 1), improved competitiveness of SMEs in the T&C Sector (outcome 2)?
- Were baseline data established to measure progress? Have the activities and outputs been delivered according to the quality requirements and the workplans?
- Did stakeholders have a good understanding of the programme? Do all beneficiaries have access to the programme's deliverables (trainings, publications, etc.), and are they being used as intended? Are there any factors that prevent beneficiaries from accessing the results or services of the programme?
- To what extent has the programme been able to ensure continuity of its projects' interventions during the COVID-19 pandemic?
- Has the COVID 19- required move towards more virtual forms of implementation impacted the effectiveness of the programme. If yes, how could any negative change be mitigated in light of continuing COVID 19 challenges
- Are there any results related to cross-cutting issues related to human rights and gender equality, youth, environment, and social responsibility? To what extent is the programme gender sensitive or contributed to gender inequalities?

⁵² Note: The midterm evaluation should take into account that from its inception up to December 2021 the programme followed an initial logical framework as per the programme document (see Annex 1). As of January 2022, the revised logical framework and theory of change will guide the programme implementation.

⁵³ This is in line with the UN leave no-one behind policy. It is meant to encourage the evaluation to "examine equity issues and results for groups that have been marginalized, while not assuming that equity is an objective of the intervention". (OECD/DAC (2019). p. 9).

Efficiency

39. To assess the extent to which the Programme delivered, or is likely to deliver, results in an economic and timely way. Key questions include, inter alia:
- What is the extent to which the Programme delivered results in an economic and timely way? How does the Programme investment compare to the realized benefits in US dollar terms as compared to the baselines per programme? What is the return on investment to date?
 - Have inputs (funds, expertise, human resources, time, etc.) been converted into outputs, and potential outcomes and impacts (relative to the entire results chain), in the most cost-effective way possible, within the intended timeframe at the midterm?
 - How well is the Programme managed in order to address operational efficiency, within ITC as well as the local project coordination teams? How effective have the management arrangements been in the delivery of the programme? Is the Programme Steering Committee effective in its role of supporting and guiding the programme management? Is the administrative cost comparable to that of other development partners?
 - To what extent did the programme adapt the allocation of its resources intending to mitigate the consequences of COVID-19? To what extent did the Programme use innovative technologies and/or mitigation techniques to respond to the COVID-19 crisis and mitigate its effects?
 - Is a monitoring system put in place that enables effective management, implementation, and accountability? Is the monitoring system revised or changed during the course of the programme's implementation?

Impact

40. To assess the extent to which the Programme is expected to generate significant positive or negative, intended or unintended, higher-level effects. The achievement of impact, including contributions to SDGs, is critical to ITC's mission. Impact is considered as the changes introduced by ITC interventions in socio-economic status and patterns of actions of target groups. Often, ITC is enabling capacity of capability. It is therefore critical that once capacity is created in an enterprise, an institution, or an individual, that this is converted into action and improvements. It is important to use the results framework of the Programme to explain progress towards the overarching development impact of the programme. Key questions include, inter alia:
- To what extent has the Programme generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects? Can observed changes be linked to the Programme's interventions at the midterm? To what extent has the COVID-19 pandemic played a role in any observed changes?
 - Has the programme generated inclusive and sustainable development through improved livelihood of communities/BSOs/SMEs/households (particularly for women and youth) through income generation and an increased share of the additional wealth created?
 - To what extent is the programme expected to contribute to SDGs 5, 8, 9, 12, and 17?
 - To what extent has the programme contributed to poverty reduction through employment generation/retention⁵⁴ and/or facilitated collaboration between the lead Ministries and T&C associations on country approaches to integrate interior/rural area into the T&C value chain for job creation and poverty reduction⁵⁵.
 - To what extent had the COVID 19 pandemic a negative (or positive) influence in achieving the initially determined results. In particular, would the initially defined targets still be realistic and achievable.

⁵⁴ As identified in the donor agreement between Sida and ITC.

⁵⁵ As identified as one of the actions supporting the achievement of output 1.5 of the MENATEX Regional: Regional component of the Textiles and Clothing Programme for the MENA region

Sustainability

41. To assess the extent to which the net benefits of the programme are likely to continue beyond the phase of ITC's direct support. It also includes an assessment of the likelihood that actual and anticipated results will be resilient to risks beyond the programme's lifespan.
- What is the extent to which the net benefits of the programme are expected to continue, or are likely to continue? To what extent has the programme been successful in managing any threats to its sustainability caused by the COVID-19 pandemic?
 - Are the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain the net benefits over time in place?
 - How effective has the programme been in establishing national ownership in each country to date?
 - Has the GTEX/MENATEX programme and the COVID-19 pandemic raised more awareness on sustainability aspects and created new directions for business in the T&C sector? If so, how has this happened, or what has taken place? What can be said about the understanding of and implementation of the national recovery plan and diagnostic, where developed?
 - What are the factors that may influence the achievement or non-achievement of sustainability of the programme including cross-cutting issues (human rights and gender equality; inclusion of youth; green growth, and social responsibility)?
 - Was a specific exit strategy or approach prepared and agreed upon by key partners to ensure sustainability in each project country?

Evaluation team and management

42. The evaluation will be commissioned and managed by ITC's Independent Evaluation Office (IEU). The unit will hire an external consultant (either an individual or a team), which will be managed by an ITC evaluation officer. The consultant is to be selected mainly based on expertise in the areas of evaluation, trade and development, and knowledge of the T&C Sector. The consultant must sign a non-disclosure agreement to avoid possible conflicts of interest.

ITC Independent Evaluation Unit

43. The ITC Independent Evaluation Unit (IEU) will supervise and monitor the progress of the midterm evaluation. The evaluation will be managed, and quality controlled by the IEU. The role of the IEU will be to provide guidance and oversee the evaluation process. The duties of the IEU will be to:
- Consult with key stakeholders to prepare for the evaluation;
 - Prepare draft TOR for the evaluation including key evaluation questions; circulate the draft TOR for comments and inputs from programme management and funders;
 - Manage the evaluation, including the hiring of the independent external consultant(s); supervising the evaluation process; involving stakeholders in the process; ensuring the quality of deliverables; and conducting regular consultations and consensus-building activities;
 - Establish all logistical arrangements for the evaluation regarding meetings and travel arrangements, when or if required;
 - Provide technical comments to the draft inception report; ensure the draft inception report has determined the key evaluation questions the evaluation should answer;
 - Circulate the draft inception report to key programme stakeholders (i.e., Programme Management Team, Project Management Teams, funders, etc.); collect feedback and comments for review and onward submission to the external consultant(s);
 - Provide technical comments to the draft evaluation report;
 - Manage the process of preparing the evaluation report, including the circulation of the draft report and collecting comments, and ensuring follow-up;
 - Quality control the final evaluation report; send the final evaluation report to key stakeholders;
 - Organize a stakeholder meeting to discuss the evaluation results;
 - Ensure the management response is submitted and ensure proper follow-up on the recommendations and dissemination of results and lessons learned.

MENATEX Programme Management and Project Management Teams

44. The MENATEX Programme Management Team and Project Management Teams will:
- Support implementation of the evaluation through collecting documentation and making it available to the IEU and/or directly to the external consultant;
 - Facilitate stakeholder meetings, including the provision of introductions required for the consultant to carry out meetings and interviews;
 - Provide administrative, logistical, and practical support to the external consultant when required;
 - Participate in the consultations during the evaluation process and provide feedback, comments and clarify expectations on accountability and learning issues;
 - Be available to take part in interviews;
 - Provide comments and inputs to the draft TOR; the draft inception report; and the draft evaluation report;
 - Ensure proper stakeholder involvement in the entire evaluation process;
 - Provide a management response to the midterm evaluation;
 - Support the implementation of the accepted or partially accepted recommendations; and
 - Support the dissemination of the evaluation through consulting with the GTEX/MENATEX PSC, National PSCs, and other country stakeholders on the evaluation findings and conclusions.

Swedish International Development Cooperation Agency (Sida), and The State Secretariat of Economic Affairs of Switzerland (SECO)

45. The funders, Sida, and SECO will:
- Be available to take part in interviews; and
 - Provide comments and inputs to the draft TOR; the draft inception report; and the draft evaluation report.

MENATEX Programme Steering Committee and National Project Steering Committees

46. The MENATEX Programme Steering Committee and the National Project Steering Committees will:
- Be available to take part in interviews; and
 - Provide comments on the draft inception report and the draft evaluation report.

Methodology

47. The midterm evaluation of the MENATEX Programme is expected to follow the principles outlined in the [ITC Evaluation Guidelines](#). Furthermore, it shall be performed in line with the [Norms and Standards for Evaluation](#), integrating [Human Rights and Gender Equality](#), and respecting the [Ethical Guidelines for Evaluation](#) published by the United Nations Evaluation Group (UNEG).
48. According to UNEG guidelines, evaluations should be carried out in a participatory and ethical manner. The evaluation should take account of cultural differences, local customs, religious practices, gender roles, and age throughout the planning, implementation, and reporting of the evaluation. UNEG guidance also specifies that the chosen methodology for an evaluation should explicitly address issues of gender and under-represented groups and be in line with the UN system's commitment to the human rights-based approach.
49. The evaluation will involve four (4) phases through the evaluation process: (1) Desk Review Phase, (2) Data Collection and Analysis Phase, (3) Reporting Phase, (4) Management Response Phase. The sequencing of the evaluation and roles and responsibilities are outlined below.

Desk Review Phase

50. The selected external evaluation consultant(s) reviews the relevant ITC policies, strategies, programme, and project documents, and conducts interviews (face to face or virtual) with ITC programme and project managers. An inception report will be prepared by the external consultant(s). The inception report should

clarify the evaluation approach, programme ToC and corresponding results chains tailored for each of the projects under evaluation, evaluation questions, evaluation matrix⁵⁶, data collection methods and instruments, major analysis and findings based on desk review, evaluation framework, key issues to be assessed, data gaps to be addressed during evaluation, and timeline of the evaluation. The inception report will include a contextual analysis covering each of the project countries and sectors, to be used to identify the most appropriate methodological approach for each country, including mitigation measures should local data collection not be feasible. The inception report should also include an indicative evaluation communication and learning plan.

Data Collection and Analysis Phase

51. The selected external consultant(s) will apply the evaluation methods agreed in the inception report, to answer the evaluation questions identified in the inception report and in the evaluation matrix, including triangulation of methods to ensure ideal coverage and assessment and the use of both quantitative and qualitative data collection methods. Ideally, data collection would include obtaining data, including data collected through interviews with beneficiaries and stakeholders, in the respective project countries. If certain conditions (such as travel restrictions, local health situation, or political instability) preclude on-site data collection, alternative forms of data collection must be considered. The evaluation will distil the findings that emerge from the data collected on the projects that contribute to the MENATEX Programme, and the analysis will examine the MENATEX Programme from a synthetic perspective assessing the programme's relevance, coherence, effectiveness, efficiency, potential impact, and potential sustainability into a single and coherent midterm evaluation report.

Reporting Phase

52. Following data collection and analysis, the selected external consultant(s) will draft the midterm evaluation report. The draft should be shared with IEU for peer review and quality assurance. Thereafter, the IEU will share the revised draft with the programme and other key stakeholders and partners inviting comments. The comments will be acknowledged and addressed respectively by the selected external consultant(s).
53. To ensure participation and ownership among key stakeholders, regular consultations will be conducted during the evaluation process. In concrete terms, this implies that key stakeholders (in particular the MENATEX team) will be consulted at the drafting stages of the (i) terms of reference, (ii) inception report, and (iii) evaluation report and will have the opportunity to provide comments. Moreover, it is envisaged to have a meeting with the MENATEX team to present and discuss the findings before the conclusion of the final draft of the evaluation report.

Management Response Phase

54. Upon completion of the evaluation, the MENATEX Programme will prepare a management response and related action plan addressing each of the recommendations. In agreement with ITC management, programme management, and other key stakeholders (e.g. funders), the IEU will be responsible for following up on the implementation of the evaluation recommendations and reporting the process of the implementation to ITC Senior Management Committee.

Timeline and deliverables

55. The evaluation is planned to be conducted in a timeframe of approximately six to seven months, between January and June or July 2022. It should be noted that the estimated timeline is tentative; it is only to

⁵⁶ An evaluation matrix is an organizing tool to help plan for the conduct of an evaluation. It is prepared during the inception phase of the evaluation, and is then used throughout the data collection, analysis and report writing phases. The evaluation matrix forms the main analytical framework for the evaluation. It reflects the evaluation questions to be answered and helps to consider the most appropriate and feasible method to collect data for answering each question. It guides the analysis and ensures that all data collected is analysed, triangulated and then used to answer the evaluation questions, leading to conclusions and recommendations.

provide an indication as to the amount of time that should be expected for the evaluation process. If more or less time is required, it will be discussed between the external consultant(s) and the IEU.

Deliverable 1 – Draft inception report

56. The inception report is a strategic and technical analysis that paves the way for the evaluation process. It will build on and be coherent with the TOR of the midterm evaluation. It sets the context for the evaluation, particularly the conditions related to evaluability. The inception report defines what will be evaluated (evaluation questions and matrix) and how the process for conducting the evaluation will be deployed (evaluation methods, sources of data, and a workplan), and field visits (including a list of identified beneficiaries, with relevant contact details for interviewees and recipients of the questionnaire and focus group discussions, and interview schedules). Finally, the inception report will include an analysis of possible risks encountered during the evaluation process together with a mitigation plan and a strategy for communication/dissemination of the evaluation report. The inception report will be based on the evaluation questions in the TOR, desk research, and early interviews. The inception report will address how the data is collected on each project, and its analysis will be distilled and synthesized to evaluate the MENATEX Programme and produce a single and coherent evaluation report.
57. The inception report will include a contextual analysis covering each of the project countries, to be used to identify the most appropriate methodological approach for each country, including mitigation measures should local data collection not be feasible. The external consultant(s) will submit the draft inception report one month after the contract has been signed.
58. The external consultant(s) completes an initial round of desk research and preliminary review of documentation to determine the evaluability of the programme, including initial interviews to determine the methodology. At the end of this stage, the external consultant(s) submits a draft inception report.

Deliverable 2 – Final inception report

59. The IEU will review the draft inception report to ensure its conformity with the TOR and quality requirements. Should these requirements not be met, the IEU will liaise directly with the external consultant(s) to rectify any issues identified. The IEU circulates the draft inception report to all key stakeholders for comments and feedback. Comments and feedback are sent to the IEU, and the IEU will compile all comments and feedback and relay them to the external consultant(s).
60. The external consultant(s) answers questions, provides justifications, and/or incorporates changes into the draft inception report. At the end of this period, the external consultant(s) submits the final inception report to the IEU, which will include the approved ToC, methodology, data collection instruments, and the complete analysis of data collection methods, for approval. The IEU will circulate the final inception report to all key stakeholders.

Deliverable 3 – Update and Validation Workshop

61. The external consultant(s) carries out the evaluation and implements the agreed methodology as set out in the inception report. At the end of this period, the external consultant(s) sends an update to the IEU on the collected findings and preliminary observations. In addition, the consultant(s) will provide a presentation to be discussed during a validation workshop, organized by the external consultant(s). This workshop shall allow the consultant(s) to present and discuss preliminary findings, conclusions, and recommendations with key stakeholders.

Deliverable 4 – Draft Midterm Evaluation Report

62. Following the validation workshop, the external consultant(s) completes the write-up of the draft midterm evaluation report, which will be the core product of the evaluation process. The draft midterm evaluation report should be relevant to decision-making needs, written in a concise, clear, and easily understandable language, and of high scientific quality.

63. The final report should highlight the purpose, scope, and limitation of the evaluation, and should contain an Executive Summary, a description of the applied methodology, evidence-based findings, conclusions, lessons learned, and recommendations directly derived from the evaluation findings and conclusions. The analysis should also highlight constraints, strengths on which to build, and opportunities for the MENATEX Programme. Lessons learned should allow the users to know what is doable in the future and what should not have been part of the programme, and guide future phases on how development cooperation work should look when it comes to the textile sector. The report will be prepared in English and will preferably comprise not more than 40 pages, excluding the Executive Summary and annexes. The IEU will review the draft midterm evaluation report to ensure its conformity with the TOR, the inception report, and quality requirements. Should these requirements not be met, the IEU will liaise with the external consultant(s) to rectify any issues identified. The IEU circulates the draft evaluation report to all key stakeholders for comments and feedback. Comments and feedback are sent to the IEU, and the IEU will compile all comments and feedback and relay them to the external consultant(s).

Deliverable 5 – Final Evaluation Report, Audit Trail, and Evaluation Communication Note

64. The external consultant(s) will incorporate changes into the midterm evaluation report and provide answers to questions and justifications, and accounts for these in an Audit Trail. At the end of this period, the consultant(s) submits to the IEU the final midterm evaluation report, including the Audit Trail, and an Evaluation Communication Note to be used for dissemination purposes.

Profile required for the consultant(s)

65. The selection of a suitable consultant will be based on these criteria:
- No previous engagement/involvement in the design and delivery of the MENATEX Programme;
 - Advanced degree in the field of project management, social science, development studies, or another relevant field of study;
 - Demonstrated knowledge of and a strong record in leading or conducting evaluations (including both qualitative and quantitative evaluation methods) of development projects/programmes within the past five years;
 - Technical capability to carry out the work required for all the countries namely Egypt, Jordan, Morocco, and Tunisia;
 - Experience in leading evaluations with the UN and knowledge of the UN and its reporting system would be an asset;
 - Knowledge of the UN project operations, with technical competency in trade issues, particularly Aid for Trade; and/or in private sector development approaches;
 - Experience and knowledge in evaluating T&C sector and T&C value chain development;
 - Knowledge of developing country economies particularly in the MENA region; knowledge of Egypt, Jordan, Morocco, and Tunisia and in-country experience in any of these countries would be an asset;
 - Knowledge of other related local programmes/projects, and associated local institutions and government structures in the countries where the programme is being implemented will be an asset;
 - Proficiency in English and excellent report writing skills, with the ability to write clear and concise analytical reports; knowledge or fluency in Arabic and/or French will be an asset.
 - Good facilitation, presentation, and analytical skills;
 - Ability to communicate effectively with various stakeholders including representatives from governments, donors, private sector, and other beneficiaries;
 - Excellent organization and time management skills;
 - Strong interpersonal skills, with the ability to work with people from different backgrounds to deliver quality products within a short timeframe; and
 - Ability to be flexible and responsive to changes and demands; and to be result-based and open to feedback.

TOR Annex 1: Initial Logical Framework as per the programme document

In addition to the logframe that includes risks and assumptions, updated risk management plans are being reported in every progress report to Sida and SECO. For all projects, the implications of the COVID 19 pandemic has been severe. In fact, the T&C sector worldwide has been disproportionately affected.

Strategy of Intervention	Key Performance Indicators	Baseline	Target Egypt	Target Morocco	Target Tunisia	Target Jordan	Means of Verification	Risk & Assumptions
Impact	Impact Indicators							
Income generation and job creation along the T&C value chain	<ol style="list-style-type: none"> 1. Number of jobs in T&C sector created and/or retained⁵⁷ 2. Increase in export value at T&C sector level (in USD) (SDGs 1, 17.11) 3. Average and percentage change of salary of workers in the T&C sector⁵⁸ 4. Increase in the number and percentage of (women/youth-led) entrepreneurs and young workers benefitting from increased trade 	<ol style="list-style-type: none"> tbc tbc tbc tbc 	<ol style="list-style-type: none"> 300 (50 w and 150 y) 20 mio 5% 10 (30%) 	<ol style="list-style-type: none"> 1.250 (50 w and 200 y) 2.10 mio 3.5% 4.10 (30%) 	<ol style="list-style-type: none"> 1. 500 (at least 50% for w/y) 2. 10 million (tbc) 3. + 5% 4. 30 (40%) with at least 10 in the regions. 		<ul style="list-style-type: none"> SME end-line vs baseline / progress assessments (M&E database) Evaluation report National statistics 	<ul style="list-style-type: none"> Global recession (through a pandemic or other external shocks) does not severely affect SMEs/ Major markets are not affected by negative economic development or imposed lockdowns due to a global external shock such as the C19 pandemic. Continued liberal trading regime and no move towards protectionism in the target markets Stable social, political & business environment
Outcome 1: Improved TISI performance and regional cooperation in the T&C sector	<ol style="list-style-type: none"> <i>1. Number of institutions reporting improved operational and managerial performance as a result of ITC's support.⁵⁹</i> <i>2. Number of (and percentage of supported) TISI clients reporting improved services received from selected TISIs</i> 	<ol style="list-style-type: none"> 0 0 0 0 0 0 	<ol style="list-style-type: none"> 3 (60%) 25 (70%) 20 (60%) 2 n.a. 75 	<ol style="list-style-type: none"> 3 (75%) 20 (80%) 20 (80%) 1 n.a. 	<ol style="list-style-type: none"> 3 (60%) 30 (60%) 30 (60%) 4 30% 100 		<ul style="list-style-type: none"> SME end-line vs baseline / progress assessments (M&E database) Surveys among TISIs Feedback from SMEs on service delivery of TISIs 	<ul style="list-style-type: none"> Minimum capacity of industry associations to integrate the program into their service portfolio TISIs income streams are not affected by external shocks such as C19 TISIs committed to implement the performance

⁵⁷ In green and bold: SECO corporate indicators

⁵⁸ Reporting on this indicator is only for information purpose. It is understood that the programme will not be responsible for attributing result under this indicator. Reporting will be done at country level only and is subject to availability of relevant national statistics data

⁵⁹ In italic: ITC corporate indicators

Strategy of Intervention	Key Performance Indicators	Baseline	Target Egypt	Target Morocco	Target Tunisia	Target Jordan	Means of Verification	Risk & Assumptions
	and through the networking platform 3. Number of policy documents developed/updated and endorsed 4. Number of persons undergoing training or continuing education⁶⁰ 5. Increase in the cost recovery of TISI service provision ⁶¹ 6. Number of TISIs that started/increased regional activities	7. 0 8. 0	7. 10% 8. 1	6. 50 7. 10% 8. 1	7. 30% 8. 1		<ul style="list-style-type: none"> Actual strategy/policy documents Official government communication 	improvement roadmap, including following the recommendations on service provision and fee structures <ul style="list-style-type: none"> Commitment to coordination and collaboration among TISIs including at regional level Political consensus to endorse strategy/policy papers Companies are willing and able to pay for required services (training, coaching and advisory services) Critical mass of companies that require the same payable services
Output 1.1.: Enhanced managerial and operational capacity of T&C-related TISIs	1. Number of TISI performance improvement roadmaps formulated and approved 2. Number of (percentage of targeted) managerial and/or operational changes introduced by TISIs 3. <i>Number of workshop/trainings</i> 4. <i>Number of workshop/training participants (disaggregated by gender and youth)</i>	1. 0 2. 0 3. 0 4. 0 5. 0	1. 2 2. 6 (% tbd) 3. 3 4. 75 5. 6	1. 3 2. 6 (% tbd) 3. 3 4. 60 5. 6	1. 5 2. 10 (50%) 3. 10 4. 250 (70 are w/y) 5. 15 (10%)		<ul style="list-style-type: none"> TISIs have the capacity to engage in a performance improvement exercise Members/SMEs interested in and having the absorption capacity for additional TISIs services TISIs willing to follow a complementary approach to avoid duplication of services 	

⁶⁰ This refers to the number of students/enterprises staff that enrol for the new training courses

⁶¹ Measures in terms of either of the following: increased membership and membership-fee collection rate, increased contributions (service fees) by beneficiary companies for services provided by TISI. This includes the definition of a sustainable sequencing (cost-sharing mechanism) when providing services to targeted SMEs.

Strategy of Intervention	Key Performance Indicators	Baseline	Target Egypt	Target Morocco	Target Tunisia	Target Jordan	Means of Verification	Risk & Assumptions
	5. Number of advisory services/mentoring coaching provided							
Output 1.2.: Capacity of T&C-relevant TISIs enhanced to deliver effective support services to SMEs	1. Number of workshops/trainings at institutional level implemented 2. No of participants (disaggregated by gender and youth) 3. Number of advisory services /mentoring coaching provided 4. Number of (and percentage of targeted) improved/new services introduced by TISIs	1. 0 2. 0 3. 0 4. 0	1. 6 2. 150 3. 6 4. 3 (% tbd)	1.6 2. 100 3.6 4.3 (% tbd)	1. 10 2. 200 (including 60 w/y) 3. 12 4. 10 (60%)		<ul style="list-style-type: none"> Performance improvement roadmap report Consultancy reports Reports by TISIs Revised/updated/created training material Post workshop/training evaluations 	<ul style="list-style-type: none"> Members/SMEs interested in and have the absorption capacity for additional TISI services Sufficient capacities and resources of TISIs to implement recommended changes within the programme life cycle
Output 1.3.: Partnerships developed between the T&C industry and academic and vocational training institutes	1. Number of industry-specific training curricula and courses revised/developed and introduced jointly with the industry 2. Number of partnerships established between universities and sector-entities (SME representatives) 3. Satisfaction rate for developed partnerships 4. Number of students placed in internship programmes	1. 0 2. 0 3. 0 4. 0	1. 2 2. 3 3. 50% 4. 100	1.2 2.2 3. 100% 4.4. 80	1. 3 2. 5 3. 70% 4. 50		<ul style="list-style-type: none"> Consultancy reports Reports by TISIs TISIs network platform usage statistics 	<ul style="list-style-type: none"> SMEs/Industry associations and academic institutes are willing to work together and dedicate required resources Agreement between sector associations and training institutes on an internship programme

Strategy of Intervention	Key Performance Indicators	Baseline	Target Egypt	Target Morocco	Target Tunisia	Target Jordan	Means of Verification	Risk & Assumptions
<p>Output 1.4.:</p> <p>Policy-maker and TISIs capacity built to design, implement and monitor sector strategies/policies</p>	<p>1. Number of policy papers developed</p> <p>2. Number of TISIs & policy makers reporting improved knowledge on global T&C competitiveness aspects⁶²</p> <p>3. <i>Number of advisory services provided</i></p> <p>4. <i>Number of training courses, seminars, and workshops conducted</i></p> <p>5. <i>Number of workshops participants disaggregated by gender and youth</i></p>	<p>1. 0</p> <p>2. 0</p> <p>3. 0</p> <p>4. 0</p> <p>5. 0</p>	<p>1. 2</p> <p>2. 5</p> <p>3. 2</p> <p>4. 2</p> <p>5. 80 (20 w/y)</p>	<p>1. 1</p> <p>2. 2</p> <p>3. 2</p> <p>4. 1</p> <p>5. 5. 50 (20 w/y)</p>	<p>1. 1</p> <p>2. 5</p> <p>3. 12</p> <p>4. 10</p> <p>5. 150 (60 w/y)</p>		<ul style="list-style-type: none"> The actual curricula and training course books- Feedback from students, enterprises and academic institutions 	<ul style="list-style-type: none"> Continuing interest from international buyers to buy from and possibly invest in the countries concerned Consensus of all national T&C stakeholders to elaborate and implement a sector strategy
<p>Output 1.5</p> <p>Regional linkages among public and private sector TISIs and other T&C stakeholders enhanced</p>	<p>1. Number of TISIs and private sector stakeholders reporting improved knowledge on regional collaboration & trade opportunities</p> <p>2. <i>Number of joint initiatives/events/workshops organized</i></p> <p>3. <i>Number of participants in regional workshops/events disaggregated by gender</i></p>	<p>1. 0</p> <p>2. 0</p> <p>3. 0</p>	<p>1. 15</p> <p>2. 3</p> <p>3. 25</p>	<p>1. 10</p> <p>2. 3</p> <p>3. 20</p>	<p>1. 15</p> <p>2. 3</p> <p>3. 20</p>	<p>1. 10</p> <p>2. 3</p> <p>3. 15</p>	<ul style="list-style-type: none"> Consultancy reports Reports by TISIs Feedback forms after regional events 	<ul style="list-style-type: none"> External shocks such as C19 do not refocus attention towards the national level away from regional collaboration that requires a long-term approach Country stakeholders are willing to share information with colleagues from MENA Political and institutional support for joint promotional initiatives/events as against

⁶² Content elaborated under output 1.5 (global component) but training/coaching implemented under output 1.4 at country level. Global competitiveness aspect refer to some of the following aspects:

- Compliance with trade regulations and risks/opportunities of trade policy changes
- Market trends in target markets, incl. changing retailer sourcing models
- Market competition: major competitors and their changing models of operation
- Opportunities for new material sourcing bases
- Global/regional benchmarks for competitiveness factors improved under output 2.1:
 - Lead-time development for specific product categories
 - Factors impacting costs: labour, raw materials, shipping and logistic costs
 - Cost related to compliance with factory, social and environmental standard

Strategy of Intervention	Key Performance Indicators	Baseline	Target Egypt	Target Morocco	Target Tunisia	Target Jordan	Means of Verification	Risk & Assumptions
								country individualistic approaches
Outcome 2: Improved competitiveness of SMEs in the T&C sector	1. <i>Number of enterprises having made changes to their business operations for increased international competitiveness as a result of ITC's support</i> 2. <i>Percentile share of enterprises that are owned, operated and controlled by women having made changes to their business operations for increased international competitiveness as a result of ITC's support</i> 3. Number of jobs in beneficiary companies created and/or retained 4. Number of (and percentage of targeted) SMEs (disaggregated by gender and youth-led enterprises) having transacted international business as a result of the programme's support ⁶³ 5. Percentile share of enterprises that are owned, operated and controlled by women that have transacted international business as result of ITC's support	1. 0 2. 0 3. 0 4. 0 5. 0 6. 0 7. 0	1. 25 (70%) 2. tbc 3. 50 4. 25 (70%) 5. tbc 6. 35 7. 750,000	1. 20 (80%) 2. tbc 3. 50 4. 20 (80%) 5. tbc 6. 35 7. 750,000	1.30 (60%) (including 15 w/y led) 2. tbc 3. 60 4.30 (60%) (including 15 w/y led) 5. tbc 6.50 (including 20 for w/y led) 7. 1000,000 USD (tbc)		<ul style="list-style-type: none"> SME end-line vs baseline / progress assessments (M&E database) Surveys among SMEs Programme reports 	<ul style="list-style-type: none"> Enterprises are responsive, follow up on buyer solicitations and regularly report back to the programme Sufficient political and social stability and adequate government backing at national and regional levels Sufficient absorption capacity and financial means to adopt recommended changes TISIs are capable of transmitting know-how and expertise to enterprises Enterprises are not affected by an external shock in 3 ways: a) local lockdowns or sanitary restrictions for them to operate normally, b) reduced access to material (fabrics and trims) due to lockdowns in supplying countries, and c) lockdowns in target markets with clients reducing demand Risk of brands/retailers pushing all risks of market lockdowns towards their suppliers, resulting in the cancellation of orders, price

⁶³ Judged as an improvement of minimum one of the following criteria: increased export revenue, new markets developed/entered, increased number of clients, increased number of orders, contracts from foreign clients.

Strategy of Intervention	Key Performance Indicators	Baseline	Target Egypt	Target Morocco	Target Tunisia	Target Jordan	Means of Verification	Risk & Assumptions
	6. Number of new contracts signed ⁶⁴ 7. Increase in export value (in US\$) of supported T&C companies							reduction, payment delays, etc. as already experienced during the first and second lockdowns in major markets.
Output 2.1: Enhanced capacity of SMEs to improve critical functions along the value chain	1. <i>Number of training seminars/workshops/e-learning courses organised</i> 2. <i>Number of persons trained (disaggregated by gender and youth)</i> 3. <i>Number of advisory services/mentoring coaching provided</i> 4. Number of mentoring linkages between advanced and less-advanced companies made.	1. 0 2. 0 3. 0 4. 0 5. 0	1. 8 2. 200 (50 w/y) 3. 4 4. 25 (70%) 5. 5	1. 8 2. 200 (50 w/y) 3. 4 4. 25 (70%) 5. 5	1. 12 2. 200 (including 60 w/y) 3. 16 4. 25 (50%) 8. 5. 15		<ul style="list-style-type: none"> • Surveys among SMEs • Attendance sheets and feedback of seminars and workshops • Consultancy reports and feedback from enterprises 	<ul style="list-style-type: none"> • Interest of senior management of enterprises in and absorption capacity of enterprises • Interest in and willingness of TISIs to jointly organise the trainings • Willingness and interest of SMEs to follow e-learning courses
Output 2.2 Enhanced capacity of SMEs to improve social and environmental sustainability	1. <i>Number of training seminars/workshops/e-learning courses conducted</i> 2. <i>Number of persons trained (disaggregated by gender and youth)</i> 3. <i>Number of advisory services/mentoring coaching provided</i> 4. Number (and percentage of targeted) of SMEs having introduced new processes/changes in their operations	1. 0 2. 0 3. 0 4. 0 5. 0 6. 0	1. 5 2. 200 (50 w/y) 3. 10 4. 20 (60%) 5. 20 6. 10	1. 5 2. 200 (50 w/y) 3. 8 4. 20 (80%) 5. 20 6. 10	1. 5 2. 150 (including 50 w/y) 3. 10 4. 30 (60%) 5. 20 6. 10		<ul style="list-style-type: none"> • Surveys among SMEs • Attendance sheets and feedback of seminars and workshops • Consultancy reports and feedback from enterprises 	<ul style="list-style-type: none"> • Capacity and willingness of TISIs to jointly organise the trainings • Capacity and willingness of companies to address social and environmental aspects • Enterprises' senior management commitment to implement environmental sustainability

⁶⁴ Reported separately on 1) export contracts, 2) supply contracts and 3) contracts with financing institutions.

Strategy of Intervention	Key Performance Indicators	Baseline	Target Egypt	Target Morocco	Target Tunisia	Target Jordan	Means of Verification	Risk & Assumptions
	5. Number of enterprises having improved their social and/or environmental performance (measured against 6 core sustainability standards captured by Sustainability Map) 6. Number of enterprises having introduced new environmentally friendly processes/ changes in their operations							
Output 2.3: Business opportunities identified and business and investment linkages facilitated at local, regional and global level	1. Number of market linkages facilitated for both exports and input sourcing (during trade fair participations, buyer-seller-meetings, inward buyer missions, etc.) 2. Number of SMEs (disaggregated by gender and youth-led enterprises) having increased enquiries from potential foreign clients	1. 0 2. 0	1. 30 2. 25 (5 w/y)	1. 30 2. 20 (5 w/y)	1.30 9. 2.40 (15 w/y)		<ul style="list-style-type: none"> • Reports on market linkage initiatives • Surveys and feedback forms form SMEs • Feedback from interested potential clients 	<ul style="list-style-type: none"> • Enterprises willing to give feedback and share experiences and lessons learned • Chosen priority markets for exports and sourcing remain relevant and do not face trade policy obstacles or experience economic contractions
Output 2.4: Increased connections of SMEs with financing mechanisms	1. Number of "matching" events between financing institutions and SMEs organised 2. <i>Number of advisory/counselling services provided to SMEs for better access to finance</i> 3. <i>Number of trainings/seminars organised</i>	1. 0 2. 0 3. 0	1. 2 2. 2 3. 2	1. 2 2. 2 3. 2	1.1.4 2.2.8 3.3.5		<ul style="list-style-type: none"> • Feedback from financing institutions and SMEs • Consultancy reports • Actual business plans 	<ul style="list-style-type: none"> • Affordable interest rates for SMEs in the countries concerned • Existing collateral sufficient for banks to provide credit • Banks are interested to lend and regard the T&C sector as a potential target for their business

(* Please note that the baselines and targets will be reviewed, fine-tuned and presented to the PSC.

TOR Annex 2: Revised Logical Framework showing additional targets for the period 2022 – 2023 only

Strategy of Intervention	Key Performance Indicators	EGY	MOR	TUN	JOR	Global
Impact	Impact Indicators					
Income generation and job creation along the T&C value chain	1) Increase in export value at T&C sector level (in USD) (SDGs 1, 17.11) ⁶⁵ (SI 16)	n.a.	n.a.	n.a.		n.a.
Outcomes	Outcome Indicators*					
Outcome 1: Improved business environment/ TISI eco-system and TISI performance in the T&C sector	1) Number of TISIs reporting improved operational and managerial performance. ⁶⁶ 2) Number of companies that used services provided by selected TISIs 3) Number of actions/steps of elaborated T&C policy documents supported or implemented 4) Number of persons undergoing training or continuing education ⁶⁷ (SI 13) 5) Increase in the revenue stream of TISIs ⁶⁸ 6) Number of regional collaboration initiatives initiated		1) +1 2) +10 4) +10	1) +1 2) +10 4) +10	2) +15 4) +15	6) +5
Outputs	Output Indicators					
Output 1.1.: Enhanced managerial and operational capacity of T&C-related TISIs	1) Number of TISI performance improvement roadmaps formulated and approved 2) Number of managerial and/or operational changes introduced by TISIs 3) Number of workshops/training activities	n.a.			2) +2 3) +2 5) +2	n.a.

⁶⁵ SECO standard indicators (SI)

⁶⁶ *In italic: ITC corporate indicators*

⁶⁷ This refers to the number of students/enterprises staff that enrol for the new training courses

⁶⁸ Measured in terms of either of the following: increased membership and membership-fee collection rate, increased contributions (service fees) by beneficiary companies for services provided by TISI. This includes the definition of a sustainable sequencing (cost-sharing mechanism) when providing services to targeted SMEs. It excludes donor's grants but include government subsidies or mandates.

Strategy of Intervention	Key Performance Indicators	EGY	MOR	TUN	JOR	Global
	4) No of workshop/ training participants (disaggregated by gender and youth) 5) Number of advisory services/mentoring coaching provided					
Output 1.2.: Capacity of T&C-relevant TISIs enhanced to deliver effective support services to SMEs	1) Number of workshops/ trainings at institutional level implemented 2) No of workshop/ training participants (disaggregated by gender and youth) 3) Number of advisory services/mentoring coaching provided 4) Number of improved/new services introduced by TISIs		1) +1 2) +20 3) +3 4) +1	1) +2 2) +50 3) +3 4) +1	1) +2 2) +1 3) +2 4) +2	n.a.
Output 1.3.: Partnerships developed between the T&C industry and academic and vocational training institutes	1) Number of industry-specific training curricula and courses revised/developed and introduced jointly with the industry 2) Number of partnerships established 3) Satisfaction rate for developed partnerships ⁶⁹ 4) Number of students placed in internship programmes (disaggregated by gender)				1) +2 2) +1	n.a.
Output 1.4.: Policymaker and TISIs capacity built to design, implement and monitor sector strategies/policies	1) Number of sector export strategies/ action plans updated/ developed 2) Number of TISIs & policy makers reporting improved knowledge on global T&C competitiveness aspects ⁷⁰ (SI 4)				n.a.	n.a.

⁶⁹ To be measured in the form of a satisfaction rate and/or as part of the programme's evaluation

⁷⁰ Content elaborated under output 1.5 (global component) but training/coaching implemented under output 1.4 at country level. Global competitiveness aspect refer to some of the following aspects:

- Compliance with trade regulations and risks/opportunities of trade policy changes
- Market trends in target markets, incl. changing retailer sourcing models
- Market competition: major competitors and their changing models of operation
- Opportunities for new material sourcing bases
- Global/regional benchmarks for competitiveness factors improved under output 2.1:
 - Lead-time development for specific product categories

Strategy of Intervention	Key Performance Indicators	EGY	MOR	TUN	JOR	Global
	3) Number of advisory services provided 4) Number of training courses, seminars and workshops conducted 5) Number of workshop participants disaggregated by gender and youth					
Output 1.5.: Global T&C fora analysed, and strategic linkages made	1) Number of T&C fora/networks/alliances analysed on their suitability for the programme to join 2) Number of linkages made with other T&C programmes, alliances, and organisations 3) Number of national and regional networks of T&C stakeholders facilitated					1) +2 2) +2 3) +1
Output 1.6.: Strategic linkages operationalized for T&C knowledge creation at country level	1) Number of created linkages operational ⁷¹ 2) Number of training materials developed (implemented through the projects) on emerging trends in global T&C competitiveness issues 3) Number of global and beneficiary countries' good practices identified and disseminated					1) +1 2) +2 3) +10

- Factors impacting costs: labour, raw materials, shipping and logistic costs
- Cost related to compliance with factory, social and environmental standards

⁷¹ Operational linkages lead to the 1) use of training material, 2) utilization of available know-how and skill basis ("best practices" adapted and implemented), and 3) access to existing networks of identified partners.

Outcome	Outcome Indicators*	KYR	TAJ	EGY	MOR	TUN	JOR	GLO/ MENA
Outcome 2: Improved competitiveness of SMEs in the T&C sector	1) Number of SMEs (disaggregated by gender and youth-led enterprises) reporting improved international competitiveness ⁷²							
	2) Number of SMEs (disaggregated by gender and youth-led enterprises) having transacted international business as a result of the programme's support ⁷³ (SI 15)			1) +3 2) +3 3) +5 4) +3	1) +10 2) +5 3) +10 4) +10	1) +10 2) +5 3) +10 4) +75k	1) +10 2) +5 3) NA 4) +5	
	3) Number of jobs in the beneficiary companies created and/or retained (SI 13)			5) +50K	5) +100k		5) +20% from 2020	
	4) Number of new contracts signed ⁷⁴							
	5) Increase in export value (in US\$) of supported T&C companies (SI16)							
Outputs	Output Indicators							
Output 2.1: Enhanced capacity of SMEs to improve critical functions along the value chain	1) Number of training seminars/workshops/e-learning courses organised							
	2) Number of persons trained (disaggregated by gender and youth)			1) +2 2) +20	1) +5 2) +50	1) +5 2) +50	1) +6 2) +25	
	3) Number of advisory services/mentoring coaching provided ⁷⁵			3) +4 4) +5 5) +5	3) +5 4) +5 5) +5	3) +5\$ 4) +10 5) +5 6) +1	3) +5 4) +7 5) +5 6) +1	
	4) Number of SMEs introduced new processes/changes in their operations							
	5) Number of SMEs introduced digitalization into their operations							

⁷² Measured in the form of one of the following improvements: improved process, new value-adding production, quality/design, marketing and branding and additional services taken over along the value chain.

⁷³ Judged as an improvement of minimum one of the following criteria: increased export revenue, new markets developed/entered, increased number of clients, increased number of orders, contracts from foreign clients.

⁷⁴ Reported separately on 1) export contracts, 2) supply contracts and 3) contracts with financing institutions.

⁷⁵ Indicators 1,2 and 3 will be reported to SECO as SI 4

	6) Number of mentoring linkages between advanced and less-advanced companies made							
Output 2.2 Enhanced capacity of SMEs to improve social and environmental sustainability	1) Number of training seminars/workshops/e-learning courses conducted 2) Number of persons trained (disaggregated by gender and youth) 3) Number of advisory services/mentoring coaching provided ⁷⁶ 4) Number (and percentage of targeted) of SMEs introduced new processes/changes in their operations addressing social or environmental sustainability 5) Number of women workers capacitated to take over higher functions at enterprise level			1) +2 2) +20 3) +10 4) +5 5) +10	1) +2 2) +30 3) +5 4) +5 5) +10	1) +2 2) +30 3) +5 4) +5 5) +10	1) +4 2) +25 (4) 3) +15 4) +7 5) +5	
Output 2.3: Business opportunities identified and business and investment linkages facilitated at local, regional and global level	1) Number of market linkages facilitated for both exports and input sourcing (during trade fair participations, buyer-seller-meetings, inward buyer missions, etc.) 2) Number of SMEs (disaggregated by gender and youth-led enterprises) having increased enquiries from potential foreign clients				1) +5 2) +5	1) +5 2) +10	1) +6 2) +7	
Output 2.4: Increased connections of SMEs with financing mechanisms	1) Number of “matching” events between financing institutions and SMEs organised					n.a.	1) +1	

⁷⁶ Indicators 1,2 3 will be reported to SECO as SI 4