SwitchMed II
Description of Action
November 2018

<table>
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<tr>
<th>Location(s) of the action:</th>
<th>EU Southern Neighbourhood Countries (Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia)</th>
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<tbody>
<tr>
<td>Name of the applicant</td>
<td>United Nations Industrial Development Organization (UNIDO) United Nations Environment Programme (UN Environment), Economy Division Regional Activity Centre for Sustainable Consumption and Production of the United Nations Environment Programme (UN Environment), Mediterranean Action Plan (MAP), SCP/RAC</td>
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<td>Total duration of the action:</td>
<td>48 months</td>
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<td>Estimated budget</td>
<td>Total estimated cost: EUR 16,430,000(^1) Total amount of EU budget contribution: EUR 15 000 000 Co-financing (Catalan Waste Agency): 1,430,000</td>
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Contact details for the purpose of this action:

**For the Contracting Authority**

<table>
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<tr>
<th>European Commission</th>
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<tbody>
<tr>
<td>DG Neighbourhood and Enlargement Negotiations</td>
</tr>
<tr>
<td>Unit NEAR B2</td>
</tr>
<tr>
<td>Regional Programmes Neighbourhood South</td>
</tr>
<tr>
<td>B-1049 Brussels/Belgium</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contact person:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms. Sylvie Fontaine, Program Manager “Environment, Water and Agriculture”</td>
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</tbody>
</table>

**For the Organisation**

<table>
<thead>
<tr>
<th>UNIDO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vienna International Center</td>
</tr>
<tr>
<td>Wagramsrestrasse, 5</td>
</tr>
<tr>
<td>PO Box 300</td>
</tr>
<tr>
<td>A1400 Vienna</td>
</tr>
<tr>
<td>Austria</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Telephone number:</th>
</tr>
</thead>
<tbody>
<tr>
<td>+43 (0) 1 26 0 26 3814</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Contact person:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ms. Carolina Gonzalez Mueller, Industrial Development Officer, Industrial Resource Efficiency Division, Department of Environment</td>
</tr>
<tr>
<td><a href="mailto:c.gonzalez-mueller@unido.org">c.gonzalez-mueller@unido.org</a></td>
</tr>
</tbody>
</table>

\(^1\) The Italian Government is planning to add 1,500,000€ to the project during the first semester of the project implementation to make a total amount of 17,959,000€. The activities included in this action description are already taking into account the activities that will be done with the Italian Government contribution.
Brief Description:

The SwitchMed initiative aims to stimulate the creation of new greater business opportunities and decent employment while reducing the environmental footprint of existing economic activities in the Southern Mediterranean. SwitchMed II will build upon the results of the first phase in order to further support and scale up the transition towards Sustainable Consumption and Production (SCP) practices which contribute to a green and circular economy in the region. To do so, the programme will use an integrated and comprehensive approach that targets and involves different actors, thereby addressing the transition at various levels.

The programme has a regional dimension and will continue to work in the 8 countries of the Southern Mediterranean region, including Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia. This region is greatly affected by many challenges including water scarcity, population growth and rapid urbanization, energy demand increase, environmental challenges and climate change. On the other hand, at global level, natural resource supply to the private sector is threatened by increased competition for the resources, whose shortage of or high price volatility coupled with the new environmental and climate challenges, indicate that “business as usual” is no longer beneficial or advisable. Instead there is now a need and an opportunity for building new greener and dynamic business models as market pressure is becoming a key driver, along with enabling factors such as innovation, cooperation, control and incentive mechanisms.

Despite these challenges, the opportunities associated with the adoption of sustainable consumption and production practices have a clear link to supporting stabilisation of the region through sustainable and inclusive economic development.

The SwitchMed programme is a key action carried out under EU-funded regional cooperation with the Mediterranean region and will be implemented by UNIDO; UN Environment, Economy Division; and SCP/RAC of UNEP/MAP, in close coordination with DG NEAR and the EUDs in the beneficiary countries.

Capitalizing on the lessons learned from SwitchMed I, the project is structured with three main components: 1) Direct support to the private sector; 2) Creation of an enabling policy environment; 3) Coordination, networking and communication.

By the end of the project, through the scaling up and wide dissemination of results already seen in SwitchMed I, phase II is expected to see an increased number of green businesses activities, enhanced competitiveness of the private sector by adoption of resource efficiency production strategies, and a more cohesive and enabling policy environment for a green economy.

2 The EU cooperation with Syria is temporary suspended until further notice from the European Commission and the activities in Libya are difficult due to security issue. If there are changes, activity could as well be considered in those countries.
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i. List of Commonly Used Acronyms

BDSP - Business Development Service Providers
RECP SP - Resource Efficiency and Cleaner Production Service Providers
COP - Conference of the Parties
DG NEAR - Directorate-General for Neighbourhood and Enlargement
EC - European Commission
EU - European Union
EUD - European Union Delegation
FBEA - European Federation of Ethical and Alternative Banks
IRRI – International Rice Research Institute
NAP – National Action Plan
MENA - Middle East and North Africa
MEAL - Monitoring, Evaluation, Accountability and Learning
MSME - Micro, Small and Medium Enterprises
MSSD – Mediterranean Strategy for Sustainable Development
OSCE - Organization for Security and Co-operation in Europe
PSC - Project Steering Committee
RECP - Resource Efficient Cleaner Production
SCP – Sustainable Consumption and Production
SCP/RAC - Regional Activity Centre for Sustainable Consumption and Production
SDGs - Sustainable Development Goals
SETAC – Society of Environmental Toxicology and Chemistry
SME - Small and medium sized enterprises
SNP - Support National Partnership
SP – Service Providers
SPP - Sustainable Public Procurement
TEST – Transfer of Environmentally Sound Technologies
UNCTAD – United Nations Conference on Trade and Development
UN Environment – United Nations Environment Programme
UNIDO – United Nations Industrial Development Organization
UNWTO – United Nation World Trade Organisation
10YFP/One Planet – 10 Year Framework Programmes on Sustainable Consumption and Production
1. Introduction and Background Information

Coordinating the ambitions of economic growth and environmental protection is a necessity in a world where natural resources are limited. It is even more important in a region already facing water scarcity, high energy costs, and the economic and health impacts of pollution. The internationally adopted Sustainable Development Goals (SDGs) have created renewed impetus for governments and businesses alike to engage in sustainability in the most cross-cutting and ambitious way to date, with a clear call to “leave no one behind”. The region has shown its commitment to sustainable development through the adoption of the SDGs, Paris Agreement on Climate Change and Barcelona Convention, among others. Those various commitments are supported by the regional dialogue within the Union for the Mediterranean concerning the environment, the water and the circular energy. These efforts resulted in the EU-funded SwitchMed initiative, structured in two phases (hereinafter, Switchmed I and Switchmed II). Switchmed II will continue to support the region in reaching these goals.

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

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

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

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

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

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

2. Relevance of the Action

The overall ambition of the SDGs and of the Paris Agreement on Climate Change to decouple economic growth and societal wellbeing from resource consumption and environmental degradation translates into a strong and growing need of tools and services for the private sector. The SDGs targets where the programme’s contribution will mainly

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3 The EU cooperation with Syria is temporary suspended until further notice from the European Commission and the activities in Libya are difficult due to security issue. If there are changes, activity could as well be considered in those countries.
concentrate are **Goal 8** - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all (target 8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.9, 8.10); **Goal 9** - Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation (Targets 9.3, 9.4, 9.a); **Goal 12** - Ensure sustainable consumption and production patterns (Target 12.1, 12.2, 12.3, 12.5, 12.6, 12.a); and **Goal 17** - Strengthen the means of implementation and revitalize the global partnership for sustainable development (Target 17.16).

The project supports the European Neighbourhood policy of bringing the EU and its neighbours closer, to their mutual benefit and interest. The programme will contribute to the aims of the policy by supporting small and medium enterprises (SME) as a primary creator of employment. Furthermore, it will contribute to a modernisation of the participating countries’ economies for smart and sustainable growth, and will promote a better business environment to allow for greater investment, and more and better jobs.

The project is closely aligned with the objectives of the Barcelona Convention and the priorities of the contracting parties. SwitchMed II shares with the Convention the aim of integrating environmental considerations into social and economic development. In particular the project will help strengthen environmental governance by supporting the creation of an enabling environment for the adoption of SCP practices and demonstrating the practical implementation of SCP policies. The introduction of resource efficient principles in existing industries and new businesses will contribute to the goals of the Protocol for the protection of the Mediterranean Sea against pollution from land based sources and activities through pollution prevention and control. In having UNEP-MAP as one of the implementing partners, the programme will ensure that the results of the project can contribute to the goals of the Convention and that synergies are identified throughout the course of the project.

The 2014 UfM Ministerial on Environment and Climate Change devotes specific attention to Sustainable Consumption and Production and SwitchMed Programme. Ministers acknowledged that “shifting towards sustainable consumption and production patterns is essential to reduce pollution and waste, as well as to increase resource and energy efficiency and hence the prevention of climate change impacts. This transition to a green and low- emissions economy will provide real opportunities for preserving natural resources, job creation, and improvement of the quality of life for all and ensure a sustainable future”. More operationally, Ministers “strongly supported the complementary efforts of the European Union and of the UfM Secretariat on SCP. In this context, they welcomed the initiation of the SwitchMed Programme with the support from the European Union. These programs are recognized to be an important support to the transition to sustainable consumption and production and to the implementation of the Barcelona Convention and its protocols”.

Through SwitchMed I the implementing partners have been working in the region to contribute the goals of the SDGs, the Barcelona Convention, and its Protocols, and the objectives of the European Neighbourhood policy, among others, by conducting a series of activities ranging from support to policy development to direct assistance to MSMEs, as
well as awareness raising and exchange of information. A summary of how the work of the partner organizations have contributed to the regional and global agenda is presented below.

**UNIDO** has extensive experience implementing technical assistance programmes to the private sector, including the first pilot initiative (MED TEST I) and the second demonstration (MED TEST II). The final results of the MED TEST II project are very promising: in the eight participating countries, more than 40 resource efficiency service providers have been trained on integrated resource efficiency methodologies (TEST), and 125 industries, have implemented resource efficiency action plans demonstrating the business case of green industry in different key industrial sectors (food, chemical, textile, leather and mechanical). As a general conclusion from the project there is significant potential for cost and environmental savings in industry when reducing the raw material consumption and losses in the production systems. UNIDO, together with local partners, have so far identified 1,830 RECP measures, with an average payback period of 2 years, which would save; 3,512,660 m³ of water; 707 GWh of energy; and 33,623 tons of raw materials. The total savings in resource value and productivity increase correspond to 41.7 million euros per year. Furthermore, the reduction in resource consumption has yielded into annual reductions of 197,525 t of CO2 emissions and 19,602 t of solid waste from the participating industries.

The financial leverage of the MED TEST II demonstration industries amounts to more than 87.6 million euro in terms of funds allocated by the private sector to implement resource efficiency solutions included in the TEST action plans. This highlights the huge and untapped potential for sustainable production in the Mediterranean industry⁴: more than 50% of the identified and implemented measures in the companies have a simple payback period of less than six months. This dimension of the programme provides a very attractive return on investment for the private sector investing in resource efficiency and circular economy. The results, together with the prospect of operating in line with environmental standards, have demonstrated the many benefits of adopting resource efficient and circular production models for policy makers and the private sector, including access to new green markets.

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⁴ MED TEST II achievements and industry case studies are published [here](#).
One of the outputs of the MED TEST II is a set of national scaling up roadmaps. These documents, developed and validated throughout a national stakeholders’ consultation process, highlight the key axes of intervention as well as the resources required for an effective uptake of resource efficiency in the manufacturing sector, such as: strengthening the capacities of institutional stakeholders responsible for industrial modernization programmes and industrial policies, setting up national qualification schemes for RECP service providers, mobilizing financial support for RECP investments, integrating RECP into the academia curricula, setting up an information and communication system to raise awareness and stimulate industry demand for RECP services.

UN Environment’s Economy Division is a global leader in the development and implementation of the Sustainable Consumption and Production agenda, and has been appointed to advance the methodological development and monitoring of multiple targets within SDG 12. UN Environment’s Consumption and Production Unit, where SwitchMed is located, is further the institutional reference for the organizational work and partnerships on Circular Economy and has been developing a number of projects, tools and methodologies demonstrating the linkages between Sustainable Consumption and Production and Circular Economy. This experience and already available tools will be made available and – if needed adapted to the countries’ needs - under SwitchMed II to support private and public sector in creating the enabling environment to best support the switch to Sustainable Consumption and Production and Circular Economy and to establish the partnerships required to adopt this system wide approach. Under SwitchMed, the Economy Division has worked successfully on Circular Economy in 2014 with a workshop.

Fig. 1 – Overview of MED TEST II results in the 8 countries
on “Policy Tools for Circular Economy” held in Jerusalem which facilitated the formulation and adoption of a plastic bag fee law.

During SwitchMed I UN Environment worked in close collaboration with the governments of the eight project countries in developing and validating Sustainable Consumption and Production National Action Plans, fulfilling successfully SDG target 12.1 (implementing the 10 Year Framework Programme on Sustainable Consumption and Production, 10 YFP) of the Sustainable Development Goal 12. Multi-stakeholder nationally driven SCP-NAP development processes saw more than 3000 participants from government, civil society, private sector, consumer organizations, academia, media and international organizations participate in over 50 awareness raising and training sessions. National ownership of the plans has been expressed through the active participation of Minsters and Head of governments in the official launches.

Under the demonstration component of SwitchMed, UN Environment provided advisory services and technical support to countries in implementing concrete demonstration activities – based on the SCP-NAP priorities: sustainable public procurement in Egypt and Israel; national initiatives on plastic pollution in Egypt; promotion of eco-tourism and bio-agricultures in Palestine; waste management program in Jordan; consumer information through green labelling in the restaurant and retailers sector in Israel (detailed information are in the annex). In the first years of their implementation the SCP-NAPs have already contributed to the development and implementation of a number of laws, bylaws and national initiatives (Plastic bag fee law in Israel, “National Initiative on Reduction of Plastic Bags Consumption” in Egypt, “One Dead Sea is enough” initiative in Jordan, “Plastic Shopping Bags Bylaw” and “Draft Management Framework law” in Jordan). Supporting the monitoring and the implementation of the SCP-NAPs will be the key activity supported by UN Environment under SwitchMed II. This will contribute to the long-term sustainability of the SwitchMed outcomes by creating enabling policy environments supporting sustainable consumption and production and fostering circular and green economies. The project countries have mobilized by mid-2018 already over 100 M EUR from different funding sources (GEF funding, national budgets...) for the implementation of projects, initiatives and programs included in their respective national plans.

The Barcelona Convention and its Protocols represent a unique, legally binding regulatory and governance framework in the Mediterranean region that provide UN Environment/MAP with a robust and successful structure for policy dialogue, action and cooperation on SCP involving the 21 riparian countries and the EU. The SwitchMed project has contributed to and benefitted from the strong and unique nature and capacity of the UN Environment/MAP system related to SCP. The leadership of UN Environment/MAP in the development of the policy component of SwitchMed, through the work of SCP/RAC, has enabled the project to accomplish in a short period of time its goal of contributing to the integration of SCP as a transversal objective in the regional policy agenda for sustainable development and the protection of the environment. Since the project launch in 2012, the following Decisions have been adopted by the Contracting Parties to the
Barcelona Convention: (i) a Regional Action Plan on SCP; (ii) a Regional Action Plan on Marine Litter including SCP measures; (iii) the 2016-2025 Mediterranean Strategy for Sustainable Development (MSSD) that integrates the strategic directions of the SCP Action Plan, as requested by the countries; (iv) a framework of SCP indicators for the Mediterranean. These recent instruments will contribute to translate the 2030 Agenda and its SDGs in the Mediterranean region, in particular SDG 12 (Responsible consumption and production) and SDG 14 (Life below water).

The support to the creation and development of green and circular businesses is identified by the Countries members of the Barcelona Convention as a priority for the transition to green economies in the region which is reflected in the SCP Regional Action Plan and the Mediterranean Strategy for Sustainable Development (MSSD).

Following the request from the Contracting Parties to the Barcelona Convention, since 2010 SCP/RAC, as a UNEP/MAP component, has been implementing, a unique programme that has been strengthened and expanded through SwitchMed. It includes training, coaching and advisory services to green entrepreneurs, as well as activities promoting networking and access to finance. Likewise, the programme includes a component to establish the enabling policy and regulatory frameworks for green businesses in the Mediterranean countries. The programme is currently a pioneer in several aspects, including an innovative set of methodologies and toolkits to support Green Business Development. According to a global benchmarking study investigating more than 50 international entrepreneurship support programs and networks, the training methodology is unique among its peers. The programme received more than 5,000 applications in first phase, and led to the creation of +2,000 business ideas and +200 new businesses. In addition to training and coaching activities, the programme also includes a service to enable access to finance that focuses both on the supply and demand sides of financing for start-ups. In that sense, the programme managed the establishment of a Fund for Mediterranean green entrepreneurs that is developed through a partnership with the European Federation of Fair Banks (FEBEA) and has received financial support from the Organization for Security and Co-operation in Europe (OSCE).
In addition to support to the creation and development of green businesses that UNEP/MAP has delivered within SwitchMed, the institution has also coordinated, through SCP/RAC, the Networking Facility of the project. The social media outreach has showed great success and SwitchMed Connect, the annual gathering of the Programme, is also a unique product among other Networking Events and is seen as a benchmark activity. Accordingly, the SwitchMed Programme has recently won the internal DG NEAR communications award.
3. Localisation of the Action

The region faces challenges posed by climate change, water scarcity, raising energy costs, massive tourism, population growth - about 2 percent annually - and rapid urbanization which is expected to double by 2050, to nearly 400 million leading to growing waste generation, around 63 million tonnes per year in MENA region\(^5\). Adding to this, the region has experienced dramatic social and political changes in the past few years. It has struggled during the economic crisis and governance remains a significant challenge.

However, this historical turning point presents opportunities to introduce and promote sustainable consumption and production practices which can in turn support the development of a circular and green economy. Thus, the EU provides support to its southern neighbours, by committing an estimated € 824 million of funding in various Regional South cooperation programmes between 2014-2020\(^6\) to promote peace, stability and transition to a sustainable circular economy, including the SwitchMed initiative. The initiative will continue to work in the 8 countries of the Southern Mediterranean region, including Algeria, Egypt, Israel, Jordan, Lebanon, Morocco, Palestine and Tunisia. The scope of the activities will differ from country to country, depending on the baseline of existing capacities and previous experience.

\(^6\) https://www.euneighbours.eu/en
The regional dimension of the capacity building actions that will be carried out within SwitchMed II are particularly valuable to facilitate cooperation and knowledge exchange between the Eastern and Western part of the Southern Mediterranean region and the EU. The use of common methodologies and approaches toward SCP, albeit customized to the specific country context, will allow a gradual yet systematic advancing of the whole region toward reaching the common political commitments of the Barcelona Convention. Strengthening of national institutions within a regional project will also enable networking and establishing linkages between countries, regional banks (e.g. EBRD, African development bank, etc.) and other regional organizations for sustaining and scaling up the outcomes of project beyond its scope and duration. Furthermore, regional dialogue and cooperation opportunities will be fostered to share the successful practices from developing and implementing the SCP-NAPs.

In duly justified circumstances, in order to ensure coherence and effectiveness of the European Union financing or to foster regional co-operation, eligibility of specific activities (e.g. regional workshops) may be extended to the countries7 neighbouring the Neighbourhood South region.

4. Objectives and Expected Results

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

The intended impact of the proposed programme is that the micro, small and medium enterprises (MSME) ecosystem8 is more conducive to entrepreneurship, growth and to job creation in the green economy. By supporting MSMEs directly and indirectly to improve productivity, resource efficiency, eco-innovation and growth, by enhancing the employability of young women and men in targeted sectors, and by mainstreaming green growth approaches into government policies and strategies, more MSMEs will be created in the green economy, and existing MSMEs in the green economy will grow. In turn, these MSMEs will create new jobs and will hire adequately trained people. All this assumes that the MSMEs are cooperative and responsive to innovative support schemes, that young women and men are interested in the jobs offered, and that the Government effectively

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7 The countries neighbouring the Neighbourhood South region are: Albania, Bosnia and Herzegovina, Montenegro, Turkey, Chad, Mali, Mauritania, Niger, Saudi Arabia, Sudan, Iraq, non-autonomous territory of Western Sahara
8 In some cases larger enterprises as well.
supports the process, including by advancing its Vision 2030, and mobilizes adequate resources.

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

**Expected results/outcomes:**

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

In order to achieve the main programme objectives, the project has been designed following a comprehensive approach with following overall structure:

I. Direct support to the private sector

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

**Output 1:** Greener and Circular Industry – MED TEST III
- Output 1.1: RECP best practices rolled out in manufacturing processes
- Output 1.2: Resource productivity opportunities for circular value chains localized and promoted

**Output 2:** Support for the Creation and Development of Circular and Green Businesses
- Output 2.1: Enhanced business support services for creation, incubation and acceleration of green and circular business models in the Southern Mediterranean Countries
- Output 2.2: Improved financial deals between green entrepreneurs and financial actors

II. Creation of an enabling environment

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

**Output 3:** Improved regional policy framework under the Barcelona Convention for the development of circular and green economy businesses

**Output 4:** Support the implementation of SCP NAPs
- Output 4.1: Monitoring and review of the Sustainable Consumption and Production National Action Plans
- Output 4.2: Enabling policy frameworks established at national level through successful implementation of projects

III. Coordination, networking and communication

**Outcome 3:** Effective coordination and communication ensuring a cohesive, regional approach

**Output 5:** Networking Facility
- Output 5.1: Enhanced dissemination of the SwitchMed Programme results and best practices
- Output 5.2: Increased support to the consumption of sustainable products and services

**Output 6:** Programme Management
The project will work with a variety of stakeholders including policy makers, industries, entrepreneurs, business support organizations/service providers associations of businesses, financial institutions and investors to ensure and follow a participatory approach, which will accommodate a diverse range of stakeholders.

Capitalizing on the lessons learned from SwitchMed I and building on the local networks of established capacities, the project’s implementing structure will be operationalized for overall support to targeted beneficiaries, preparation of detailed implementation plans for each output and setting up the evaluation systems to collect background information for the project’s baselines.

The three main components of the project can be summarized as follows:

**Component 1** will work directly with businesses, business support organizations/service providers, engineering service providers, investors associations providing capacity building and technical assistance for the development and growth of green businesses. It targets both well established companies and start-ups to support the adoption of sustainable consumption and production patterns at different stages of business development. By working with industry, entrepreneurs and business support organizations/service providers (such as industry associations, consultancy firms, cleaner production centres, chambers of commerce, business development centres, business incubators, accelerators, facilitation centres, etc.) the programme aims to ensure the development of a local market driven by established national competences and ownership among different stakeholders.

**Component 2** will work directly with governments, primarily through the Ministries of Environment and Industry, and will convene the private sector, civil society and community based organizations, consumers, media, academia and regional and international organisations to support the establishment of enabling policy environments in the Mediterranean countries with the aim of transitioning towards Sustainable Consumption and Production and Circular Economy. This component will build upon the positive experiences from SwitchMed I (developing and implementing SCP-NAPs) bringing national governments together in a collaborative effort with business associations, civil society organisations, consumers and private sector. In this component, the regional framework for green and circular businesses under the Barcelona Convention will be also further developed. The key contribution of those businesses for the sustainable development of the region will be showcased.

**Component 3** will support the effective coordination and visibility of SwitchMed II. It is structured in a way to ensure a regional approach to the initiative, streamline communication among internal and external partners, and facilitate a smooth exchange of information. The Networking Facility will provide different means for informing on the activities and results of the programme, which will both raise awareness of the benefits of SCP and help ensure sustainability of the action. Programme management will establish a framework for the implementing partners in terms of monitoring, reporting and coordination.
COMPONENT I: Direct Support to Private Sector

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

Moving towards a green and circular economy requires large changes in society and has specific implications for every value chain of products and services. This component aims at supporting existing industries and at facilitating the creation of new ones with core competencies in resource efficiency, green and circular design for product reuse, recycling and cascading that will enable access to new business opportunities. Circular product and process design requires advanced skills, information sets, and working methods. Areas important for economically successful circular design include: material selection, standardised components, designed-to-last products, design for easy end-of-life sorting, separation or reuse of products and materials, and design-for-manufacturing criteria that take into account possible useful applications of by-products and wastes.

This component will deliver 4 different outputs through a set of activities that are built upon the results of SwitchMed I in order to scale up the adoption of SCP practices in the region, focusing on high impact leverage points identified in the first phase. It will continue to apply and further develop the tools and approaches successfully demonstrated and implemented during SwitchMed I, including the Transfer of Environmentally Sound Technologies (TEST) methodology9, and the set of Methodologies and Toolkits to support the creation of new Green Businesses.

One of the core elements of the actions to deliver this outcome is the capacity building of intermediary service providers that are essential to provide a qualified offer of services to the private sector to help them shift toward greener and circular business models. Two main categories of service providers will be essentially targeted: the Resource Efficiency and Cleaner Production Service Providers (RECP SP) for outputs 1.1 and 1.2, and the Business Developer Service Providers (BD SP) for output 2.1 and 2.2. The RECP SP are organizations with engineering and technical skills providing consultancy services to existing industries in areas like energy efficiency, waste management, environmental compliance studies, environmental accounting; and the BD SP are service providers supporting individuals and micro companies in areas like business plan development, legal services, research and development support, training for developing and incubating new businesses.

While intermediary service providers are at the core of the technical assistance that will be provided under this component, technical assistance will be also provided to existing businesses (output 1) and young entrepreneurs (output 2) starting new business in the field of more resource efficient and circular solutions. These two complementary dimensions of the work that will be carried on by UNIDO and SCP/RAC of UNEP/MAP

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9 See appendix A for an explanation of the TEST methodology
within this component will be effective in creating linkages and synergic dynamics in the local business environment.

**Output 1: Greener and Circular Industry – MED TEST III**

Within the framework of SwitchMed I, the scope of MED TEST II activities differed from country to country, depending on the baseline of existing capacities and previous experience in similar initiatives. Tunisia, Egypt and Morocco had the advantage to have participated previously in MED TEST I\(^\text{10}\), compared to Algeria, Israel, Jordan, Lebanon and Palestine where the experience on resource efficiency was more limited.

More than 60% of the totality of the industry demonstrations projects undertaken within MED TEST II was implemented in 3 countries (Egypt, Morocco and Tunisia), covering 5 different industrial sectors and leveraging on an already existing capacity of resource efficiency service providers built under MED TEST I, which was further expanded by the project’s activities. Thanks also to MED TEST I and MED TEST II, in Egypt, Morocco and Tunisia the established capacities and the wide range of industry RECP reference projects enabled proactive local service providers trained by UNIDO to acquire new industry clients on a fully commercial basis for providing RECP audits. This is being documented by the end of MED TEST II indicating a positive and growing trend in the development of the local market for RECP services (both industry demand and service provider offer).

In Israel, the project focused on 3 industrial sectors where the RECP business case was successfully demonstrated in 7 companies: by the end of the project the Israeli government has allocated around 20 M euro of national funds to scale up resource efficiency in the whole manufacturing sector. The new national resource efficiency programme is expected to be launched by the end of 2018.

The other countries that participated in MED TEST II (Algeria, Jordan, Lebanon and Palestine), implemented a limited number of industry demonstrations (average 10 companies per country) focusing only on the food sector. In those countries, while some capacities have been built during MED TEST II, they still remain isolated from one-another in separate institutions and companies with a local market of RECP SP to industry not yet sufficiently developed and not ready for commercial application. Moreover institutional counterparts of these four countries expressed their interest to document the national RECP business case in other industrial sector of relevance, besides the food sector.

By the end of MED TEST II, considering the diversified context in the 8 countries in terms of national skills and experience for enabling scaling up of RECP, it appears clearly that Algeria, Jordan, Palestine and Lebanon would need additional capacity building and demonstration of RECP to more industrial sectors by using the TEST methodology (output 1.1). Countries like Tunisia, Morocco, Egypt and Israel have a more advanced base of established capacities on RECP which will be mobilized to expand TEST implementation into value chain approaches (output 1.2).

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\(^{10}\) Med TEST I was implemented under the MedPartnership initiative from 2008-2011
The MED TEST III activities will be implemented in each country taking into account not only the existing capacities but also the linkages to be established with other project on green or circular economy already presents in the countries. Particularly in the case of Algeria, there is a large scale pipeline initiative\(^{11}\) on green economy supported by EU bilateral funds and the Algerian government aiming at implementing RECP in more than 250 companies. Should this project be funded and start in 2019, to avoid overlapping and considering the limited country’s absorption capacity there will be no industry demonstration carried on in Algeria under SwitchMed II, and Algerian participation will be limited to regional networking and knowledge sharing activities.

**Output 1.1: RECP best practices rolled out in manufacturing processes**

The industry manufacturing sector\(^{12}\) is one of the priorities for intervention set into the Sustainable Consumption and Production (SCP) national action plans developed under SwitchMed phase I and will continue to be the key sector of intervention for the phase 2 of the programme.

Within the scope of this output, the **objective** is **to consolidate results and accelerate the uptake** of resource efficiency in the manufacturing private sector. This output will focus primarily on Algeria\(^{13}\), Jordan, Lebanon\(^{14}\) and Palestine as those countries did not participate to the MED TEST I (see appendix A) and only a few demonstration industries received support during the first phase of SwitchMed. For those countries, there is the need to bridge the existing gap in terms of local capacities and stimulate matchmaking between the offer and the industry demand for RECP services (services in the field of Resource Efficient and Cleaner Production).

In addition to the national capacity building and demonstration activities in Algeria, Jordan, Lebanon and Palestine, a regional activity fostering knowledge exchange across the region will be organised. This will be done through the creation of a web interface for the TEST training kit material and best practices catalogues. This regional activity aims at continuing to support RECP service providers from all of the countries supported by the project in their effort of building their own business model and business plan for commercialization of RECP. This will be done based on country opportunities and needs, definition of the value proposition for RECP, pricing strategy for RECP services, pitching/marketing, and engagement plan for new industry clients.

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\(^{11}\) The Algerian Green Economy pipeline initiative has a preliminary budget of 20 M euro

\(^{12}\) Agglomeration of industries engaged in chemical, mechanical, or physical transformation of materials, substances, or components into consumer or industrial goods [http://www.businessdictionary.com/definition/manufacturing-sector.html](http://www.businessdictionary.com/definition/manufacturing-sector.html)

\(^{13}\) In case the Algerian Green Economy initiative will be financed and start in 2019, the resources for undertaking the demonstration companies planned projects for in Algeria will be reallocated to the other countries or to output 1.2

\(^{14}\) In the case of Lebanon, the launching by the EBRD of a Green Economy Financing Facility Lebanon is in the pipeline. This project will provide technical cooperation assistance for identification of investments for resource efficiency among others (energy efficiency and renewable) and financial support. Should this new programme start in Lebanon as planned, funds planned for Lebanon under this output may be reallocated to other countries or to output 1.2
The pool of best practices and demonstrated business cases from MED TEST II, will be used within a series of targeted technical workshops to reach out to more industries within the industry manufacturing sector in the 4 targeted countries in order to expand the base of industrial references and business cases to other priority subsector (e.g. packaging/plastic, chemical, mechanical, etc.) that were not addressed during SwitchMed phase I.

These activities will aim at raising awareness of industries on the Resource Efficient and Cleaner Production (RECP) business case and will enable companies to benchmark their performance against sector based best available techniques. This is expected to be a major motivation for industries to start a RECP assessment. Partnership will be established with leading industrial players (including existing national platform and networks such as the Global Compact, industrial zones/areas associations, chambers of industries and commerce) to reach out to a wide number of companies. Dialogue will be initiated with existing national and international financial institutions that support RECP investments with dedicated financing instruments. Next, once demonstration companies are engaged, the TEST training programme will be delivered to expand and qualify a pool of national service providers. This programme will include a theoretical module and an on-the-job module comprising TEST audits in a group of selected industries to enable local experts to gain the necessary level of practical experience. The staff of the selected group of industrial demonstration companies will also be trained to ensure integration of RECP into their core business strategy.

Advocacy actions will be carried out toward institutional stakeholders in close coordination with UN Environment (component 2) and the SwitchMed National Focal Points (NFPs), to continue promoting the adoption of the RECP scaling up roadmaps that were developed under SwitchMed I. This will facilitate: i) mainstreaming RECP technical assistance package into existing national incentive programmes for industrial modernization; ii) inclusion of RECP into the curricula of academia and vocational training organizations to develop long term national skills; iii) engagement of the financial sector in launching RECP financial instruments understanding the market size of RECP and the key features for calculating and reviewing the feasibility of RECP investments; and iv) establish proper linkages with the SCP NAPs.

The following activities are foreseen:

Activity 1.1.1 – Mapping and engaging RECP service providers, building partnership with industrial areas sustainability networks, financial organizations and academia, elaborating detailed action plan, monitoring and evaluation framework for setting up the project’s organizational structure including establishing national stakeholder platform.

Activity 1.1.2 - Develop terms of reference and sign cooperation agreements for sub-contracting national partners/key RECP service providers for delivering TEST training of trainers’ activities, capacity building and technical assistance support tasks to private

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15 The final selection of subsectors of intervention will be done in close consultation with the national stakeholders, at project’s start.
sector. Preference will be given to contract those organizations that have performed well within MED TEST II to ensure capitalization of results.

**Activity 1.1.3** - Conduct an information and communication campaign and technical workshops to reach out to many industries within clusters and industrial areas, and finally engage 30 new industries that will undergo TEST audits to serve as hands on experience for the local RECP service providers who will be capacitated.

**Activity 1.1.4** – Deliver a TEST training programme to a pool of approximately 40 new RECP service providers, including academia and consultancy sector, and engage them into an on the job programme. RECP Service provider will be responsible for implementing TEST in at least one company under the coaching of international experts and national partners.

**Activity 1.1.5** – Train industry managers on resource efficiency and conduct 40 industry pilots to replicate the RECP business case in other industrial sectors that were not targeted during MED TEST II. International sector expertise will be mobilized to provide required level of knowledge transfer on eco-innovative and advanced solutions.

**Activity 1.1.6** – Undertake advocacy actions (meetings, seminars, roundtable discussions with institutional stakeholders) to promote the adoption of RECP scaling up roadmaps\(^\text{16}\) for integration of resource efficiency into national incentive programmes for industrial modernization, curricula of academia and national banks financial instruments.

**Activity 1.1.7** – Evaluate, document and disseminate the results, including RECP best practices, communication campaign to reach out more industries and promote matching demand and offer of RECP commercial services.

**Activity 1.1.8** – Design specifications of web based interface compiling all the TEST training kit (guidelines, case studies, tools, exercises, presentations) and the catalogues of best practices for RECP savings (more than 250 best practices) to enable easy navigation and wide dissemination and further use of the knowledge across the region.

**Output 1.2: Resource productivity opportunities for circular value chains localized and promoted**

This output will focus on the Egypt, Israel, Morocco and Tunisia. Egypt, Morocco and Tunisia received support from UNIDO since 2009 and have already a good number of experienced service providers. Furthermore, business cases were already applied in several demonstrations in various industrial sectors. As mentioned above, the Israeli Government is scaling up the application of RECP in industries; therefore to not duplicate the national initiative actions carried out under SwitchMed II will focus on new activities described in this section.

Greener and closed-loop industrial systems will enable capturing more value from products and materials, mitigate risks of price volatility and material supply, establish

\(^{16}\) During SwitchMed I, a set of national roadmaps for scaling up RECP has been designed and validated by a pool of national stakeholders including policy makers (Ministry of industry and environment).
more economic resilience and decouple growth from an increasing demand on finite resources. There are a number of EU best practices and innovative solutions for a circular industry that could be promoted, localized and widely adopted to promote technology cooperation and partnerships with economic and institutional actors of the MENA Region to support the global transition toward a circular economy.

Within the scope of this output the results and tools of MED TEST II will be expanded beyond the boundaries of manufacturing processes to address business opportunities for closing material loops along selected value chains. Four countries (Egypt, Israel, Morocco and Tunisia) will be targeted and three industrial sector will be prioritized (food, textile, plastic/packaging\(^{17}\)) within the scope of this output in line with the SCP NAPs priority sectors. An initial analysis/mapping will enable the selection of key products categories within priority sectors for understanding critical issues, market and regulatory barriers, enablers, leverage points, key players along their value chains, for piloting circular solutions to keep material resources circling in loops, cascading from one value chain to the next and minimizing waste within selected industrial clusters. The mapping exercise will take into account and integrate the Switchers identified and the green start-ups incubated during SwitchMed I (Green Entrepreneurship component).

Building on the EU experience and national frameworks, a set of localized best practices and business opportunities for circular industry (e.g. technology innovation, business models, extended producers’ responsibility and deposit schemes to return materials to manufacturing, etc.), will be identified, analysed (pre-feasibility) and promoted among a variety of stakeholders such as businessmen associations and key market players, as well as the intermediary business association (e.g. business incubators) that will part of the Switchers Support National Partnership (output 2.1) to inspire young entrepreneurs to focus on market oriented opportunities for circular solutions. The most promising business opportunities will be selected for engaging key stakeholders such as investors’ associations, private companies and public bodies to leverage partnership and financing and facilitate business linkages along the value chains potentially engaging also new young green entrepreneurs. The identified legislative and market barriers to circular economy within selected value chains that will have been identified during the course of the implementation of this action will be subject to the formulation of recommendations that will be addressed to the relevant institutional stakeholders. This will be done in close cooperation with UN Environment and with the overall lead of the SwitchMed national Focal Points (NFPs). For instance, the policy recommendations elaborated under this task might be presented and discussed during country annual policy synergy meetings that will be planned under component 2 to ensure linkages with the implementation of the SCP NAPs.

A cluster\(^{18}\) approach will be followed in identifying and promoting greener and circular business solutions, in consideration of the fact that industrial clusters stimulate regional

\(^{17}\) The final selection of intervention will be done in consultation with institutional stakeholders at project’s start.

\(^{18}\) Clusters are geographic concentrations of interconnected companies and institutions in a particular field.
competitiveness by increasing productivity, boosting innovation capacity and stimulating the formation of new businesses which expand and strengthen further the cluster. Industries that are part of a cluster are expected to operate more efficiently when sourcing inputs, accessing information and technology as well as when measuring their performance against other firms so as to improve.

Business opportunities may focus on introducing: i) eco innovative resource efficient technology to reduce/eliminate material losses in production systems and valorise post-industrial waste\(^\text{19}\); ii) business linkages between economic actors to match demand with supply/source recyclable, recycled and/or biodegradable raw materials for circular productions; iii) product design for recyclability to extend life time, reparation/remanufacture and disassembly of components; and iv) reverse logistic systems\(^\text{20}\) for redirecting post consumers waste to industrial production systems including platforms and networks.

Examples of circular business opportunities that will be promoted in the textile sector may include: setting up eco-innovative zero water discharge smart labs; B2B scouting and matchmaking green market business opportunities along supply chain; reverse logistic models and technology solutions (chemical and mechanical recycling of fibres) to produce regenerated textile yarns from post consumers textile waste; innovative processes for cascading clothing waste into other industrial applications (automotive, construction for insulation, etc.) or secondary textile products such as cleaning cloths (rags, wipes, etc.).

In the food sector, circular business opportunities may include: reverse logistic solutions to recuperate market returns along the supply chains (including distribution and retail systems); innovative and ready to market processes/technologies for extracting value from post-industrial organic waste and by-product with possible applications in the following sectors: pharmaceutical, cosmetic, food supplement, paper, packaging such as bioplastic and textile; small scale waste composting and waste to energy solutions (modular solutions, recovering nutrient for soil applications and biogas production) for post-agro-industrial waste.

The following activities are foreseen:

**Activity 1.2.1** – Elaborate a detailed action plan, terms of reference for implementation of the actions, setting up the monitoring and evaluation framework for the project’s organizational structure. Select key products categories and value chains within the 3 priority industrial sectors (food, textile & footwear, packaging/plastic) in consultation with institutional stakeholders.

**Activity 1.2.2** - Mapping selected key value chains and cluster, including analysis and identification of national stakeholders, industry key players, market and regulatory

\(^{19}\) Building on experience and success stories from Med TEST II/SwitchMed initiative as well as identified eco-innovative technologies promoted. The latter will be further expanded based on the results of the value chain analysis.

\(^{20}\) Reverse logistics is for all operations related to the reuse of products and materials. It is “the process of moving goods from their typical final destination for the purpose of capturing value, or proper disposal”\(^\text{4}\).
barriers as well as major investment and technology opportunities for piloting circular solutions for closing material loops.

**Activity 1.2.3** – Organize promotional events (Business to Business - B2Bs) to exchange international best practices for circular business opportunities within sector focus and to establish business linkages, enabling technology cooperation and transfer of eco-innovative solutions.

**Activity 1.2.4** - Support identified industries key players within the selected value chains and clusters by providing sector-specific technical capacity building, advisory support to identify circular business opportunities, prefeasibility analysis, establishing linkages business and facilitating partnerships with relevant actors and partners along the value chain to implement the most promising business opportunities.

**Activity 1.2.5** - Conduct investment promotion campaigns, with the participation of both public and private sectors, to mobilize interested investors toward materialization of the most promising investments opportunities. Raise awareness of relevant Government stakeholders on investment opportunities. Formulate recommendations for government’s support to the investment opportunities.

**Activity 1.2.6** – Develop recommendations for removing regulatory and market barriers for circular economy within the selected value chains; and advocating NFPs to establish linkages with the on-going policy dialogue process for the implementation of the SCP NAPs (see component 2)
Output 2: Support for the Creation and Development of Circular and Green Businesses

The main purpose of the Outputs 2.1 and 2.2 is to increase the production and consumption of sustainable products and services through the promotion of national partnerships aimed at supporting green business development in the target countries. To this end, Business Development Service Providers (BDSP) will benefit of the transfer of the methodologies developed and the knowledge gathered from the SwitchMed experience and will be supported in providing Green Business Development’s services to Green Entrepreneurs and circular businesses.

In each country, a Switchers Support National Partnership will be set up bringing together Public and Private BDSP providing various support services to Green Entrepreneurs (training, mentoring, incubation, technical assistance, etc.). The BDSP will be comprehensively strengthened to provide business support services for the creation, incubation and acceleration of green and circular businesses. Furthermore, SwitchMed will assist the BDPS in the development of training and support programmes targeting Green Entrepreneurs in different stages of their lifecycle. Finally, financial deals between Green Entrepreneurs and financial actors will be promoted through the development of “Switchers Meet Investors” Events in the target countries and, at regional level, through the enhancement of The Switchers Fund.

The final target group are “The Switchers”, that is, Green Start-ups and Green Entrepreneurs in different stages of their lifecycle:

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

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

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

The implementation scheme for the Green Entrepreneurship Programme has been designed as follows:
The activities envisaged under Output 2 will be adapted and aligned with existing initiatives for green business development in the target countries promoted by private and public stakeholders. In particular, EU delegations will be consulted when planning the activities in order to ensure that SwitchMed actions are in line with and complement bilateral programmes supporting entrepreneurship, sustainability and innovation.

Output 2.1: Enhanced business support services for creation, incubation and acceleration of green and circular business models in the Southern Mediterranean Countries

Under this output, BDSP will benefit of the transfer of the methodologies developed and the knowledge gathered from the SwitchMed experience and will be supported in providing Green Business Development services to Green Entrepreneurs and circular businesses. In each country, a Switchers Support National Partnership will be set up bringing together Public and Private BDSP (training centres, business development centres, incubators\textsuperscript{21}, universities, etc.). The BDSP will be comprehensively strengthened to provide business support services for the creation, incubation and acceleration of green business models.

\textsuperscript{21} A business incubator is a private or public entity supporting start-ups during their early years by providing services such as office space, management support, business training, A2F, networking, etc.
and circular businesses. Furthermore, SwitchMed will assist the BDSP in the development of training and support programmes targeting Switchers in different stages of their lifecycle. Finally, exchange of experiences and peer-to-peer support among Switchers will be promoted.

**Activity 2.1.1: Fine-tuning and mainstreaming the Switchers’ MEAL System (Monitoring, Evaluation, Accountability and Learning)**

The present activity contributes to all Green Entrepreneurship’s Outputs (2.1 and 2.2).

During the first phase of SwitchMed, the Networking Facility developed a Result Monitoring Framework and improved the theory of change of the Green Entrepreneurship programme, in order to strength result-based management and to ensure the programme’s contribution to SCP and sustainable development.

To operationalize the Green Entrepreneurship Result Monitoring Framework a MEAL System is being developed and will be deployed to ensure a more efficient monitoring and evaluation of the Action and a more integrated reporting which will contribute to a stronger accountability and collaborative learning environment.

The MEAL System will follow a threefold approach:

1. Mainstreaming M&E in each stage of the action, thus enhancing decision-making and planning processes.
2. Building capacities of the Switchers Support National Partnership by transferring methodologies and tools and promoting impact evaluation and reporting among national stakeholders.
3. Empowering green entrepreneurs and start-ups to collect, analyse and use data to increase their environmental, social and economic performance.

This activity intends to promote the use of a common monitoring framework assessing the contribution of green business development towards SCP and sustainable development.

Finally, a cross-component MEAL framework for the SwitchMed community in the different countries will nurture evidence-based policy development (Activity 3.1.1 and 3.1.2) for green and circular business development support at regional and national level.

SCP/RAC internal documents describing the MEAL structure can be downloaded by clicking the following links:

1. [GE Component Result Monitoring Framework Methodological Notes](#)
2. [Internal User Guidelines for a project MEAL System](#)

**Activity 2.1.2: Develop an Online Platform centralizing all available Green Business Development Tools**

The Online Platform is foreseen with a triple purpose:
1. Provide Online Software applications and tools for Green Business Development;
2. Pool existing resources and promote peer-to-peer learning around a Mediterranean virtual community of practice;
3. Ensure data collection within the common MEAL System to measure the impact of Green Start-ups and Switchers.

One of the main targets of the second phase will be the transfer of the Methodologies and Toolkits and the knowledge gathered from the SwitchMed experience to the Business Development Service Providers (BDSP) in each participant country. In order to do so, the first step would be to digitalize and centralize all the Tools in a single Online Platform.

Upon SwitchMed completion, a complete set of Methodologies and Toolkits to support Green Business Development will have been tested during the first phase and will be available for continuity actions:

- Green Business Model Development Toolkit
- Green Business Plan Development Toolkit
- Access to Finance Guide
- Crowdfunding Guide

The Green Business Model and the Green Business Plan Development Toolkits are available as manuals (online and/or offline). During the second phase the methodologies will be converted in online software applications and will be all available in a unique Online Platform. Through the online software application, for example, the Green Business Canvas or the Green Business Plans will be automatically drafted as the Switchers are following the step by step online methodology.

In addition to SwitchMed’s tools, further resources will be added to the platform. A key piece will be the Switchers’ MEAL System (A.2.1.1), aimed at documenting and showing the impact of Green and Circular Businesses to SCP, job creation and sustainable development. The MEAL System will provide a common results monitoring framework for the Mediterranean community of practice promoting Green Business Development. Another resource that SCP/RAC will add to the Online Platform is an Eco-design tool for Growth Stage Switchers coupled with specific modules on food packaging.

In short, the activity will provide a single online tool for the overall process of transfer of methodologies and capacities linked with Green Business Development to the BDSP in the different countries. The Online Platform will allow a fully autonomous use of the methodologies for the BDSP.

Beyond knowledges transfer activities linked with SwitchMed, the Online Platform will be free to access and will make available the entire set of methodologies and tools to other BDSP or directly to Green Entrepreneurs looking to develop their circular businesses.

The different available tools will target Switchers in different stages of their business lifecycle. The following table summarizes which business’ stages are covered by each tool available on the Online Platform as well as by the rest of the activities:
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<th>Tool/Service</th>
<th>Targeted Switchers: Lifecycle Stage</th>
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<tr>
<td>Eco-design Tool-Food Packaging</td>
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**Activity 2.1.3: Set up the Switchers Support National Partnership in the target countries bringing together Business Development Service Providers targeting green entrepreneurs and circular businesses**

The activity aims at setting up a Switchers Support National Partnership (SNP) in each target country gathering Business Development Service Providers (BDSP) active in supporting green entrepreneurs or willing to start supporting green business development. The SNP will provide a platform which will enable to:

- Transfer the Methodologies and Toolkits to the BDSP;
- Channel SwitchMed’s support to Switchers (through the empowered BDSP);
- Promote additional Green Business Development common activities and strategies.

The first step will be to identify and engage through a collaborative agreement a Local Partner in each country. The Local Partner will have a coordinating role within the SNP. In order to capitalize on acquired experience during the first phase of SwitchMed, priority will be given to the former Local Partners of the Green Entrepreneurship Programme to be engaged in the second phase. Collaboration frameworks for the SNP will be developed in each country (goals of the partnership, governance scheme, role of the members and other involved stakeholders, draft work plan, etc.).
SCP/RAC and the Local Partners will undertake a stakeholder identification process of the BDSP active in supporting green entrepreneurs or interested in focusing on green business development and willing to join the SNP. The actors SwitchMed will be looking for are Public and Private organizations supporting Green Business Development, such as: Training Institutions, Business Development Centres, Business Incubators, Accelerators, Facilitation Centres, Chambers of Commerce, Financial Actors, Universities, Business Councils, Innovation Centres, or Co-working Spaces.

Once the mapping of the Business Development Service Providers will be completed, the SNP framework will be introduced to the potential members identified (10-30). BDSP interested in the proposed tools and strategy and having the potential to reach Switchers in different stages of their lifecycle will be invited to join the National Partnership. Participation in the National Partnerships will be open to all the BDSP interested in supporting green entrepreneurship. It is expected that 5-10 BDSP in each country will join the partnership.

SCP/RAC will also provide regional support to all the SNP through the following activities:

- Facilitate technical support to the members (advice in the use of the methodologies and tools, provision of new tools, capitalization of experiences, etc.);
- Support for the sustainability and the scaling up of the activities at national and regional level (develop revenue models for the members and the SNP, etc.);
- Support to the implementation of the Work Plans of the SNP in the countries (engage donors and other actors, providing advice, etc.);
- Promote the exchange of experiences, knowledge and best practices at national and regional level.

The National Partnerships will also be encouraged to collaborate in the promotion of the consumption of green entrepreneurs’ products and services. Discussion groups among the members of the Partnerships will be organized to develop recommendations and action lines for the promotion of sustainable consumption. The Partnerships will thus prioritize some pilot activities to promote green products and services.

The National Partnerships are expected to continue beyond the implementation period of the second phase of SwitchMed as a result of several factors. First of all, the Switchers Support National Partnerships are simple and flexible coordination mechanisms. Thus, SwitchMed will not create a formal and costly structure. The resources needed to launch the Partnerships are linked with the staff of the Local Partners needed to identify and engage the actors, the initial animation of the network, the establishment of the collaboration framework, and the development of SwitchMed planned activities. In this sense, one of the main functions of the Partnerships is to ensure the development of the activities of the second phase: transfer capacities and methodologies to the BDSP, implement the pilot activities in support of the Switchers, etc. The continuation of the Partnerships after the completion of the second phase will be almost cost-free and would consist mainly in establishing regular meetings. Moreover, the sustainability of the Partnerships appears likely thanks to the interest shown by numerous BDSP in sharing
experiences and tools and experiences with other organizations and implement joint activities. Additionally, several Focal Points from the Ministries of Environment also support the initiative as for example in Tunisia, where the Focal Point suggested the same intervention strategy for the establishment of networks of Green Business Support Organizations. BDSP and Focal Points have been consulted in the framework of the Scaling-Up missions implemented in several countries so far. Moreover the regional decision that will be submitted to MAP bodies (Activity 3.1.1), for adoption by the Barcelona Convention Contracting Parties will specifically refer to the need to develop and sustain these partnerships and therefore will provide a political backup that will be a key element for the sustainability of the action. It will be also the opportunities to extend this action to the rest of the Mediterranean countries, members of the Barcelona Convention.

Finally, SCP/RAC will support the BDSP in implementing activities with the aim of ensuring the sustainability of the National Partnerships, such as engaging donors for the implementation of the their work plans and of new projects supporting eco-entrepreneurship.

**Activity 2.1.4: Transfer capacities, methodologies and tools to the Business Development Service Providers targeting green entrepreneurs and circular businesses**

Once the SNP will be established in each country, SCP/RAC will transfer the methodologies and tools available in the Online Platform:

1. [Green Business Model Development Toolkit](#)
2. [Green Business Plan Development Toolkit](#)
3. Access to Finance Guide
4. Switchers’ MEAL System
5. Eco-design Tool and Food Packaging module

A series of practical workshops will be held in each target country to train 5-10 BDSP in the use of the different tools.

- 5-Day Workshop on The Green Business Model Development Toolkit
- 3-Day Workshop on Green Business Plan Development Toolkit
- 2-Day Workshop on Access to Finance Guide
- 1-Day Workshop on The Switchers’ MEAL System
- 1-Day Workshop on Eco-design Tool and Food Packaging module

An estimate total of 40-80 BDSP in the 8 target countries will benefit from the knowledge transfer programme and the training in the use of the full set of specific Green Business Development tools.

**Activity 2.1.5: Pilot activities to support Switchers**

Once SCP/RAC had strengthened the Business Development Service Provided (BDSP) and provided them with a complete set of Green Business Development methodologies and tools available online, as well as trained them to use them autonomously, SwitchMed will support a series of pilot activities to implement the tools. BDSP will apply the transferred
methodologies in the framework of their existing programmes supporting Switchers at different stages of business development and/or through specific new activities launched on the basis of the new skills and tools acquired.

The activity will focus in the two main SwitchMed’s methodologies: the Green Business Model Development Toolkit and the Green Business Plan Development Toolkit. Thus, funds will be assigned to implement:

- 5 workshops for Green Business Model Development per country. Each workshop will target 20 Switchers Starters and support them in the development and validation of their Green Business Model Canvas (5-Day workshops during a period of 3 months);
- Incubation of 10 Switchers per country. The Switchers Incubated will be supported to create their green businesses through an 8-month incubation process including personal mentoring and tailored external technical assistance.

Regarding the trainings for Ideation Stage Switchers, Local Experts linked with the Output 1.2 will be involved in the workshops in order to present business opportunities in Circular Economy’s value chains identified in the framework of Activity 1.2.2. to the Switchers at Ideation Stage and inspire them.

With the goal of promoting innovation among youth and contributing to the reduction of youth unemployment, young people will be one of the main targets (along with women) of the trainings for Green Business Model development.

As a result of the pilot activities developed by the BDSP, 800 Switchers Starters will develop and test their Green Business Models and 80 Switchers Incubated will launch their green businesses in the eight target countries with the direct support of the project (pilot activity)

Beyond the direct support provided to Switchers through the pilot activities, the programme seeks to trigger a multiplier effect. The main goal of the second phase of the Green Entrepreneurship Programme is to transfer the methodologies developed and the knowledge gathered from the SwitchMed experience to the BDSP in the 8 target countries. The development of 800 Green Business Models and the incubation of 80 Switchers are pilot activities to encourage the use of SwitchMed’s methodologies and the application of the sustainability approach by the BDSP. Beyond the direct support to Switchers through the pilot activities, the main potential of the second phase is to strengthen and enhance the BDSP and their support to additional Switchers. Thus, at the end of the second phase, 40-80 BDSP will have adopted skills and tools for Green Business Development, will have applied a sustainability approach in their activities in support of entrepreneurs at different stages of business development, and will continue supporting additional Switchers. At the beginning of the programme the percentage of Green Entrepreneurs out of the total amount of Entrepreneurs supported by the BDSP will be estimated. Afterwards, the percentage will be measured at the end of the programme. Thereby, it will be possible to estimate the snow ball effect generated by SwitchMed and quantify the increased number of sustainable projects supported by the BDSP.
Activity 2.1.6: Mentoring and replication support among Switchers

The aim of the activity is to facilitate the replication of Switcher’s green business ideas and promote mutual support among the community of Switchers along the different stages of the business development. The activity consists of three main components:

- Systematization and capitalization of experiences from Switchers in different countries and sectors of activity;
- Engagement of the Switchers at national level to promote collective exchange of experiences and best practices. The most significant activity will be to invite some Switchers Incubated (early-stage) and Switchers Accelerated (growth stage) to each Green Business Model Development 5-Day training in order to introduce to the Switchers Starters (ideation stage) the experiences of other green Start-ups during an additional day of training and exchange;
- Promotion of peer-to-peer support and mentoring by linking Switchers Incubated (early-stage) with Switchers Accelerated (grow stage) from similar sectors of activities.

Output 2.2: Improved financial deals between green entrepreneurs and financial actors

Under this output, access to finance support to Switchers will be provided at national and regional level. In each target country, financial deals between Switchers and financial actors will be promoted through the development of “Switchers Meet Investors” Events. At regional level, The Switchers Fund will be enhanced identifying public and private investment actors willing to promote access to finance mechanisms for the creation of green businesses in the Mediterranean.

Activity 2.2.1: Identify and engage financial actors in each target country

During SwitchMed’s first phase of execution, a mapping of national financial players in the 8 target countries has been developed. Existing sources of financing for Green Entrepreneurs and main financiers in each country have been identified. Different types of actors and mechanisms have been identified (seed capital, private equity, crowdfunding, corporate venture, microfinance, foundations, etc.). The lists of identified financiers have been linked with the Access to Finance Guide according to each country. Thus, the Guide provides information about specific sources of financing to Green Entrepreneurs in relation to the needs and maturity of their green businesses.

On the basis of the results achieved so far, the national mappings of financial players will be updated as well as the Access to Finance Guide. Moreover, the activity will also be aimed at maintaining active engagement with main financial actors in each country which are providing access to finance for Switchers. In particular, key financiers will be involved in the “Switchers Meet investors Events” (A.2.2.3) looking for the promotion of financial deals.
**Activity 2.2.2: Identify and train investor-ready Switchers**

In each country, investor-ready Switchers (early-stage and growth stage) will be selected to take part in an intensive capacity building programme and in a public event in which they will be able to introduce their business ideas to a pool of investors.

6 to 8 Switchers will be selected in each country through a call for proposals. The project will strongly encourage the participation of Green Entrepreneurs targeted by the Switchers Support National Partnerships (A.2.1.5). The participants will be selected according to the quality of their green business ideas and their financing readiness. The training programme will cover 3 days’ common workshop plus 1 personalised day.

A Green Start-ups portfolio will be developed with the executive profiles of the businesses to be shared with the investors.

The activity will be implemented twice (Year 2 and Year 4) to reach 96-128 investor-ready Switchers (6-8 in each country for a total of 48-64 in the 8 countries for each year of implementation).

**Activity 2.2.3: Organize “Switchers Meet Investors” Events in the target countries**

With the objective of promoting financial deals between the trained Switchers and financial actors, a matchmaking event called “Switchers Meet Investors” will be organized in each country. During the event, the Switchers will be able to introduce their green business projects to a pool of investors (Pitch).

The events will bring together the Switchers and a minimum of 5 potential investors among the ones identified and which might be interested in the Start-ups’ green services and products for a potential investment. Other companies and organizations may also be invited looking for additional business-to-business matchmaking (customer, suppliers, etc.). In particular, industries key players supported through the Activity 1.2.4 will be invited to learn about Switchers’ green business ideas in their value chain sectors and be members of the jury. The event will last half a day and will include one-to-one meetings, depending on the interest shown by the investors invited to take part.

The pool of investors will select the best green business idea. The selected Switcher will be rewarded with an extra mentorship to assist them in finding the best financial solution for the needs of the business.

Particular attention will be placed in the follow-up of the contacts made between financial actors and entrepreneurs during the event. The number and value of the investments realized following the events will be monitored during the entire project period.

A total of 16 “Switchers Meet Investors” Events will be held by SwitchMed (2 per country).
Activity 2.2.4: Enhance the Switchers Fund

As mentioned above, in parallel to the activities undertaken at national level to promote match-making and financial deals between Green Entrepreneurs and financial actors, SwitchMed will also promote the engagement of investment networks and regional actors to promote access to finance mechanisms for green Start-ups at regional level.

During the first phase of SwitchMed, in partnership with the European Federation of Ethical and Alternative Banks (FEBEA), SCP/RAC has launched The Switchers Fund. The mission of The Switchers Fund is to bring seed finance to Mediterranean Green Entrepreneurs and circular Start-ups through a mix of grants, loans and equity participations. The role of the Fund is to identify and engage public and private organizations (public investors, multilateral organizations, development finance institutions, NGOs, foundations and private institutional investors) in order to increase access to finance for innovative green businesses in the Mediterranean. The regional impact fund will be targeted at the needs of the Switchers supported by SwitchMed through the BDSP (A.2.1.5.).

A successful start for The Switchers Fund has been to obtain the financial support from the Organization for Security and Co-operation in Europe (OSCE) and the Italian Government in order to launch a 90,000 € grant scheme: the “Award for young Green Entrepreneurs in the Mediterranean making a Social impact”. Through the Award, 6 Green Start-ups have been supported with 15,000 € euros each. OSCE committed to fund a second edition of the award in 2018.

On the basis of the positive results achieved so far, SwitchMed will continue during the second phase to enhance The Switchers Fund, actively identifying public and private organizations willing to build alliances to promote the creation of green, circular and social businesses in the Mediterranean region.

Planned activities include, among others, the following:

- The mapping of potential partners:
- Awareness-raising among the potential financial partners regarding Switchers’ financing needs and existing pipelines of Mediterranean green businesses projects;
- Engagement of new financial partners;
- Finance Switchers’ needs through the schemes developed in collaboration with the external partners (majorly through awards and grants, and eventually via loans and equity participations according to the support provided by potential partners).

The Mediterranean impact fund, looking to mobilize regional financial partners, will complement the activities at national level that will promote financial deals with local financiers.
COMPONENT II: Creation of an Enabling Environment

Outcome 2: Enabling environment for Resource Efficient and a Circular Economy created at national and regional level

This outcome aims to support the implementation of the Sustainable Consumption and Production Regional and National Action Plans developed under the first phase. Both Regional and National Action Plans have demonstrated the importance and usefulness of having a framework in place to guide actions that contribute to a shift towards SCP approaches and patterns.

At a regional level the program will develop a proposal of measures to acknowledge and support the development of green and circular businesses. This regional perspective will allow for a broad overview of the conditions among countries at different stages of transition towards a green economy. It will also allow for exchanges among countries to exchange experiences, best practices and lessons learned. At a national level the programme will continue supporting the implementation of NAPs in order to assist countries to put into actions their SCP priorities.

Output 3: Improved regional policy framework under the Barcelona Convention for the development of circular and green economy businesses

Since the Regional Policy Component started in 2012, the following Decisions have been adopted by the Contracting Parties of the Barcelona Convention:

- a Regional Action Plan on SCP focusing on 4 key economic sectors (COP19 – February 2016);
- a Regional Action Plan on Marine Litter (ML) integrating SCP measures (COP19);
- the 2016-2025 Mediterranean Strategy for Sustainable Development integrating the strategic Directions of the SCP Action Plan, as requested by the countries; and the 2016-2021 UNEP/MAP Mid-Term Strategy with SCP as crosscutting theme (COP19);
- a framework of SCP indicators for the Mediterranean (COP20 – December 2017).

In addition, a specific toolkit was developed in order to guide national policy makers in the development of SCP measures focusing on the key 4 economic sectors identified by the SCP Regional Action Plan (food, housing, tourism and goods manufacturing).

Next Phase

For the 2nd phase of SwitchMed, SCP/RAC, the component of UNEP/MAP, will narrow the focus of its actions at the regional level to specifically support the Creation and Development of Circular and Green Economy Businesses. It will built on the needs identified during the development of the SwitchMed I and detailed in the policy briefs that
have been developed on the basis of the results of the synergy workshops and on the basis of interviews with relevant stakeholders.

The activities to be developed under the framework of the Barcelona Convention include the preparation of a specific decision, the organisation of a business award and the connection between the SCP indicators system and the MEAL monitoring framework presented in output 2.1.

**Activity 3.1.1: Preparation of a Regional Decision on measures to support the development of green businesses and green employment in the region to be submitted for the consideration of the UNEP/MAP bodies**

Green businesses and green employment are acknowledged by the countries of the Barcelona Convention as key drivers *for the Green and Blue Economy in the Mediterranean region*. Actions to promote green jobs, green entrepreneurs and eco-innovation are of utmost importance in the southern Mediterranean countries with an abundant young population. Those actions have been identified as key in the reviewed Mediterranean Strategy for Sustainable Development (hereinafter MSSD), endorsed by the Barcelona Convention Contracting parties at COP19 in February 2019.

In particular, the review MSSD includes the following Strategic Objectives:

- Strategic direction 5.1: Create green and decent jobs for all, particularly youth and women, to eradicate poverty and enhance social inclusion
- Strategic direction 5.3: Promote sustainable consumption and production patterns
- Strategic direction 5.4: Encourage environmentally-friendly and social innovation
- Strategic direction 5.5: Promote the integration of sustainability principles and criteria into decision-making on public and private investment
- Strategic direction 5.6: Ensure a greener and more inclusive market that integrates the true environmental and social cost of products and services to reduce social and environmental externalities.

In the same line, the SCP Regional Action Plan for the Mediterranean calls for the creation of business models integrating a SCP approach in all areas, and for green businesses and jobs in the goods manufacturing sector in particular. The plan also continuously mentions the need to strengthen consumer awareness, educate for sustainable lifestyles, and improve information and products labelling in order to increase the demand for sustainable products.

Following the policy guidance from the MSSD and the SCP action Plan, the support to green business and entrepreneurs is identified as a strategic outcome under the SCP Chapter of the UNEP/MAP Mid-Term Strategy 2016 – 2021.

Based on the guidance provided by the MSSD and the Regional Action Plan, a proposal of Decision on regional measures to (i) acknowledge and to support the development of green and circular businesses and (ii) to strengthen the demand for sustainable products
and services provided by those green and circular businesses will be prepared for the consideration of the UNEP/MAP bodies.

The Decision may define a common standard or list of criteria for the definition of green and circular business and would identify regional measures to support the development of those businesses as strategic drivers in the transition to Mediterranean green economies. The approval of such Decision by the countries would provide for a common understanding on the definition of businesses for circular and green economy and would facilitate the design of measures to support the development of that type of business at the national level.

The work developed under the EU Circular Economy Package will be taken into consideration and the identification of the measures will follow a bottom-up approach. It will first be based on the findings and recommendations from the National Policy Briefs and the diverse national events and consultations (e.g. Sinergy Workshops, Switchers Meet Investors, etc.) developed by SCP/RAC during the first phase of SwitchMed and the priorities identified in the SCP-NAPs. Those identified measures will concern both production and consumption of sustainable products. The identified measures will be then submitted to regional consultations bringing together the National Focal Points of UNEP/MAP and other relevant stakeholders from the business, financial, sector, international organizations and civil society. That consultation process will enable the preparation of proposals for the consideration of the MAP bodies.

**Activity 3.1.2: Connecting the SCP indicators with the MEAL system**

During the 1st phase of SwitchMed, a set of SCP indicators has been developed and adopted by the Contracting Parties to the Barcelona Convention, together with the MSSD Sustainability Dashboard in December 2017. The indicators were selected among existing international indicators or new SDGs indicators (the experience of SEIS and IMAP has been taken into account during that exercise).

In addition, SwitchMed has successfully completed the design of a Monitoring, Evaluation, Accountability and Learning (MEAL) System with the objective of enhancing the way monitoring and evaluation provide evidences to improve strategic planning, project design and resource allocation and management. In embedding a monitoring and evaluation framework to each component, SwitchMed promotes adherence to existing regional strategies (the Regional Action Plan on SCP in the Mediterranean and the Mediterranean Strategy for Sustainable Development) mainstreamed within an ad-hoc measurement framework.

Under this activity, how information collected via the MEAL system can contribute to the SCP indicators framework will be studied. This process will also include the identification and establishment of baseline and trend analysis congruent with the SCP indicators list agreed by the Barcelona Convention Contracting Parties.
This activity will enable the assessment of the effectiveness that the support to the development of green and circular businesses has in the SCP progress in the region on the mid and long term and contribution to Good Environmental Status.

Activity 3.1.3: Celebration of the Mediterranean business award for environmental innovation

The reviewed MSSD adopted by the Contracting Parties of the Barcelona Convention identifies the creation and promotion of a Mediterranean Business Award for Environmental Innovation as one of its Flagship Initiatives to promote sustainable development in the region.

The organization of that Award would recognize, reward, encourage and promote the efforts of entrepreneurs to incorporate environmental innovation and eco-design in the production process, to foster a cross-cutting approach and knowledge transfer, and to boost circular economy solutions and the consumption of sustainable products and services in the Mediterranean. The award will also facilitate the identification of leverage points at the regional level to further support the efforts of those change-makers. Those leverage points will be considered during the preparation of the decision for the Barcelona Convention Contracting Parties (A.3.1.1). Likewise the criteria on green and circular business provided by the Decision would be followed in the selection process for applicants in the organization of the Mediterranean Award.

The organization of a pilot Award will build on the successful pilot experience developed under SwitchMed I through the technical support of the Catalan Waste Agency, SCP/RAC’s hosting Agency. 45 applications from 11 Mediterranean countries were received and 150+ participants from Mediterranean countries attended the Award Ceremony held during SwitchMed Connect 2015. The skills and large experience of the Catalan Waste Agency to support the management and the technical process of such an initiative has been specifically acknowledged by the Mediterranean Commission for Sustainable Development (MCSD) who has supported the Eco-Design Award organized by the Agency as a strong basis for the organization of the organization of the Mediterranean award.

The organization of the pilot edition of the Mediterranean Business Award for Environmental Innovation under SwitchMed II will provide visibility to the Award and facilitate that UNEP/MAP identifies donors that shall ensure voluntary contributions to sustain the initiative after SwitchMed II. In parallel SCP/RAC will draft the TOR of the Mediterranean Award in collaboration with the UNEP/MAP Coordinating Unit, who will submit it to a broad consultation process involving representatives of the Barcelona Convention countries and relevant stakeholders from the business, financial, sector, international organizations. The TOR of the Award will be submitted to the endorsement of the MSSD with a view to submit to the formal approval of the Contracting Parties.

The long-term sustainability of the Award will be targeted by the updated Resource Mobilization Strategy of UNEP/MAP recently adopted by the Contracting Parties to the Barcelona Convention. Accordingly, the new editions of the award will be submitted to the decision of the Countries, through the UNEP/MAP Programme of Work for the next years.
Likewise, an outreach campaign and a well-structured communication will ensure awareness of the Award and tailoring of messages for the various categories of possible donors.

**Output 4: Support the implementation of the SCP NAPs**

Under SwitchMed II the UN Environment’s Economy Division will work in close collaboration with the project countries in developing and strengthening tools and methodologies to support government commitments to the 2030 Sustainable Development Agenda with a special focus on implementing the SCP NAPs developed under phase one. Multi-stakeholder, nationally owned and driven processes will engage governments, private sector, consumers and civil society organizations in the implementation of behavioural changes required to fulfil those commitments, and development of sustainable products, services, and markets and support the emergence of more sustainable lifestyles oriented by available and accessible consumer information tools.

Under this component the Sustainable Consumption and Production National Action Plans provide the clear context to ensure the long-term vision and sustainability of the SwitchMed program. UN Environment’s Economy Division will build upon and complement the results and achievements of all partners involved in the first phase of SwitchMed, of projects like “Resource Efficiency and Eco-innovation in Developing and Transition Economies”, the work and programs delivered under the 10 Year-Framework of Programmes on Sustainable Consumption and Production patterns (“One Planet Network” or 10YFP) and over 15 years of institutional experience and expertise on Sustainable Consumption and Production, Resource Efficiency, Green Economy and – as institutional focal point on Circular Economy.

The outcomes of such projects and initiatives demonstrated that the implementation of circular economy and eco-innovation approaches have significant positive impacts on the environment, the profitability of the business, as well as the society, leading to more sustainable value chains. However a more significant shift can be achieved with more predictable public policies, increased technical understanding and access to financial mechanisms that, beyond large companies, also target SMEs. Moreover, transitioning towards SCP requires a shift towards more sustainable lifestyles. This entails tackling the complex arena of consumer behaviour. The shift cannot be left to individual actors, it requires government support through a broad package of policy tools, and thus special focus will also be given to consumer behaviour through consumer information on SCP practices.

Output 4 will further support the countries in reviewing and monitoring their Sustainable Consumption and Production National Action Plans and continuing reinforcing national ownership and the development of national policy frameworks on Sustainable Consumption and Production.

National support packages will provide guidance on actions – at policy and at implementation level - that will further assist countries in their shift towards Sustainable
Consumption and Production patterns, on the basis of priorities which have been set in the national action plan of each country. This effort will help build circularity and Sustainable Consumption and Production systems in the economies of the countries and will promote new paradigms in the use of resources in the countries and in the region. The initiatives of the project will help address the limiting factors that governments face, including limited access to technical knowledge and relevant tools and methodologies, incomplete understanding of the implications of the shift to Sustainable Consumption and Production and circular economy within a national context, and a limited understanding of the mix of policy instruments required to foster a system wide transformation of consumption and production patterns. UN Environment’s Economy Division in close collaboration with the project countries will count on the inputs and findings developed in all SwitchMed components to assure successful and sustainable nationally owned policy level interventions at country level.

**Output 4.1: Monitoring and review of the Sustainable Consumption and Production National Action Plans**

Output 4.1 will continue to strengthen Sustainable Consumption and Production relevant environmental governance and policy frameworks in the Southern Mediterranean region, building on the policy frameworks developed under SwitchMed, including the Sustainable Consumption and Production National Action Plans, the Regional Sustainable Consumption and Production Roadmap and Action Plan under the Barcelona Convention, and the national Sustainable Consumption and Production and Resource Efficiency policies and initiatives as showcased by the national governments in their Sustainable Development Goal 12 reporting.

UN Environment will work with the countries in the review, monitoring and implementation of their Sustainable Consumption and Production National Action Plans (SDG target 12.1) developed under the first phase of SwitchMed. Building on the successful practice promoted in the first phase policy component, country specific support packages will be developed. These will be designed in coordination and in close consultation with the national Governments of the project countries and in-line with the respective national priorities – as expressed in the Sustainable Consumption and Production National Action Plans.

**Reinforcing the implementation of the Sustainable Consumption and Production National Action Plans through progress monitoring**

The Sustainable Consumption and Production National Action Plans were developed under SwitchMed I and are currently being implemented by the national governments. While there is no need to repeat the whole process and develop new Sustainable Consumption and Production National Action Plans. There is a clearly expressed request from countries towards UN Environment to continue providing advisory services in reviewing, monitoring progress and reinforcing the implementation of the Sustainable Consumption and Production National Action Plans, taking in consideration the recent developments in the international, regional and national context.
Methodology

It is important to monitoring the progress towards political SCP objectives of the countries and monitoring trends in areas of key relevance to SCP, in which the national governments will be suggested to follow changes in important areas of high environmental and social significance of consumption and production. The policies to encourage sustainable consumption must look beyond individual choices. They should address the whole system within which consumption takes place and seek to address the social and physical infrastructure that enables sustainable consumption.

Following a consultation process with each country to understand their needs and requests to further strengthen national ownership, a roadmap for the reinforcing and monitoring progress of the National Action Plans with detailed objectives, outputs and activities will be developed. This will also allow integration of the lessons learned by all partners involved in SwitchMed I and growing international experience of the connection between Sustainable Consumption and Production and the SDGs (including the outcomes and decisions from HPLF 2018 and UNEA-4 in first quarter 2019). It will also allow integrating the lessons learned and outcomes of SwitchMed I (regional Sustainable Consumption and Production Action Plan, MED TEST II scaling-up roadmaps, white papers developed by SCP/RAC of the UNEP/MAP and the green entrepreneurship roadmaps). A special focus will concentrate on establishing strong linkages between the country owned Sustainable Consumption and Production National Action Plans and the growing international experience of the connection between Sustainable Consumption and Production and the SDGs (including the outcomes and decisions from HPLF 2018 and UNEA-4 in first quarter 2019), as well as national responses to the Paris Agreement. Under this component UN Environment will concentrate its support to the eight project countries to assure effective monitoring of the progress in the implementation of the Plans and support to countries in their annual SDG reporting. A process of peer-to-peer exchange between Switch countries (Asia, Africa and Med) and the possibility of exporting the SwitchMed expertise to other countries will be defined and implemented.

Each national process will be tailored to official requests from the national governments, the services supported through this project may include:

(i) **New context:** Take into account the current priorities in the national, regional and international context. Several National Action Plans have no reference to the Sustainable Development Goals and the 2030 Agenda yet. This will also be an opportunity to streamline the action plans with the Regional Sustainable Consumption and Production action plan for the Mediterranean, the priorities of the United Nations Environment Assembly and EU work streams.

(ii) **New sectors:** Covering sectors and areas that were not covered in the first generation of the National Action Plans. Several countries have already requested support from UN Environment to develop additional sectoral or thematic in the field of Sustainable Consumption and Production Plans. Such support could be delivered upon clear request from countries and under the
condition that already existing sectoral plans have been disseminated and implementation has started.

(iii) **Integration in National Policies:** Support the further integration of the Sustainable Consumption and Production National Action Plans into national policy frameworks (e.g. sustainable development strategies, national green growth or green economy strategies, circular economy strategies). This process has started in several countries and needs to be further strengthened to bring all aspects of Sustainable Consumption and Production into national and sectorial policies.

(iv) **Advocacy around Sustainable Consumption and Production National Action Plans for sustainable funding:** UN Environment’s over ten year experience in developing and implementing Sustainable Consumption and Production National Action Plans will be a comparative advantage for countries in promoting their objectives and content with public and private sector stakeholders, with civil society and media, with a special focus on presenting plans for resource mobilization in national and international fora;

(v) **Reinforcing national capacity on Sustainable Consumption and Production:** Work in collaboration with countries on reinforcing national expertise in sectorial ministries, coordination mechanisms like national Sustainable Development Goals Committees, private-public entities, consumer organisations and civil society / media;

(vi) **Develop national monitoring mechanisms:** UN Environment will work in close coordination with the national governments in establishing mechanisms and methodologies to assure annual monitoring and reporting of progress of the implementation of the SCP-NAPs. This reporting will contribute to the national SDG reporting mechanism already in place.

**Expected Results/Outcome:** Countries have further reinforced their national ownership of the Sustainable Consumption and Production National Action Plans and updated their Sustainable Consumption and Production National Action Plans that respond to the international agenda in 2019 (SDGs and 2030 Agenda, HLPF 2018, UNEA 4, 2019), are nationally owned and reflected in national policies (laws, regulations, national strategies) and have mobilized significant funding for its implementation.

The following activities are foreseen (based on national requests and needs):

**Activity 4.1.1** – Support a nationally driven consultative process / mechanism to ensure continuous national ownership and monitoring of the SCP-NAP implementation on an annual basis;

**Activity 4.1.2** – Ensure annual reporting on SDG 12 through the establishment of a system of annual briefs in line with the countries’ reporting mechanisms on Agenda 2030;

**Activity 4.1.3** – Provide advisory services and technical support to continue reinforcing national capacity on SCP and create awareness on technical SCP issues;
**Activity 4.1.4** – Strengthen the dissemination of the SCP-NAPs and the engagement of national stakeholders, with a special focus on sectoral actors and business associations, consumer associations and civil society organisations (including academia) to ensure a large endorsement by the national community for the implementation process and gender consideration will be included;

**Activity 4.1.5** – Provide support to governments in developing mechanisms for funding opportunities and resource mobilization to advance the implementation of the SCP-NAPs;

**Output 4.2: Enabling policy frameworks established at national level through successful implementation of projects**

UN Environment’s support under SwitchMed II will be on working in close collaboration and coordination with the project countries in implementing a number of activities and projects that are direct outcomes of the Sustainable Consumption and Production National Action Plans. A special focus will be on work streams that directly involve and/or benefit private sector- especially SMEs, consumers and civil society in their role in advancing circularity and sustainable consumption and production practices.

These activities and projects will be selected in a consultative process with national stakeholders to strengthen a nationally owned and driven process and will focus on the implementation of concrete actions tackling the barriers faced by key players responsible for the shift towards Sustainable Consumption and Production patterns and the reinforcement of Circular Economy. Under the first phase of SwitchMed a similar approach was successfully tested by UN Environment in implementing demonstration projects in four countries (Egypt: national plastic bag initiative and Sustainable Public Procurement; in Israel: Sustainable Public Procurement, eco-innovation and Consumer tools; in Jordan: eco-innovation and waste management in the tourism sector; and eco-tourism and sustainable agriculture in Palestine). A number of laws, bylaws and national initiatives are direct outputs of the demonstration projects in these four countries and create positive incentives for sustainable consumption patterns.

The specific objective of this component is to develop enabling policy frameworks that support the role of private sector but also of consumers in building circularity in the economy through Sustainable Consumption and Production tools, thus measuring progress in the implementation of the Sustainable Consumption and Production National Action Plans (SDG 12 reporting). Based on the national priorities expressed in the eight Sustainable Consumption and Production National Action Plans, the activities/projects will focus on developing specific tools, methodologies, as well as policy driven, voluntary, information and regulatory measures which enhance the resource efficiency of the national and regional economy. The measures will either be specific to individual sectors such as food ([http://www.oneplanetnetwork.org/sustainable-food-system](http://www.oneplanetnetwork.org/sustainable-food-system)), tourism ([http://www.oneplanetnetwork.org/sustainable-tourism](http://www.oneplanetnetwork.org/sustainable-tourism)), housing and mobility ([http://www.oneplanetnetwork.org/sustainable-buildings-and-construction](http://www.oneplanetnetwork.org/sustainable-buildings-and-construction)); or of a cross-cutting nature, such as, eco-labelling ([http://www.oneplanetnetwork.org/consumer-...](http://www.oneplanetnetwork.org/consumer-...))

**Delivering impact – a Distributed Approach**

Delivering impact means making programs, platforms and initiatives “fit for purpose” in local contexts, using terminology, approaches as well as coordination and management arrangement adapted to local needs and customs, i.e. initiatives that are fully grounded in national priorities.

Private sector champions are demonstrating a growing interest to join hands with UN Environment in promoting circularity and adopting Sustainable Consumption and Production practices. Taking advantage of businesses’ interest and engaging them across the different initiatives and actions which UN Environment will take to build circularity in tomorrow’s economy is strategic.

**Methodology**

The design of the implementation activities will be based on an interactive process with the project countries. Identification will be guided by the following criteria: (i) contributing to existing / ongoing national Sustainable Consumption and Production / Green Economy / Circular economy related policy or planning processes that directly address regional, national or international commitments and priorities; (ii) contributing to the implementation of the Sustainable Consumption and Production National Action Plans; (iii) contributing to the engagement of SMEs, governments and consumers in the sectoral / thematic work proposed by the project country; and (iv) alignment of the suggested thematic work with eco-innovation, circular economy, life cycle thinking or one of the six accelerator programs of the 10YFP/One Planet Network: buildings and construction, food systems, lifestyles and education, tourism, public procurement and consumer information.

The identification of selected projects will take place through a national consultation process involving relevant national stakeholders and under the leadership of the national governments in close collaboration with UN Environment. The final selection of the implementation activities (the themes on which the implementation activities will focus may be more than one) will be a joint decision between the project countries and UN Environment, and it will be coordinated with the EC delegations and other relevant stakeholders.

The implementation activities/projects will be in an area where there is an expressed national interest, a strong potential for national ownership in the implementation and a high potentials for short, medium and long-term tangible results that can further support their replication and the switching towards Sustainable Consumption and Production and Circular Economy.
A range of tools (methodologies, analytical tools, training material, guidelines, etc.) developed by UN Environment, on implementing Sustainable Consumption and Production activities at country level will be used. Implementation will build on expertise and collaboration established under past and on-going UN Environment programs, projects and related activities where an added value has been proven. The outputs and lessons learned from SwitchMed I will also be taken into account and good practices integrated in the implementation. Gender considerations will be respected in the implementation and gender data will be collected and analysed in all project outputs. The aim is to come up with concrete implementation activities that will address specific needs expressed by national stakeholders and that will translate into tangible “on the ground” action in the country. UN Environment will actively seek new partners from the range of stakeholders with an interest in Sustainable Consumption and Production, to expand and strengthen current networks and “communities of practice” on Sustainable Consumption and Production and Circular economy.

**Expected Results**

1) Implementation of policy enabling activities based on the priorities of the Sustainable Consumption and Production National Action Plans through nationally owned multi-stakeholder processes.

2) Implementation activities on the ground will aim to effectively change patterns of consumption and production among producers and consumers;

3) Private Sector, with a special focus on SMEs increase resource efficiency and adopt sustainable and circular economy practices, thereby strengthening their positioning in value chains and markets;

4) Consumers will have access to adequate information and products to allow them to switch towards more sustainable lifestyles and products;

5) Enabling policies facilitating the shift towards Sustainable Consumption and Production and Circular Economy developed to fulfil some of the respective SDG indicators, not only limited to SDG 12 and indicator 12.1, but also others, depending on the national priorities.

6) Contribution made to the framework of indicators of the 10YFP/One Planet Network including on impact level of resource efficiency: material use, waste reduction, energy use efficiency; environment impact of GHG emissions reduction, reduction of air, soil and water pollutions, biodiversity conservation; and human well-being of Gender, decent work and health.

**Expected long-term impacts:** The private sector, including existing and new SMEs, have reduced their impact on the environment and generate a positive contribution to society.

Consumers in the project countries will have access to information and policies promoting and facilitating access to sustainable products and encouraging sustainable lifestyles;

National policy environment will create incentives for switching towards SCP and Circular Economy;

The following activities are foreseen:
Select implementing projects

**Activity 4.2.1.** Organize consultative processes to identify and select national implementing projects in line with the priorities set in the National Action Plans;

**Activity 4.2.2.** Conduct national needs assessment for each implementing project;

**Activity 4.2.3.** Design of a detailed work plan, monitoring and organizational framework (division of responsibilities, key partners, activities, timeline, milestones and deliverables for each implementing project).

Implementing projects successfully deliver impact

**Activity 4.2.4.** Organize national training/capacity building sessions including training of trainers (ToTs) targeting at 60 national officials/stakeholders per country successfully trained (including gender implications);

**Activity 4.2.5.** Deliver advisory services and technical assistance via field trips, mentoring and coaching meetings/working sessions to stakeholders;

**Activity 4.2.6.** Develop and / or adapt tools, methodologies and guidelines to national contexts (including translation into national languages and gender consideration);

**Activity 4.2.7.** Draft and validate upscaling and replication strategies;

**Activity 4.2.8.** Under the leadership of the government, engage all relevant stakeholders considering the gender balance in the implementation of the project activities;

**Activity 4.2.9.** Conduct evaluation and documentation of project outputs and outcomes, lessons learned, good practice;

**Activity 4.2.10.** Deliver advocacy campaigns for dissemination and knowledge sharing through organization of national/regional/international/ events with high-level participation of governments.
COMPONENT III: Coordination, networking and communication

Outcome 3: provide overall coordination and ensure the smooth exchange of information at the programme level. The activities are structured in order to streamline communication among both internal and external partners, to promote visibility of the Action and ensure a regional approach to the SwitchMed II initiative.

Output 5: Networking Facility

In the first phase of the Programme, under the Output ‘Exchange & Synergise’, the Networking Facility increased the visibility of the SwitchMed activities (circa 150,000 webpage views annually, 8000+ social media followers), facilitated exchange among the members of the SwitchMed community (600+ participants connected at the annual events SwitchMed Connect with 90% satisfaction) and outreached to key external stakeholders (20+ strategic partners).

In addition, under the Output ‘Scale & Impact’, the NF supported the demonstration components to develop scaling up studies and roadmaps contributing to their long-term sustainability. Furthermore, an impact-monitoring framework and set of impact communications materials have been developed for wide dissemination.

Finally, under the Output ‘Business Networks’, the NF played a key role in the creation of an innovative instrument for enabling access to finance for the green entrepreneurs, the Switchers Fund, which can be seen as a spin-off of the Programme.

In the second phase, the Networking Facility will continue providing highest possible visibility to the achievements of the Programme’s components and facilitating exchange of lessons learned within the community as well as with relevant stakeholders and initiatives in the region. For this, the communications strategy will be revised in line with the second phase of the overall programme and the partners will be supported in its implementation. The NF will continue to manage the SwitchMed website, the Switchers website, the newsletters and the social media channels. The NF will also organise two regional SwitchMed Connect events in collaboration with the implementing and strategic partners.

Based on the experience gained by the Facility during the first phase of SwitchMed on the potential of the programme to perform as catalyser of the consumption of sustainable services and products in the Mediterranean, the Facility will explore various on-line approaches, with the guidance of the implementing partners, to foster sustainable consumption and to shift demand for sustainable products and services impacted by the Programme.

Output 5.1: Enhanced dissemination of the SwitchMed Programme results

Activity 5.1.1: Management of the SwitchMed Website, Newsletters and the Social Media Channels
The communications and social media strategy of the SwitchMed Programme prepared during Phase I will be revised and updated according to the new set of activities of the other two components. In addition, the process will be aligned with the development of a Global SWITCH communication strategy with the aim of increasing the visibility of all SWITCH Programmes and the other key Green Economy/SCP Programmes (as agreed at the SWITCH to Green Coordination Meeting in October 2017). The Networking Facility will be involved in this joint process that will leverage on the combined capacities of all SWITCH programmes. The Facility will also identify potential synergies between the SwitchMed’s communications & social media strategy and other Programme’s communications & social media activities.

The current SwitchMed web-platform content, feel & look as well as the technical specifications will be updated in accordance with the needs of the SwitchMed II Components.

The SwitchMed web-platform will be managed in collaboration with the implementing and national partners to provide the target audience with the state-of-the-art information on activities providing support for green and circular businesses and an enabling policy environment. Based on the lessons learned during SwitchMed I, each pillar will be managed according to a work plan coordinated by the Networking Facility, while the updates will be carried out directly by the implementing or national partners. In this regard, partners should provide detailed input regarding the planning of their activities (i.e. events, major milestones to be shared as news items) and a list of communication material they intend to develop under their Outputs to help the NF plan its activities. The website will be in English and French language and the key information will be in Arabic.

The aim of this activity would be to increase awareness on the knowledge generated by the SwitchMed Programme.

**Activity 5.1.2: Organisation of the Regional Dissemination and Networking Events**

Two SwitchMed Connect events will be organised with the aim of exchanging knowledge among the regional and national key stakeholders of the Programme and disseminating the results of the Programme. As done in the Phase I, the Networking Facility will assume the curator and organiser role for the event in full collaboration with the implementing partners.

In addition, the NF will take the lead in organising representation of the SwitchMed Programme activities at key events like the EDD, SWITCH-to-Green Coordination Group meetings, etc.

**Output 5.2: Increased support to the consumption of sustainable products and services**

**Activity 5.2.1: Stimulation of demand for sustainable products and services (via an open innovation platform and the Switch-products platform)**

Having been established as a tool for giving visibility to the products and services of the SMEs impacted by the SWITCH Programmes, the SWITCH-products platform will continue
to be maintained and expanded in collaboration with the SWITCH-Asia Network Facility featuring up to 100+ sustainable products and services. Furthermore, 8+ sustainable product retailers and distributors such as Green Pioneer and Viva Terre will be engaged to stimulate demand for these products and services. International media outlets running stories related to sustainability, green lifestyle and eco-friendly products in the SwitchMed target countries and the EU countries will also be associated with the SWITCH-products platform.

Based on the background study and the session outcomes of the SwitchMed Connect, open innovation approach will be used to match the seekers of green and circular business solutions and with the providers (demand and supply sides). A partnership agreement will be signed with an open innovation platform (possibly with Yomken being the only regional and sustainability motivated one in the region). The Networking Facility will acquire seekers from both Component 1 and Component 2 (SMEs, start-ups, public authorities) and facilitate formulation of their environmental challenges to be posted on the platform. At the same time, the Facility will call for providers from the SwitchMed community, support them to respond to the challenges and post their offers on the platform. It is aimed to achieve 8+ successful matches including grants that can be provided by the seekers of solutions i.e. SMEs, entrepreneurs, public agencies or acquired from the Switchers Fund (if any matching investors found). The platform will eventually facilitate cross-component synergies and creation of a safe market place for the beneficiaries of the Programme (as in the case of Socialab platform).

For the simulation of demand for sustainable products and services, strong collaboration will be established with the UNCTAD National Green Export Review (NGER) Programme in line with the collaboration that started during the first phase of the SwitchMed programme in Lebanon and Morocco for creating demand for the new products and services created. In this sense, synergies will be established with this Output of the SwitchMed Programme and the implementation of a new round of country projects under the UNCTAD NGER. For the long-term sustainability of both platforms, a revenue model will be developed and piloted.

**Output 6: Programme Management**

This Output has the aim of providing an overall framework for the coordination and monitoring of the programme. SwitchMed II is a multi-stakeholder initiative implemented by different partners (UNIDO, UN Environment Economy Division and SCP/RAC of UNEP/MAP), each bringing their own specialized area of expertise, experience and competitive advantage. Under a direct management agreement with the European Commission UNIDO is responsible for overall programme management and coordination of SwitchMed II; however, each organization will be responsible for the management and monitoring of their respective outputs, as well as liaising with the other implementing partners to ensure synergies and cooperation. A Programme Management Unit (PMU) will be established in UNIDO to coordinate programme level actions (see section 6.3 for more details on the PMU).
In addition to the activities listed below, the PMU will coordinate all programme-level EU initiated Result Oriented Monitoring (ROM), evaluations and/or verifications, as needed. The PMU will also organize periodic communication among all partners, whether through in-person meetings or tele/video-conferences.

The following activities are foreseen:

**Activity 6.1:** Overall coordination of the project in systematically liaising with partners and national key stakeholders, overseeing delivery and effective collaboration between project’s components

**Activity 6.2:** Organize and conduct annual steering committees and bi-annual coordination group meetings

**Activity 6.3:** Consolidation of the periodic narrative and financial reporting, both progress and annual reports

**Activity 6.4:** Conduct an independent, terminal evaluation of the overall programme, for which each partner will provide relevant input and contacts

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### 6. Stakeholders and Implantation Arrangements

#### 6.1 National Stakeholders

In order to achieve the programme goals a multi-stakeholder approach is needed. The programme will involve a range of actors including Government officials, industries, entrepreneurs, business support organizations and civil society, among others. The following table summarizes the main stakeholders of the project.

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Type and level of involvement in the project</th>
<th>Capacity Gaps</th>
<th>Desired future outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministries responsible for industry and/or economy</td>
<td>A representative from the Ministry of Industry (or Ministry of Economy) will be one of the two National Focal Points(^{22}) of the programme and will be a member of the Steering Committee. The line ministries will be involved in activities such as trainings and awareness</td>
<td>Cross-sectoral cooperation and information sharing is weak among Ministries. Lack of integration of environmental aspects in economic development policies.</td>
<td>Improved cooperation across sectors. Increased capacity for better informed decision-making to introduce SCP principles and best practices into regulatory framework. Increased capacities to implement SCP actions</td>
</tr>
</tbody>
</table>

\(^{22}\) Terms of Reference will be developed for the NFPs during the inception phase in order to have clarity on their role and responsibilities in the project.
<table>
<thead>
<tr>
<th>Ministries responsible for environmental matters</th>
<th>raising (among others), They will be kept informed of the project progress and results, and will be consulted in key decision making, such as the identification and prioritization of beneficiaries or key stakeholders.</th>
<th>Departments/ units within the Ministries face a lack of human/expert capacities and financial resources therefore cannot fully fulfil their role of enforcement of environmental regulations or the development of policies that create and enabling environment for SCP in the private sector.</th>
<th>Improved cooperation across sectors. Increased capacity for better informed decision-making to introduce SCP principles and best practices into regulatory framework. Increased capacities to implement SCP actions in the country.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other line ministries, regional governments and municipalities</td>
<td>A representative from the Ministry of Environment will be one of the two National Focal Points and will be a member of the Steering Committee. Environment ministries are the key actors regarding the development and implementation SCP NAPs. They will be kept informed of the project progress and results, and will be consulted in key decision making, such as the identification and prioritization of beneficiaries or key stakeholders.</td>
<td>Will be involved in awareness raising, training and consultation activities, as relevant.</td>
<td>Lack awareness on SCP practices, as well as principles of Circular and Green Economy. Broader national ownership of actions to transition towards a Circular and Green Economy.</td>
</tr>
<tr>
<td>Sustainable Production service providers (e.g. technical centres, RECP centres, consultancy firms, etc.)</td>
<td>Potential national partners for project execution, based on experience from first phase; dissemination of information and knowledge products through networks.</td>
<td>Lack of capacity to offer resource efficient solutions to businesses on a commercial basis.</td>
<td>Increased understanding and capacity to provide technical and other support to SMEs on implementing RECP actions.</td>
</tr>
<tr>
<td>Category</td>
<td>Description</td>
<td>Challenges</td>
<td>Benefits</td>
</tr>
<tr>
<td>----------</td>
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</tr>
<tr>
<td>Business Development Service Providers (BDSP)</td>
<td>Partners for project execution. The selected BDSP will be comprehensively strengthened through capacity building and the transfer of green business development methodologies and tools applied during the first phase of SwitchMed.</td>
<td>Limited capacity or knowledge on how to incorporate SCP or environmental best practices in business development programmes.</td>
<td>Integrate eco-design, eco-innovation and life cycle assessment in their business development services and tools.</td>
</tr>
<tr>
<td>Union for the Mediterranean (UfM)</td>
<td>The UfM will be a member of the Steering Committee as such close cooperation will be carried out with their activities, including relevant regional dialogues and initiatives.</td>
<td>Not applicable</td>
<td>Strengthened collaboration through relevant regional dialogues and initiatives.</td>
</tr>
<tr>
<td>Non-state sector, especially civil society, women or youth groups, etc.</td>
<td>Local partner institutions for workshops and capacity building activities; dissemination of information and knowledge products through networks; and partner institutions for awareness raising campaign and consultation processes; possible implementing partners for projects;</td>
<td>Lack of understanding, experience and expertise on SCP/Circular Economy Limited capacity to effectively raise awareness on SCP/CE beyond ‘green’ groups.</td>
<td>Increased involvement and engagement in supporting countries’ transition to more sustainable practices. Enhanced, national level, ownership of activities by a more diverse group of stakeholders.</td>
</tr>
<tr>
<td>Chambers of Commerce and Business</td>
<td>Representation of members and participation in consultations / workshops; dissemination of information and knowledge products through networks.</td>
<td>Lack of experience/ knowledge of SCP and resource efficiency approaches.</td>
<td>Increased ability to offer innovative services to members to make them more competitive and contribute to a Green Economy and reaching the SDGs.</td>
</tr>
<tr>
<td>Schools and Universities</td>
<td>Local partner for the development and adoption of SCP material in curricula and dissemination of the materials available.</td>
<td>Limited awareness, knowledge and capacity for development and launch of SCP/CE courses.</td>
<td>Increased understanding, capacity and support for integration of SCP and CE elements into education curriculum and courses.</td>
</tr>
</tbody>
</table>
National, regional and international financiers

<table>
<thead>
<tr>
<th>Relevance</th>
<th>Limitations</th>
<th>Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relevant financial actors will be identified and engaged in the programme. Match-making activities will bring together financiers and green and circular businesses.</td>
<td>Limited support to MSMEs and lack of knowledge of potential for investments in green technologies. Lack of knowledge about cases of investor-ready green start-ups operating in different green economy sectors</td>
<td>Stronger support to finance green investments in industries and green entrepreneurs/start-ups.</td>
</tr>
</tbody>
</table>

6.2 Implementing partners

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

This action will be coordinated by the United Nations Industrial Development Organisation by indirect management with the European Commission.

UNIDO and the European Commission will sign a Delegation Agreement for the implementation of the Action. Subsequently, as lead partner, UNIDO will sign a Cooperation Agreement with the implementing partners. The agreement with UN Environment will be based on the standard UN Agency to UN Agency Contribution Agreement, and with SCPRAC UNIDO would sign a subcontract. As the Action has been developed jointly among all partners, and in agreement with the EC, UNIDO will issue Agreements/contracts directly with the implementing partners, without a tender.

Each organization brings its specialized expertise and experience to the initiative. The following provides a brief description of the added value each implementing partner provides to the overall initiative and the complementarity between the partners.

**UNIDO**

As the UN's specialized agency responsible for inclusive and sustainable industrial development, UNIDO supports countries by working with the Government and the private sector to strengthen economic development, while at the same time promoting an environmentally sustainable industry. Through the TEST programme, UNIDO has demonstrated that industries can increase their productivity and become more
competitive, while improving their environmental performance. By working directly with the private sector, UNIDO has the advantage of being able to provide experience-based information to policy makers to help create an enabling environment which supports the transition towards a green and circular economy. UNIDO and UN Environment have collaborated through the RECP programme for over 20 years, including through the RECPnet, which works in over 60 countries demonstrating that the approach is applicable across a wide variety of sectors and economic conditions.

UNIDO has a long and well established history of promoting resource efficiency and cleaner production in the Mediterranean region, starting with support to the establishment of multiple Cleaner Production Centres in the early 2000s, to the successful implementation of MED TEST I and II. Through a unique UNIDO methodology (TEST) and a comprehensive technical assistance package, demonstration industries and a pool of service providers have been supported to access eco-innovative technologies while acquiring new skills to better manage their processes to greater production efficiency in the use of natural resources, in the reduction of waste and energy consumption, which ultimately contribute to circular economy and economic growth in the region. Furthermore, UNIDO has a historical working relationship with the Ministries of Industry, which is instrumental for gaining access to large number of SMEs in the countries.

Since 2003 UNIDO has adhered to the Financial and Administrative Framework Agreement (FAFA) between the European Commission and the United Nations. In compliance with the EC’s requirements UNIDO passed a first “four pillar assessment” in 2008. In February 2015 UNIDO successfully passed a new, extended “pillar assessment” (including accounting, internal control, audit, procurement, sub-delegation) conducted by the EC. Furthermore, UNIDO’s performance has been assessed several times by the EC and the European Court of Auditors (ECA).

It is expected that each set of activities to be implemented in the target countries will be governed by the provisions of the Standard Basic Cooperation Agreement concluded between the Government of the recipient country concerned and UNIDO or – in the absence of such an agreement – by one of the following: (i) the Standard Basic Assistance Agreement concluded between the recipient country and UNDP, (ii) the Technical Assistance Agreements concluded between the recipient country and the United Nations and specialized agencies, or (iii) the Basic Terms and Conditions Governing UNIDO Projects.

United Nations Environment Programme

The United Nations Environment Programme (UN Environment) is a leading global environmental authority that sets the global environmental agenda, promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system, and serves as an authoritative advocate for the global environment. Its mission is to provide leadership and encourage partnership in caring for
the environment by inspiring, informing, and enabling nations and peoples to improve their quality of life without compromising that of future generations.

**UN Environment Economy Division**

The Economy Division has a recognized competency on Sustainable Consumption and Production (SCP) at methodological level. From the early 1990s onwards, UN Environment built a programme on Sustainable Consumption and Production (SCP), now reflected in one of its seven sub-programmes – that on “resource efficiency”. Sustainable consumption and production is a key work focus and is about promoting resource and energy efficiency while providing access to basic services, green and decent jobs and a better quality of life for all. The implementation of sustainable consumption and production as an integrated approach helps to achieve overall development plans; lower economic, environmental and social costs; strengthen economic competitiveness; and reduce poverty. The Economy Division’s work focuses on:

- Engaging with governments in their transition to inclusive green economies;
- Fostering partnerships with business and industry for cleaner production and green investments;
- Influencing consumer information and choice for sustainable lifestyles; and
- Strengthening and communicating the knowledge and scientific base for resource efficiency and sustainable consumption and production.

Building on the science derived from the International Resource Panel and the Life Cycle Initiative, and knowledge generated by different teams, in collaboration with internal and external partners, UN Environment is working in partnership with governments, businesses and civil society in these three thematic areas:

**Planning, Policy and Strategy**, including macroeconomic and sectoral analysis and modelling to illustrate impacts of different investment and policy options on economic growth, employment, inequality, climate resilience and environmental sustainability

Supporting **Innovation and Solutions**, through technology development and deployment, which enable circularity across international trade and global value chains; and which include a focus on consumer information and behaviour; and

Re-directing **finance and investment** into green sectors and for “greening” brown sectors, providing fiscal and economic policy analysis in order to decarbonize, decouple and detoxify our economies.
UN Environment has been at the core of constructing and coordinating implementation networks for the shift to SCP patterns with the participation of private sector, leading academic and research institutions. These include those of resource efficiency and cleaner production (RECPnet) with UNIDO, the Global Sustainable Tourism Criteria with UNWTO, the sustainable rice platform with the International Rice Research Institute (IRRI) and the Life Cycle Initiative with Society of Environmental Toxicology and Chemistry (SETAC), and the Sustainable Public Procurement Initiative (SPPI) led by UN Environment itself. The secretariat for the International Resource Panel (http://www.resourcepanel.org/), also located in UN Environment, draws on the knowledge and analysis of more than 30 international scientists to set out the rationale and focus for efforts to design and implement policies to support this shift SCP patterns, making the science-policy link. The organization has further been promoting the Sustainable Consumption and Production agenda and focusing on the importance to take into account the whole lifecycle and value chains of products and services. Sustainable Consumption and Production can only develop its full potential if “consumption” and “production” are considered interlinked and not separately.

The Economy Division is further hosting the secretariat of the 10-Year Framework of Programmes on Sustainable Consumption and Production (10YFP) adopted in 2012 at the World Summit on Sustainable Development. It is a global commitment to accelerate the shift towards sustainable consumption and production in both developed and developing countries. The One Planet network has been formed to implement the commitment of the 10YFP. It is a multi-stakeholder partnership for sustainable development, generating collective impact through its six programs: Public Procurement, Buildings and Construction, Tourism, Food Systems, Consumer Information, and Lifestyles and Education.
Regional Activity Center for Sustainable Consumption and Production (SCP/RAC) of UN Environment - Mediterranean Action Plan (UNEP/MAP)

The Mediterranean Action Plan (MAP) strives to protect and improve the environment and to foster development in the region, based on the sustainability principles. It was adopted in 1975 by 16 Mediterranean States and the EC, under the auspices of the United Nations Environment Programme.

The Regional Activity Centre for Sustainable Consumption and Production (SCP/RAC) is a centre for international cooperation with Mediterranean countries on development and innovation in the production sector and civil society, based on more sustainable consumption and production models. The Centre develops its activity under the Mediterranean Action Plan (MAP) for the protection and development of the Mediterranean basin, an organisation belonging to UN Environment.

The Barcelona Convention and its Protocols represent a unique, legally binding regulatory and governance framework in the Mediterranean region that provide UNEP/MAP with a robust and successful structure for policy dialogue, action and cooperation on SCP involving the 21 riparian countries and the EU. The SwitchMed project has contributed to and benefitted from the strong and unique nature and capacity of the UNEP/MAP system related to SCP. The leadership of UNEP/MAP in the development of the policy component of SwitchMed, through the work of SCP/RAC, has enabled the project to accomplish in a short period of time its goal of contributing to integration of SCP as transversal objective in the regional policy agenda for sustainable development and the protection of the environment.

6.3 Implementation teams

This section gives an overview of the teams foreseen for the implementation of the action on behalf of the implementing partners. While some minor adjustments may occur during the lifespan of the project to optimize implementation the following describes the overall structure to be expected and is based on the experience from SwitchMed I.

Action implementation teams at UNIDO

SwitchMed Project Manager: A UNIDO staff member at P4 level responsible for the overall strategic steering and managerial supervision of the project, including contract management with the European Commission and implementing partners. The project manager also provides alignment of technical inputs of technical components with international best practices and UNIDO quality standards. The time input of the SwitchMed project’s manager will be charged as direct cost to the project at 25% of his/her working time.

Chief Technical Advisor: a UN staff at L5 level contracted for the duration of the regional project, 100% allocated to component 1 (private sector support, outputs 1.1 and outputs
1.2), acting as senior technical advisor with relevant experience in the thematic areas and the Mediterranean Region. He/she will be responsible for technical supervision and day to day technical guidance to the country teams in the 8 countries for the implementation of the actions. He/she will be responsible for the quality assurance of the technical deliverables prepared by the large team of national and international consultants and contractors, providing technical leadership of the actions to achieve results, translating the project's strategy and methodology into outputs and impacts.

**Headquarters Technical Coordinator:** 50% of his/her time will support the SwitchMed project’s manager being responsible for preparing technical reporting, including consolidation of partners inputs, quality assurance of contract's reporting for UNIDO component, liaising with UNIDO internal function (procurement, HR, etc.), the remaining 50% of his/her time will be assisting the Chief Technical Advisor in the day to day technical supervision of the activities under output 1.1 in the targeted countries, including drafting technical specification and quality assurance of technical assistance delivery to 20 demonstration companies.

**Administrative assistant:** UN staff at G5 level contracted for the duration of the project (50% of his/her time is allocated to SwitchMed), assisting in all matters related to office management, organization of regional events, local procurement of goods and services, maintain up to date filing system and project data base.

**Financial manager:** A part time expert (at 50% of a full time assignment) assisting in financial management of the project, including booking of expenditures in line with UNIDO SAP system, aligning with UNIDO finance procedures, preparing financial reporting including consolidation of partners financial data.

**Communication and visibility manager:** Identify target audience and create strategies for effectively communicate project’s goals in line with EU visibility guidelines and UNIDO communication policy, develop and disseminate impact communication materials that increase SwitchMed-UNIDO component visibility among stakeholders in close coordination with technical managers, liaise with the Networking Facility providing inputs to the overall programme communication strategy.

**Action implementation teams at UN Environment Economy Division**

**Project coordinator and manager (Team Leader):** A P4 level staff member will be responsible for the day to day coordination of the activities under output 4.1. (50%) and 4.2. (50%), including overall management of the full project cycle, liaising with national partners as well as providing advisory services and technical assistance delivery to the eight project countries. He/she will also be responsible for the establishment and strengthening of cooperation with different stakeholders in promoting the National Action Plans implementation and work stream through communication and dissemination of good practices sharing lessons learned and outputs from SwitchMed. He/she will also assure the linkages and synergies with other Switch programs, the Switch2Green Facility and the global environment agenda.
**Associate Project Manager:** A full time P2 level staff member will work in close coordination and under the supervision of the project coordinator for the activities under output 4.2 to support the contracting with countries’ partners, financial and administrative backstopping of the project to maintain regular financial and narrative records of the project's expenditures and prepare reporting documents. He/she will also support in the implementation and coordination of project’s output activities at country level and provide technical expertise and support. He/she will further provide support for selected activities under output 4.1.

**Administrative assistant:** A G5 member will support the project implementation part time (30%), assisting in administrative management including budgeting, financing, procurement, recruitment of consultants and organisation of workshops/events.

**Project overall supervisor:** A P5 staff member will support the project part time (10%) as UN Environment contribution; he/she will provide overall guidance to project implementation team, assure the linkages with the project outputs and UN Environment’s overall programme of work, and contribute in sharing lessons learned and good practices to an international audience. He/she will also provide advisory services and act as technical expert.

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**Action implementation teams at SCP/RAC**

**Team Leaders:** 3 SCP/RAC Team Leaders working full time are responsible for the implementation of the activities and the achievement of the results expected under the outputs for which SCP/RAC is responsible. Responsible for the day to day coordination of the activities, they will follow-up the development of the activities according to the project document and liaise with SwitchMed partners, countries and other key partners. One of the Team Leaders will be responsible for project relations with the implementing partners as well as the contract management.

**SCP/RAC project managers:** Eight people full time, will act as SCP/RAC Project Managers, they are responsible of the implementation, follow-up and assessment of all the activities, including being responsible for the day to day management of the activities. Their tasks will include the follow-up of the work with the local partners, international and local experts, etc.

**Procurement Officer:** One person full time, will be in charge of the management, administration, and supervision of the contracting and acquisition procedures.

**Administrative Staff:** One person full time, will be handling office tasks, invoice management, such as filing, setting up for meetings, and ordering supplies.

**Local Partners** for national coordination:

- National Business Development Service Providers
National experts (including business development experts, trainers, mentors, technical assistance experts, access to finance experts)

International Experts: International experts will provide technical support for the implementation of the activities.

6.4 Steering Committee and Coordination Group

A project steering committee (PSC) will be established at the inception of the programme and it meet on an annual basis. The purpose of the meetings will be for the implementing partners to inform on the progress of activities, share information on work plans, to discuss issues or challenges that arise during the implementation, and to obtain strategic guidance for decisions on key activities. The PSC meetings will be held annually and will consist of the following representatives:

- European Commission: DG NEAR will act as chair of the PSC; other relevant DGs, such as DG ENV and DEVCO will also be invited to participate in the PSC;
- UNIDO: the Project Management Unit will represent UNIDO in the PSC; UNIDO will also act as Secretariat of the PSC and will support the EC in the organization and logistics of the meeting;
- UN Environment, Economy Division: represented by the SwitchMed project coordination;
- UNEP/MAP Coordinating Unit: represented by a UNEP/ MAP representative;
- SCP/RAC: represented by the Director and team leaders;
- Union for the Mediterranean (1 representative)
- Two National Focal Points from each country, including one representative from the Ministry of Industry and one from the Ministry of Environment (or relevant line Ministries)

Representatives of beneficiary countries, relevant regional organizations, executing partners and/or civil society organizations can also be invited to take part in the PSC’s meetings, as needed.

The first steering committee will meet at the end of the inception phase (around 3 months after the start of the project) and will have to approve the detailed work plan of the 1st year of implementation and the general work plan of the project that will be updated during the implementation phase after consultation with the stakeholders of the project.

The Coordination Group will consist of DG NEAR, UNIDO, UN Environment Economy Division and UNEP/MAP through SCP/RAC; other DGs or strategic partners may be invited to participate on an ad hoc basis, as needed. The group will meet at least every six months to jointly review progress on activities according to the annual work-plan, ensure full coordination on the ground with relevant stakeholders and with upcoming other relevant initiatives in the region, and agree upon any necessary corrective measure. Once a year, coordination meetings will be organized back to back to the SC annual meeting, for cost-effectiveness. In addition to the 6-monthly meetings, the coordination group can be
consulted and make decision on an ad-hoc basis, through electronic means. Regular communication among partners, by tele or video conference, will also be scheduled throughout the programme duration to ensure an effective functioning of the partnership between agencies.

7. Risks

<table>
<thead>
<tr>
<th>Risk</th>
<th>Risk Level</th>
<th>Mitigation Measure</th>
</tr>
</thead>
<tbody>
<tr>
<td>The environmental authorities in the participating countries may not enforce the environmental norms that are necessary to protect the environment. If the norms are not properly enforced, there will not be sufficient incentives for companies to adopt and invest in RECP measures.</td>
<td>Medium</td>
<td>The participating countries’ national governments are signatories of the Barcelona Convention and are committed to support sustainable economic development. They have also adopted international commitments under the 2030 Agenda and Paris Agreement. Capacity building and awareness raising activities will closely involve the relevant authorities.</td>
</tr>
<tr>
<td>Access to finance may be limited for SMEs to implement the identified resource efficiency options requiring high investments.</td>
<td>Medium</td>
<td>The project will conduct an extensive mapping of relevant financial institutions active in the region. From the start the project will work with financial institutions to raise awareness on the needs of SMEs and on the opportunities of financing green investments.</td>
</tr>
<tr>
<td>Some of the participating enterprises may drop out of the TEST programme, diminishing the number of plant demonstrations undertaken during the project.</td>
<td>Medium</td>
<td>The TEST output will endeavour to have a sound selection of demonstration facilities based on predetermined criteria and maintain a continuous dialogue and follow-up support to the enterprises.</td>
</tr>
<tr>
<td>On-site visits cannot be conducted and the project’s activities face delays due to country security problems</td>
<td>Medium</td>
<td>For all travel security concerns will be given careful attention prior to conducting visits.</td>
</tr>
<tr>
<td>Unstable political situation in the Southern Mediterranean countries.</td>
<td>High</td>
<td>The partners will closely monitor the political situation to take any precautionary measures in due time, as well as liaise closely with the national UN and EU offices. Close cooperation will also be held with the national counterpart ministries to make sure there is on-going political support at country level. In case of an unstable political situation or security issues, the project will have the flexibility to move activities from one country to another to adapt to the situation on the ground.</td>
</tr>
<tr>
<td>Economic crisis reduces stakeholder engagement and investment in SCP policies and activities</td>
<td>Medium</td>
<td>The partners will closely monitor the economic situation to take any precautionary measures in due time.</td>
</tr>
<tr>
<td>---</td>
<td>---</td>
<td>---</td>
</tr>
<tr>
<td>Insufficient engagement and commitment on the part of Green Entrepreneurs in programme’s activities</td>
<td>Medium</td>
<td>From the beginning, the engagement of the Green Entrepreneurs will be a key aspect for the identification and selection of the supported entrepreneurs.</td>
</tr>
<tr>
<td>Political situation hinders the dissemination and outreach efforts (especially on social media)</td>
<td>High</td>
<td>The NF requires official advice from the DG NEAR HQ and the EUDs how to handle comments on social media based on political conflicts between some of the SwitchMed target countries.</td>
</tr>
<tr>
<td>Governments do not allocate resources to implement the SCP NAPs developed under phase I.</td>
<td>Low</td>
<td>Close involvement and consultations with the Government will help ensure ownership and commitment in implementing the plans. NFPs will have an important role in securing Government support.</td>
</tr>
</tbody>
</table>
8. Monitoring and Evaluation

The United Nations Industrial Development Organization is responsible for the overall implementation and oversight of the project; however, each individual outputs will be the responsibility of the corresponding implementing partners.

UNIDO will collect and consolidate the reports prepared by each partner and conduct a quality check for subsequent submission to the donor. The progress and final reports will provide the donor full information on the implementation of the project activities. All reports to the donor will be prepared in English. The reports will consist of a narrative part and a financial part (to be provided in Euros). They shall include advances on meeting objectives, the means envisaged or employed to achieve the goals of the project, the results expected and obtained, and budget details for the actions carried out.

A progress report will accompany every request for pre-financing or interim payments; this is estimated to be every 12 months but may vary slightly depending on the progress of activities. The final report will cover the entire implementation period. It will summarize the information provided through the progress reports, as well as details on the transfers of assets, if relevant.

Each partner will have their own local arrangements for the collection of information on the progress of each sub/component. In general this will be accomplished through monitoring missions and information collected from service providers, local partners and experts in each country; however, specifics will vary depending on the exact nature of the activity.

It is important to note that all requirements for reporting that UNIDO must comply with the European Commission will also apply between the implementing partners (UN Environment Economy Division and UNEP/MAP-SCP/RAC) and UNIDO so that UNIDO can inform the EC accordingly.

As part of the overall project management UNIDO will conduct an independent terminal evaluation of the programme that will cover all components. This final evaluation will be conducted towards the end of the implementation period and has an estimated budget of 90,000 euros.

The following table presents the Monitoring and Evaluation Plan, specifying the responsible parties and an indicative budget:

**Monitoring and Evaluation Plan:**

<table>
<thead>
<tr>
<th>Type of M&amp;E activity</th>
<th>Responsible Parties</th>
<th>Budget EUR</th>
<th>Time frame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Design of M&amp;E data system to collect and record data (including baseline data), and define objectively verifiable indicators</td>
<td>All implementing partners</td>
<td>0*</td>
<td>First six months of the project.</td>
</tr>
<tr>
<td>Type of M&amp;E activity</td>
<td>Responsible Parties</td>
<td>Budget EUR</td>
<td>Time frame</td>
</tr>
<tr>
<td>------------------------------------------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>------------</td>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>Regular monitoring of progress (implementation of activities, expenditures, delivery of outputs, resource use, risk management) and analysis of M&amp;E data/indicators</td>
<td>All implementing partners</td>
<td>0ᵃ</td>
<td>Regularly to feed into progress reports</td>
</tr>
<tr>
<td>Review of progress and Objectively Verifiable Indicators (OVI – Logframe)</td>
<td>All implementing partners, in consultation with DG NEAR</td>
<td>0ᵃ</td>
<td>At the mid-term of the project.</td>
</tr>
<tr>
<td>Progress Reports</td>
<td>PMU/UNIDO in collaboration with UN Environment, Economy Division and SCP/RAC of UNEP-MAP. PMU UNIDO to validate and finalize for submission to EC</td>
<td>0ᵃ</td>
<td>Every 6 months</td>
</tr>
<tr>
<td>Annual Project Report, including technical &amp; financial report</td>
<td>PMU/UNIDO in collaboration with UN Environment, Economy Division and SCP/RAC of UNEP-MAP. PMU UNIDO to validate and finalize for submission to EC</td>
<td>0ᵃ</td>
<td>Annually</td>
</tr>
<tr>
<td>Steering Committee Meeting (years 1-4)</td>
<td>UNIDO/PMU</td>
<td>160,000</td>
<td>Annually</td>
</tr>
<tr>
<td>Project Coordination Group meetings</td>
<td>Led by UNIDO, with contributions from DG NEAR UN Environment, Economy Division and SCP/RAC of UNEP-MAP.</td>
<td>15,000ᵇ</td>
<td>Every six months; when possible back-to-back with SC meetings or by phone or video conferences.</td>
</tr>
<tr>
<td>Terminal Project Evaluation</td>
<td>UNIDO; independent external evaluators</td>
<td>90,000</td>
<td>Between months 44 &amp; 48 of implementation period</td>
</tr>
<tr>
<td>Monitoring missions to countries</td>
<td>All implementing partners</td>
<td>0ᶜ</td>
<td>Regular based on work plan</td>
</tr>
</tbody>
</table>

**TOTAL indicative cost**

a. *The costs are covered by partners through the component or sub-component’s execution funds*

b. *UNIDO Travel costs only, the personnel costs are included in the Project’s Management Costs and or in partners budgets*
9. Gender

Despite progress in various fields, women’s participation rates in economic life including employment and business opportunities in MENA region continue to be among the world’s lowest, reaching barely 25 per cent in North Africa and not even 20 per cent in the Middle East. This is mainly due to existing socio-cultural, institutional and legal barriers that hinder the economic integration of women in the region. Even with new economic incentives, women remain unable to capitalize on these opportunities due to more demands on their time, as well as differential access to productive assets such as land, credit, networks, education and skills, and infrastructure, utilities and services (for example, health, transport, water, and electricity).

The SwitchMed initiative’s overarching principle is to support the equal participation of both women and men in the implementation of project activities. In the first phase of the project, around 39% of Green Entrepreneurs workshops’ participants and 33% of TEST primary and secondary service providers were women. This might appear relatively low but is in fact quite high when considering the context of the countries in which SwitchMed operates: in the MENA region only 13% of the firms are owned by women and the female labour force participation rate is only 25%.

The second phase of the project will aim to continue integrating the application of sustainable consumption and production best practices that contribute to the development of green businesses and support a transition toward new circular economy models. As a result, this action will provide new employment opportunities, in particular for women. They will be preferentially supported to participate in trainings and capacity building activities and benefit from other supporting measures.

Throughout the project implementation, sex disaggregated data collection and analyses will be carried out in line with UNIDO’s Policy on Gender Equality and the Empowerment of Women (2015) for specific project components, to the highest extent possible. Based on a gender analysis, the project will identify project beneficiaries disaggregated by sex. Furthermore, the project will provide evidence of equal and meaningful participation of women and men in the project activities. The gender disaggregated data will be used for monitoring project performance and for the evaluation of impact. Wherever possible, links with government agencies, NGOs, community based organizations, and women’s associations or groups whose work focuses on gender and the specific area of intervention will be utilized to mainstream country-specific gender sensitive actions to mirror project’s log frame and to both strengthen and benefit from national expertise. Initial unanticipated risks and/or negative gender impacts of the project will be discussed with the relevant groups and mitigating strategies developed, if necessary.

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10. Coordination with UfM and Other Programs

The Union for the Mediterranean (UfM) is a key partner of SwitchMed II and, as such, will continue to be a member of the Steering Committee. As an organization that brings together European Union’s countries and Southern and Eastern Mediterranean countries it serves as a valuable forum to promote regional integration and stability, as well as human development - strategic areas that also support the achievement of SwitchMed II’s goals. Furthermore, the role of UfM is highlighted in the European Neighbourhood Policy framework as an effective instrument promoting policy dialogue and sector cooperation at regional level.

SwitchMed II is closely aligned with the strategic priorities of UfM’s, in particular business development, water & environment, and energy & climate action. By maintaining a close dialogue, the partners can contribute to the priority areas. In this regard, as part of the cooperation under SwitchMed I the implementing partners participated in the UfM Task Force on Environment, where the programme was able to inform Member States on progress in the areas of Sustainable Consumption and Production, and provide input to UfM actions on environment based on the programme’s work and experience. The task force also provides a platform to support synergies and complementarities between the various actions addressing environmental issues in the Mediterranean region.

The programme will also seek synergies and cooperation and will work in complementarity with the following programs, among others:

- **Switch regional programs**: Collaboration with the EU funded regional Switch programs will be sought, as appropriate, facilitating access to a large and wide range of lessons learned and good practices that can be shared and replicated. Under SwitchMed II the implementing partners will assure that successful approaches from the SWITCH to Green Flagship Initiative, including SWITCH Asia, SWITCH Africa Green, and EU4Environment and Switch to Green will be shared and adapted to the Mediterranean context and vice versa the lessons learned from implementing Sustainable Consumption and Production best practices will be made available to all switch countries.

- **RECPnet**: A global network established for the promotion and implementation of RECP in developing and transition countries. The network has RECP service providers as its members, and UNIDO and UN Environment serve as the executive secretariat. Several members of the RECPnet participated in SwitchMed I as local partners and in capacity building activities. Capacity built through these centres helps ensure the sustainability of the actions in the region, particularly regarding resource efficiency and green business development.

- **10YFP**: Developing (upscaling) and implementing Sustainable Consumption and Production National Action Plans are the main indicators of success for the government-led initiative. While the 10YFP secretariat is hosted by UN Environment, it has over 600 partners, including governments, civil society organizations and private sector. The EU and its member states are among the
strongest supporters of the 10 YFP and synergies and linkages will continue to be established. The 10YFP has facilitated a knowledge sharing and management mechanism through the SCP clearinghouse (http://www.oneplanetnetwork.org/), which will also play an instrumental role in this project.

- **International Resource Panel**: (http://www.resourcepanel.org/) the secretariat located in UN Environment, it draws on the knowledge and analysis of eminent scientists to provide advice and connections between policymakers, industry and the community on ways to improve global and local resource management. The organization has been promoting the Sustainable Consumption and Production agenda and focusing on the rationale and efforts to design and implement policies to support shift SCP patterns and the science-policy linkage. Their reports distil the latest scientific, technical and socio-economic findings around global resource use. The Panel includes scientists and governments from both developed and developing regions, civil society, industrial and international organizations.

- **Green Growth Knowledge Platform**: In response to the decision taken during the Switch to Green meeting in October 2017 to reinforce linkages between the different EU supported projects and programs, SwitchMed II will further strengthen its collaboration with the Green Growth Knowledge Platform (www.greengrowthknowledge.org ) and assure that relevant stakeholders will have access to the necessary information and tools and use this platform for sharing their success stories and interacting with the global community involved in these issues.

- **TAIEX**: A technical assistance and information exchange instrument of the European Commission. It supports public administrations with regard to the approximation, application and enforcement of EU legislation as well as facilitating the sharing of EU best practices. It is largely needs-driven and delivers appropriate tailor-made expertise to address issues at short notice through workshops, expert missions and study visits.

- **SWIM and Horizon 2020 Support Mechanism (and the future Water and Environment Support Programme)**: This project funded by the European Union aims to contribute to reduced marine pollution and a sustainable use of scarce water resources in Neighbourhood south countries. It provides tailored and targeted support to authorities and other stakeholders of the Partner Countries in order to tackle the reduction of industrial emissions, municipal waste and urban wastewater to the Mediterranean Sea and ensure the sustainable use of water resources (https://www.swim-h2020.eu/);

- **The UfM labelled Mediterranean RESCP Post Rio+20**: This project support the adoption of sustainable consumption and production (SCP) and Resource efficiency (RE) models Region.

- **The UfM labelled Plastic Busters project**: The project aims to assess the amount, sources, pathways, distribution convergence areas and effects of marine litter on
biota as well as mitigate and reduce the impact of marine litter in the Mediterranean Sea (http://plasticbusters.unisi.it/).

- **European Stakeholder Platform**: The Platform is a joint initiative of the European Commission and the European Economic and Social Committee. It aims to facilitate exchange and interact among stakeholders in order to make the change to a circular economy happen faster to the benefit of all. It includes European-wide good practices and events (https://circulareconomy.europa.eu/platform/). SwitchMed I demo-components have been featured among the good practices. This is a valuable platform to follow the recent developments with regards to the EU Action Plan for the Circular Economy and the Towards an EU Product Policy Framework contributing to the Circular Economy roadmap.

- **LIFE Programme**: The LIFE programme is the EU’s funding instrument for the environment and climate action. The general objective of LIFE is to contribute to the implementation, updating and development of EU environmental and climate policy and legislation by co-financing projects with European added value. Best LIFE-Environment Projects include Best Available Techniques for the manufacturing industry and green entrepreneurship business ideas. These can be presented and matched with the beneficiaries of Component 1 (http://ec.europa.eu/environment/life/).

- **Interreg MED and Interreg Europe**: The Interreg Europe (https://www.interregeurope.eu/) helps regional and local governments across Europe to develop and deliver better policy. By creating an environment and opportunities for sharing solutions, we aim to ensure that government investment, innovation and implementation efforts all lead to integrated and sustainable impact for people and place. 43 Environment and Resource Efficiency projects targeting 278 policy instruments include good practices for enabling policy development and implementation towards SCP/Circular Economy (e.g. GPP, sustainable tourism, circular business models in the food sector). Similarly, the Interreg MED Programme promotes sustainable growth in the Mediterranean area by fostering innovative concepts and practices and a reasonable use of resources. The projects under the Green Growth area could provide inspiration for Component 1 and Component 2 of the SwitchMed II Programme.

### 11. Sustainability and Exit Strategy

Sustainability is at the core every stage of the SwitchMed initiative to ensure the long lasting effect and maintain the results after the end of the programme. The project will capitalize on the lessons learned from SwitchMed I, SwitchMed II and growing international experience of the connection between SCP and international, regional and national commitments for a sustainable and inclusive economic development.
The programme addresses sustainability by building and strengthening capacities of businesses, business support organizations, RECP service providers, civil society and government authorities through trainings, coaching and/or technical assistance. Sharing of experiences and peer-to-peer learning between outputs and countries will help to create a community of practice that will remain in the region beyond the duration of the project. Raising awareness and knowledge in the private and public sector will be a crucial aspect of sustainability in order to ensure ownership of the action and help build a broad consciousness on SCP among the community at large; this will be done especially through dissemination events to showcase and disseminate the results. It is important to note that all work and document developed under SwitchMed will be open of access. This will facilitate the further dissemination of the green economy concept.

The goal is to build sufficient capacity in the countries so that the RECP service providers and the business support organizations (BSSP) can continue to offer TEST and green entrepreneurship development services beyond the duration of the project. Awareness raising is also crucial to ensure that there is a demand for these services by new and existing businesses alike, and that the services can survive, and thrive, on a commercial basis.

Demonstrating the application of SCP policies aims to build awareness and experience among authorities so that they continue developing the regulatory framework necessary to drive a change among the private sector.
### Overall Objective

To stimulate the creation of new greater business opportunities and decent employment while reducing the environmental footprint of existing consumption and production activities.

#### Objectively verifiable indicators

- **Baseline**
  - I.G.1. Amount of resources saving generated by demonstration companies involved in the project (% saved in terms of water, energy and raw material)
  - I.G.2. SCP mainstreamed into policies, regulations, or legislation through the enactment of at least 10 priority instruments or government initiatives.
  - I.G.3. Increased number of businesses applying SCP principles.

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.G.1. <strong>Water</strong></td>
<td>0</td>
<td>20%</td>
</tr>
<tr>
<td>I.G.1. <strong>Energy</strong></td>
<td>0</td>
<td>24%</td>
</tr>
<tr>
<td>I.G.1. <strong>Raw materials</strong></td>
<td>4</td>
<td>5%</td>
</tr>
<tr>
<td>I.G.3. <strong>Businesses</strong></td>
<td>0</td>
<td>14</td>
</tr>
</tbody>
</table>

#### Sources of verification

- Company Baselines for water, energy and material use
- Final report
- Independent evaluation report

#### Assumptions

- All beneficiaries will participate in the programme.
- MoI/MoE creates the necessary business framework for enabling SCP.
- Host governments maintain their commitment to support the implementation of the project.

### Component 1 - Direct support to the private sector

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

- **I.R.1.1.** # of RECP SP that have increased their capacity to offer qualified services to private sector in green industry and resource efficiency
- **I.R.1.1** # of collaborations and

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Baseline</th>
<th>Targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>I.R.1.1. <strong>Collaborations</strong></td>
<td>2 (Israel and 80 (by end of Switchmed II)</td>
<td>6</td>
</tr>
</tbody>
</table>

#### Sources of verification

- RECP SP survey and annual reports, project’s reports (training/workshops, publications)
- Field survey,

#### Assumptions

- Service providers are committed to integrate RECP into their portfolio of services to companies.

---

24 Updates to the logical framework may be incorporated after the project inception period.
<table>
<thead>
<tr>
<th>Intervention logic/description</th>
<th>Objectively verifiable indicators</th>
<th>Baseline</th>
<th>Targets</th>
<th>Sources of verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| programmes established by national institutions and international development partners stakeholders involved in green resource efficiency and circular value chains development | • I.R.2.1. 40-80 BDSP have increased their capacities and resources to support Green Business Development in 8 southern Mediterranean countries  
• I.R.2.2. 80 Green Businesses Created in 8 southern Mediterranean countries  
• I.R.2.3. Volume of funding mobilised within The Switchers Fund through third party agreements (grants, loans, equity, etc.) | • 0 BDSP  
• 0 Green Businesses created  
• 0€ mobilised within The Switchers Fund | • 40-80 BDSP  
• 80 Green Businesses created  
• 250,000 € mobilised within The Switchers Fund | monitoring and evaluation reports | Institutional stakeholders effectively support the process and assume ownership by advancing their vision to 2030, mobilizing adequate resources.  
Market opportunities for Mediterranean sustainable products and services are developing |

**Output 1: Greener and Circular industry – MED TEST III**

**Output 1.1: RECP best practices rolled out in manufacturing processes**

| | • I.O.1.1.1 # of industries sensitized and introduced to RECP business case  
• I.O.1.1.2 # of RECP experts trained (disaggregated by gender)  
• I.O.1.1.3 # of academia | • 1687 (by end of SwitchMed I)  
• 95 male; 47 female  
• 0 | • 2687  
• 145 male; 50 female  
• 4 | Project’s reports (e.g. training/workshops/events, project’s publications, annual reports, training assessments)  
Field survey, | Target beneficiaries are willing to participate in the project.  
Local counterparts are capable and effectively support |
<table>
<thead>
<tr>
<th>Intervention logic/description</th>
<th>Objectively verifiable indicators</th>
<th>Baseline</th>
<th>Targets</th>
<th>Sources of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>including RECP into their curricula</td>
<td></td>
<td></td>
<td>monitoring and evaluation reports</td>
<td>the process. Individuals, employees, students and institutions are interested in the knowledge and methodologies disseminated. Financing instruments are available</td>
</tr>
<tr>
<td></td>
<td>● I.O.1.1.4 # of companies adopting RECP solutions</td>
<td></td>
<td></td>
<td>● Financial association, business organizations, Ministry of industry and its affiliated institutions reports, action plans, investment maps</td>
<td></td>
</tr>
<tr>
<td></td>
<td>● I.O.1.1.8 Amount of investments leveraged by private sector for implementing RECP</td>
<td></td>
<td></td>
<td>● 125 (by end of SwitchMed I)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>● 86 M euro (by end of SwitchMed I)</td>
<td></td>
<td></td>
<td>● 155</td>
<td></td>
</tr>
<tr>
<td></td>
<td>● 106 M euro</td>
<td></td>
<td></td>
<td>● 155</td>
<td></td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Intervention logic/description</th>
<th>Objectively verifiable indicators</th>
<th>Baseline</th>
<th>Targets</th>
<th>Sources of verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| Output 1.2: Resource productivity opportunities for circular value chains localized and promoted | ● I.O.1.2.1 # circular value chain analysis  
● I.O.1.2.2 # Amount of investment (euro) promoted for circular investment  
● I.O.1.2.3 # of business linkages for circularity facilitated (e.g. contracts/partnership between two economic players along value chain)  
● I.O.1.2.4 # Tons of waste to be valorised  
● I.O.1.2.5 # % of joint circular initiatives started vs. those identified/promoted  
● I.O.1.2.6 # of new job opportunities created in circular value chains | ● 0  
● 0  
● 0  
● 0  
● 0  
● 0 | ● 3  
● 40 M euro  
● 20  
● 5,000  
● 20%  
● 100 | ● Project’s reports (e.g. training/workshops/events, project’s publications, training assessments, etc.)  
● Field survey, monitoring and evaluation reports  
● Financial association, business organizations, Ministry of industry and its affiliated institutions reports, action plans, investment maps  
● Company Baselines for water, energy and material use  
● Field survey, monitoring and evaluation reports | Target beneficiaries are willing to participate in the project. Local counterparts are capable and effectively support the process. Individuals, employees, students and institutions are interested in the knowledge and methodologies disseminated. Financing instruments are available. |
<table>
<thead>
<tr>
<th>Intervention logic/description</th>
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<th>Targets</th>
<th>Sources of verification</th>
<th>Assumptions</th>
</tr>
</thead>
</table>
| Output 2: Support for the Creation and Development of Circular and Green Economy Businesses | ● I.O.2.1.1. 8 Switchers Support National Partnerships have been established bringing together 40-80 Green Business Development Service Providers  
● I.O.2.1.2. 40-80 BDSP have been provided with a full set of Green Business Development tools and trained to use them  
● I.O.2.1.3 800 Switchers Starters have developed and tested their Green Business Models (at least 40% are women)  
● I.O.2.1.4. 80 Switchers Incubated have developed their Green Business Plans and have been supported to launch their green businesses (at least 40% are women)  
● I.O.2.1.5. A full set of Online Software applications and tools for Green Business | ● 0 Switchers Support National Partnerships  
● 0 BDSPB  
● 0 Switchers Starters  
● 0 Switchers Incubated  
● 0 Online Platform | ● 8 Switchers Support National Partnerships  
● 40-80 BDSP  
● 800 Switchers Starters  
● 80 Switchers Incubated  
● A full set of Online Software applications and tools for Green Business | ● Collaboration agreements signed by the members of the SNP  
● Work plans of the SNP  
● List of BDSP trained  
● Green Business Model Canvas  
● Green Business Plans  
● Online Platform | A significant number of Business Development Service Providers are committed to promote the creation of green businesses in the target countries  
Local entrepreneurs, and particularly young people and women, are willing to create green businesses |
<table>
<thead>
<tr>
<th>Intervention logic/description</th>
<th>Objectively verifiable indicators</th>
<th>Baseline</th>
<th>Targets</th>
<th>Sources of verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development is available</td>
<td>• I.O.2.1.6. At least 1,000 BDSP and Green Entrepreneurs use the Online Platform providing Software applications and tools for Green Business Development</td>
<td>• 0 BDSP and Green Entrepreneurs use the Online Platform</td>
<td>• At least 1,000 BDSP and Green Entrepreneurs use the Online Platform</td>
<td>• Nº of platform users</td>
<td></td>
</tr>
<tr>
<td>Output 2.2: Improved financial deals between green entrepreneurs and financial actors</td>
<td>• I.O.2.2.1. 96-128 investor-ready Switchers have been trained in access to finance and have pitched their green business projects in front of a pool of local investors</td>
<td>• 0 investor-ready Switchers</td>
<td>• 96-128 investor-ready Switchers</td>
<td>• List of Switchers trained</td>
<td>Financial Actors in the target countries are willing to learn about green businesses project and to invest in the most promising green Start-ups</td>
</tr>
<tr>
<td></td>
<td>• I.O.2.2.2. 40-80 Financial Actors have been put in contact with Switchers to promote financial deals</td>
<td>• 0 Financial Actors</td>
<td>• 40-80 Financial Actors</td>
<td>• Performance report of the Switchers Meet Investors’ Event</td>
<td>Relevant public and private regional organizations are willing to build alliances to promote the creation of green businesses in the Mediterranean region</td>
</tr>
<tr>
<td></td>
<td>• I.O.2.2.3. Volume of funding mobilised through financial deals</td>
<td>• 0€ mobilised through financial deals</td>
<td>• 1,000,000€ mobilised through financial deals</td>
<td>• Green Start-ups portfolio</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• I.O.2.2.4. At least 3 regional actors have supported the Switchers Fund</td>
<td>• regional actor has supported the Switchers Fund</td>
<td>• At least 3 regional actors have supported the Switchers Fund</td>
<td>• List of Financial Actors</td>
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<td></td>
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<td>• Performance report</td>
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<td></td>
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<td>• Signed agreements</td>
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<td>Intervention logic/ description</td>
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<tr>
<td><strong>Outcome 2: Enabling environment for Resource Efficient and a Circular Economy created at national and regional level</strong></td>
<td><strong>Component 2 Creation of an enabling environment</strong></td>
<td><strong>Component 2 Creation of an enabling environment</strong></td>
<td><strong>Component 2 Creation of an enabling environment</strong></td>
<td><strong>Component 2 Creation of an enabling environment</strong></td>
<td><strong>Component 2 Creation of an enabling environment</strong></td>
</tr>
<tr>
<td>• I.R.3.1. 21 Contracting Parties to the Barcelona Convention decided to strengthen the regional policy framework for green and circular businesses in the Mediterranean;</td>
<td>• 0 Contracting Parties</td>
<td>• 21 Contracting parties</td>
<td>• Progress/annual reports;</td>
<td>Political situation remains stable in the Mediterranean countries;</td>
<td>Economic crisis does not reduce stakeholder engagement and investment in SCP policies and activities</td>
</tr>
<tr>
<td>• I.R.3.2. Best Mediterranean circular economy businesses award established beyond duration of project;</td>
<td>• 0 2\textsuperscript{nd} edition of the award planned</td>
<td>• 1 2\textsuperscript{nd} edition of the award planned</td>
<td>• National Action Plans;</td>
<td></td>
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</tr>
<tr>
<td>• I.R.3.3. Updated version of SCP trends agreed at the regional level.</td>
<td>• 0 recent SCP trends overview for the region</td>
<td>• 1 overview of SCP trends in the Med region</td>
<td>• Official communications on new national enabling policies, laws or initiatives</td>
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<td></td>
</tr>
<tr>
<td>• I.R.4.1. At least 6 enabling national policies/national initiatives (laws, bylaws) approved by national gov.;</td>
<td>• 4 policies/national initiatives in Egypt, Israel and Jordan on plastic reduction and waste management initiated;</td>
<td>• 14 national policies/national initiatives approved by national governments</td>
<td>• National monitoring and reporting documents</td>
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<tr>
<td>• I.R.4.2. Eight Sustainable Consumption Production National Action Plans monitored and reviewed;</td>
<td>• 8 SCP-NAPs developed during SwitchMed I;</td>
<td>• 16 monitoring/review reports on NAPs</td>
<td>• Completed project profiles;</td>
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<tr>
<td>• I.R.4.3. At least 8 pilot projects successfully implemented;</td>
<td>• 8 pilot projects developed and implemented in SwitchMed I</td>
<td>• 16 pilot projects developed and implemented</td>
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<tr>
<td>Intervention logic/description</td>
<td>Objectively verifiable indicators</td>
<td>Baseline</td>
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<td>Sources of verification</td>
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</table>
| Output 3: Improved regional policy framework under the Barcelona Convention for the development of circular and green economy businesses | • I.O.3.1.1. A decision on the development of green businesses and green employment in the region prepared for adoption by the Barcelona Convention Contracting Parties  
• I.O.3.1.2. 25 SCP indicators analysed for all countries and connected with the MEAL system, providing a better vision of the situation and progress in the region  
• I.O.3.1.3. One Mediterranean Business Award Celebrated with a special emphasis on businesses led by women  
• I.O.3.1.4. One strategy for the long-term sustainability of the award validated with the Barcelona Convention CPs. | • 0 Decision on GE measures  
• 0 analysis of the adopted SCP indicators  
• 0 Mediterranean Business Award  
• 0 strategy | • 1 Decision on GE measures  
• 25 SCP indicators analysed for all countries  
• 1 Mediterranean Business award  
• 1 strategy for the long term sustainability | • Decision of the Contracting Parties to the Barcelona Convention  
• Working documents of the SCP/RAC National Focal Points Meeting  
• Conclusions of the SCP/RAC National Focal Points Meeting  
• Report of the MAP Focal Points  
• Report of the MCSD Meeting  
• Candidates’ forms for the business award  
• Resolution on the winner/s of the business award  
• Progress/annual reports | The Contracting Parties to the Barcelona Convention decide to strengthen their support to green and circular economies and recognize the essential role of circular businesses for the sustainable future of the Region |
<table>
<thead>
<tr>
<th>Intervention logic/description</th>
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<tbody>
<tr>
<td><strong>Output 4: Support and implementation of SCP NAPs</strong></td>
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<td><strong>Output 4.1: Monitoring and review of the Sustainable Consumption and Production National Action Plans</strong></td>
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<tr>
<td>● I.O. 4.1.1: 8 Annual review workshops organized at country level;</td>
<td>● 0 workshops</td>
<td>● 8 reports of workshop with at least 20 stakeholders &amp; gender data included;</td>
<td>● Workshop reports including gender reference;</td>
<td>SwitchMed national focal points continue to be actively involved in putting SCP on the national agenda.</td>
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<tr>
<td>● I.O. 4.1.2: 8 Annual implementation briefs prepared in line with the national SDG 12 reporting;</td>
<td>● 0 brief</td>
<td>● 8 implementation briefing paper issued</td>
<td>● Annual implementation briefs;</td>
<td>SCP needs to remain a national priority; Governments agree to mobilize resources for implementing the SCP-NAPs.</td>
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</tr>
<tr>
<td>● I.O. 4.1.3: 8 SCP-NAPs monitored and reviewed</td>
<td>● 8 NAPs developed during SwitchMed I</td>
<td>● 8 SCP-NAPs monitoring reports delivered</td>
<td>● Monitoring report on SCP-NAPs;</td>
<td>Continuous engagement of SCP committees in the process of monitoring and review of the SCP-NAPs.</td>
<td></td>
</tr>
<tr>
<td>● I.O. 4.1.4: At least 8 national dissemination workshops for government officials organized;</td>
<td>● 0 workshop</td>
<td>● 8 workshops delivered with at least 40 participants per workshop, with gender data included.</td>
<td>● Reports and list of participants of national dissemination activities</td>
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<tr>
<td>● I.O. 4.1.5: At least 4 Resource mobilizing mechanism supporting the NAP developed and implemented;</td>
<td>● 0 plan/roadmap/mechanism</td>
<td>● At least 4 resource plan/mechanism developed</td>
<td>● National resource mobilization mechanisms (meeting reports, funding strategies);</td>
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<tr>
<td>Intervention logic/description</td>
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<td><a href="#">I. O. 4.2.1.b: At least one implementing project is identified per country;</a></td>
<td><a href="#">4 projects in SwitchMed I stage with Egypt, Israel, Jordan and Palestine</a></td>
<td><a href="#">Additional 8 pilot projects identified;</a></td>
<td><a href="#">Collaboration agreements signed</a></td>
<td>Engagement and commitment of all project partners for approving the needs assessment and the implementation roadmap and work plan; Projects respond to the needs identified by the countries and have been selected upon their expressed interest;</td>
</tr>
<tr>
<td></td>
<td><a href="#">I. O. 4.2.2.: Needs assessment developed for at least 8 demo projects;</a></td>
<td><a href="#">4 need assessment reports developed in SwitchMed I</a></td>
<td><a href="#">Additional 8 assessment report developed</a></td>
<td><a href="#">Needs assessment reports for each demo project;</a></td>
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<tr>
<td></td>
<td><a href="#">I. O. 4.2.3.: Implementing strategies/work plans for at least 8 implementing projects are developed and approved by government and stakeholders;</a></td>
<td><a href="#">4 work plans developed and implemented in SwitchMed I</a></td>
<td><a href="#">Additional 8 work plan developed and implemented.</a></td>
<td><a href="#">Communication from government approving/validating implementing strategies;</a></td>
<td></td>
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<tr>
<td></td>
<td><a href="#">I. O. 4.2.4.: At least three national training/capacity building workshops per country effectively delivered with min 90 national stakeholders per countries trained (including ToTs);</a></td>
<td><a href="#">50 workshops/trainings carried out during SwitchMed I</a></td>
<td><a href="#">At least 24 additional training/capacity building workshop delivered;</a></td>
<td><a href="#">Training reports with gender reference;</a></td>
<td></td>
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<tr>
<td></td>
<td><a href="#">I.O. 4.2.5.: The technical assistance and advisory services provided to national stakeholders though field missions, policy advocacy and working sessions;</a></td>
<td><a href="#">Services delivered through at least 2 missions per year to each country;</a></td>
<td><a href="#">At least 16 missions per year to 8 countries for services delivering;</a></td>
<td><a href="#">Mission reports;</a></td>
<td></td>
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<tr>
<td></td>
<td><strong>Output 4.2:</strong> Enabling policy frameworks established at national level through successful implementation of pilot projects at national level</td>
<td><a href="#">Tools, methodologies</a></td>
<td><a href="#">At least additional 5 tools/methodologies and guidelines developed and/or adapted to national context ;</a></td>
<td><a href="#">Adapted tools, methodologies and guidelines;</a></td>
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<td><a href="#">Government approved national policies (laws, bylaws, );</a></td>
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<td><a href="#">Publications and promotional material developed;</a></td>
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<td><a href="#">Minutes/report on dissemination and</a></td>
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</table>

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*Notes:*
- **ENI/2018/402 618 – A1 Description of the action**
<table>
<thead>
<tr>
<th>Intervention logic/description</th>
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</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>● I.O. 4.2.6.:</strong> Tools, methodologies and guidelines adapted to national contexts (including translation into national languages);</td>
<td>and guidelines on eco-innovation and LCA developed and translated national languages;</td>
<td><strong>● 6 national laws/bylaws approved by national governments</strong></td>
<td>knowledge sharing events;</td>
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<td><strong>● I.O. 4.2.7.:</strong> At least 6 enabling national policies/national initiatives (laws, bylaws, ...) approved by national governments;</td>
<td><strong>● 3 laws/by laws in Egypt, Israel and Jordan on Plastic reduction and waste management initiated;</strong></td>
<td><strong>● At least additional 8 publications produced on project lessons learned, good practices and other project outputs, with gender reference reflected;</strong></td>
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<td></td>
<td><strong>● I.O. 4.2.8.:</strong> At least 8 publications produced on lessons learned, good practices and other project outputs, with gender reference reflected;</td>
<td><strong>● 4 national project reports and briefs developed under SwitchMed I</strong></td>
<td><strong>● At least additional 8 events organized at national/regional/international level with at least 30 participants/stake holders with gender data included.</strong></td>
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<tr>
<td></td>
<td><strong>● I.O. 4.2.9.:</strong> At least 8 national/regional/international dissemination and knowledge sharing events organized.</td>
<td><strong>● 5 events organized at country and regional level during SwitchMed I</strong></td>
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<tr>
<td>Intervention logic/description</td>
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<tr>
<td><strong>Component 3: Networking, communication &amp; coordination</strong></td>
<td><strong>Outcome 3:</strong> Facilitate knowledge and information sharing for accelerating the uptake of green and circular economy</td>
<td></td>
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<td></td>
<td><strong>Objectively verifiable indicators</strong></td>
<td><strong>Baseline</strong></td>
<td><strong>Targets</strong></td>
<td><strong>Sources of verification</strong></td>
<td><strong>Assumptions</strong></td>
</tr>
<tr>
<td></td>
<td>- I.R.5.1. Information and knowledge sharing about the SCP practices facilitated</td>
<td>- No. visits on the new SwitchMed platform</td>
<td>- 100,000+ visits on the new SwitchMed platform</td>
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<td></td>
<td>- I.R.5.2. Demand for sustainable products stimulated</td>
<td>- 7,000 likes on social media accounts</td>
<td>- 10,000 likes on social media accounts</td>
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<tr>
<td></td>
<td>- I.R.6.1. Governance structure set in place through establishment of the Steering Committee</td>
<td>- No. simulation of demand for SwitchMed products and services</td>
<td>- Simulation of demand for 100+ SwitchMed products and services</td>
<td></td>
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</tr>
<tr>
<td></td>
<td>- I.R.5.1. Information and knowledge sharing about the SCP practices facilitated</td>
<td>- Steering Committee established</td>
<td>- 1 steering committee established</td>
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<tr>
<td><strong>Output 5: Networking Facility</strong></td>
<td><strong>Output 5.1:</strong> Enhanced dissemination of the SwitchMed Programme results</td>
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<td></td>
<td><strong>Objectively verifiable indicators</strong></td>
<td><strong>Baseline</strong></td>
<td><strong>Targets</strong></td>
<td><strong>Sources of verification</strong></td>
<td><strong>Assumptions</strong></td>
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<tr>
<td></td>
<td>- I.O.5.2. Quarterly SwitchMed newsletters (new) reaching to 1,000+ recipients</td>
<td>- 0 recipients</td>
<td>- 1,000+ new recipients</td>
<td>- Performance analytics for the Platforms and the social media channels</td>
<td>- The regional and strategic partners of the SwitchMed Programme are collaborative.</td>
</tr>
<tr>
<td></td>
<td>- I.O.5.3. Fully functional SwitchMed social media channels: 10,000+ likes</td>
<td>- Circa 7,000 likes on social media accounts (SwitchMed I)</td>
<td>- 10,000+ likes on social media accounts</td>
<td>- Newsletters published on the</td>
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<tr>
<td>Intervention logic/ description</td>
<td>Objectively verifiable indicators (from the region)</td>
<td>Baseline</td>
<td>Targets</td>
<td>Sources of verification</td>
<td>Assumptions</td>
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<td></td>
<td>• I.O.5.4. 3 side events</td>
<td>• 0 side events</td>
<td>• 3 side events</td>
<td>platform and the dissemination plan.</td>
<td>Technical infrastructure is available to use the social media apps.</td>
</tr>
<tr>
<td></td>
<td>• I.O.5.5. 2 Regional Dissemination Networking Events (SwitchMed Connect) organized with at least 248 regional participants.</td>
<td>• 0 events with 0 participants</td>
<td>• 2 SwitchMed Connect with at least 248 participants each</td>
<td>Side events news items</td>
<td></td>
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<tr>
<td></td>
<td>• I.O.5.6. At least 200 satisfied participants on the knowledge acquired about how to support green and circular businesses and how to create and enabling environment for those businesses in the Mediterranean region.</td>
<td>• 0 participants</td>
<td>• At least 200+ satisfied participants on the knowledge acquired</td>
<td>Session summaries of the SwitchMed Connect posted on the platform and the dissemination plan</td>
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<td>Participants list and the post-event survey results of the SwitchMed Connect</td>
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<td>Progress/annual reports</td>
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<tr>
<td>Output 5.2: Increased support to the consumption of sustainable products and services</td>
<td>• I.O.5.2.1. Stimulation of demand for 100 sustainable products and services on the SWITCH-products platform</td>
<td>• No activities for stimulation of demand for the SwitchMed products and services</td>
<td>• 4 Workshops and online platform for stimulation of demand for SwitchMed products and services</td>
<td>Performance analytics of the SWITCH-products platform</td>
<td>Political situation remains stable in the Mediterranean countries</td>
</tr>
<tr>
<td></td>
<td>• I.O.5.2.2. 4 sustainable product retailers and distributors engaged</td>
<td>• 0 retailers and distributors engaged.</td>
<td>• 4 retailers and distributors engaged.</td>
<td>4 LoI signed by product retailers and distributors</td>
<td>The regional and strategic partners of the SwitchMed Programme are collaborative</td>
</tr>
<tr>
<td></td>
<td>• I.O.5.2.3. 4 successful matches on the open innovation platform</td>
<td>• 0 matches on the open innovation platform</td>
<td>• 4+ successful matches on the open innovation platform</td>
<td>Performance analytics of the open innovation platform.</td>
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<td>4 MoU signed between the seekers and the provider possibly including</td>
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<tr>
<td>Intervention logic/description</td>
<td>Objectively verifiable indicators</td>
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<td>Targets</td>
<td>Sources of verification</td>
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<td>seed money</td>
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<tr>
<td>Output 6: Programme management</td>
<td>● I.O.6.1 4 Steering Committees held</td>
<td>0</td>
<td>4</td>
<td>● Meeting minutes</td>
<td>Active engagement from the National Focal Points in the SCM</td>
</tr>
<tr>
<td></td>
<td>● I.O.6.2 Bi-annual coordination group meetings held</td>
<td>0</td>
<td>8</td>
<td>● Progress/annual reports</td>
<td>Timely reporting from all partners</td>
</tr>
<tr>
<td></td>
<td>● I.O.6.3 Six-monthly progress reports submitted</td>
<td>0</td>
<td>4</td>
<td>● Terminal evaluation report</td>
<td></td>
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<td>● I.O.6.4 Annual reports submitted</td>
<td>0</td>
<td>4</td>
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<tr>
<td></td>
<td>● I.O.6.5 Independent, terminal evaluation completed</td>
<td>0</td>
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Appendices

A. TEST methodology and Med TEST programme

B. SCP National Action Plans demo projects under SwitchMed I demonstration component.

C. Indicative Work Plan.
Appendix A – TEST methodology and MED TEST programmes

TEST methodology

The TEST (Transfer of environmentally Sound Technology) methodology was developed by UNIDO in 2000 and first piloted in the industrial hot spots of the Danube River Basin. Since then, TEST has been applied in several regions worldwide in industrial hot spots. The core of the TEST approach is that it allows the companies which apply it to identify and implement the full potential of resource efficiency in their operations, exploiting the full financial and environmental benefits arising from improvements. The potential to enjoy financial benefits is key for convincing companies to pursue sustainable production beyond the life of a project. Convincing them of this can be achieved by:

- Revealing the actual costs of resource use inefficiencies in their production processes along with the associated pollution, by quantifying the costs of all materials that have not left the manufacturing site as a product, but have become so-called non product outputs (NPOs). The purchase costs of all NPOs are typically at least one order of magnitude higher than the average expenses for waste disposal and emissions treatment. However, the latter costs are more visible in a company's accounting system, while material losses are often not recorded in its information systems. The concept and the methodology to calculate NPO costs builds on the ISO standard 14051 on Material Flow Cost Accounting (MFCA);

- Setting priorities by linking company goals in area of productivity and environmental management with the use of raw materials, water, energy and the generation of major losses (waste and emissions) - and benchmarking a company's performance with international best practices for the industry sector (when available, benchmarks can often provide a preliminary indication of achievable improvements);

- Identifying and investigating in detail the leverage points (sources and causes of major losses and pollution) to gain an in-depth understanding of the factors influencing key resource/energy consumers within a process, thus focusing on the core problems;

- Using preventive techniques by challenging assumptions about the core process input needs when generating options for resource productivity and energy efficiency. This approach leads to the identification of an optimal set of measures with the least effort and highest benefits (see example in figure 2). The feasibility analysis of identified resource efficiency measures will incorporate economic savings associated with reducing the non-product output costs;

- Improving the information system on material and energy flows step-by-step, to allow regular monitoring of a company's performance through a set of indicators for important material and energy flows and productivity bottlenecks, enabling continuous generation of new resource efficiency opportunities.
The adoption of sustainable production strategies by companies needs the commitment and engagement of the different people who influence resource efficiency, not only inside an enterprise but also outside it (customers, suppliers, production managers, workers, etc.). Acknowledging this, the implementation of TEST has been structured into the four phases aligned to the learning cycle, also known as Deming cycle, used in the ISO standards. A company going through all the phases of the TEST cycle can initiate the required changes at each level of the management pyramid (fig. 3) to drive the process of continuous improvement of resource productivity patterns.

- **PLANNING** – Pushed forward by management leadership, enterprise values, policies and strategies are used to establish smart objectives, planning, and step-by-step assessment;

- **SUPPORT and OPERATION** - the necessary resources are provided and the actions are implemented;

- **PERFORMANCE EVALUATION** - the results of implementation are monitored and evaluated against smart objectives and indicators while performance is reviewed by the top management;

- **IMPROVEMENT** - Reflection on the experience gained at management level is used to update policies, strategies, or even business values - providing the basis for new planning and continuous improvement.

TEST combines the essential elements of a set of tools for sustainable production, namely Resource Efficient and Cleaner Production Assessment (RECPA), Material Flow Cost Accounting (MFCA) and environmental and energy management systems (EMS/EnMS) within the framework of the learning cycle (Plan, Do, Check, Act). As a result of the customized integration and implementation of these tools and their elements, best practices, new skills and a new management culture are adopted, enabling the company to move forward toward more sustainable production business models.

At the centre of the TEST approach is the Resource Efficient and Cleaner Production Assessment (RECPA) tool, a step-by-step assessment of financially feasible options for improving the resource efficiency and environmental performance improvements of production systems. The core output of this tool is a portfolio of financially feasible solutions, including good housekeeping, operational control improvement, process and product modifications, eco-innovative technologies.

Elements of Material Flow Cost Accounting (MFCA – ISO 14051 standard) are built into particular steps of RECPA to strengthen priority-setting based on non-product output costs and to put in place ad hoc information and monitoring systems for the important material and energy flows as well as for key areas/processes where major losses and consumption are occurring. An MFCA-based information system is necessary for monitoring the performance of implemented measures and programs to demonstrate their real impact on medium to long-term decisions. It also enables accountability of enterprise staff, as well as monitoring and reporting actual company performance against baselines and targets set up within smart objectives and key indicators. An effective
information system enables control of resource efficiency by linking consumption of priority flows (recorded within MFCA) to specific driving factors (for example volume of production which has to be monitored separately). One of the best practices in this area is Monitoring and Targeting (M&T).

Core elements of Environmental Management System (EMS) and Energy Management System (EnMS) are used in TEST to integrate resource efficiency into the company’s overall management systems, providing operating criteria and internal resources for ensuring that the outputs of improvement programs are implemented, sustained and further developed. EMS and EnMS which are designed in synergy with the implementation of CPA and MFCA tools have a solid foundation for leading companies toward continuous improvements in their production patterns.
MED TEST I and MED TEST II Programmes

UNIDO launched the MED TEST programme in the North African and Middle East region with a first pilot phase, which lasted from 2009 to 2012 (Med TEST I). This phase targeted three countries, namely Egypt, Morocco and Tunisia. The objective of the programme was to strengthen national capacities in the use of integrated resource efficiency tools while demonstrating the business case for sustainable production in the manufacturing sector. During the first pilot phase, a pool of 43 companies mostly in the food and chemical sector introduced the TEST approach at their facilities, identifying a portfolio of RECP measures worth approximately €17 million of private sector investments leading to significant savings in energy, water and raw materials.

The second phase of the TEST programme (MED TEST II) was kicked off in 2014 within the framework of the EU-funded SwitchMed initiative led by UNIDO. During this second phase, which aimed at scaling up the results of the pilot phase to all the countries of the MENA region, by expanding to more industrial sectors in countries that participated in MED TEST I (Tunisia, Egypt and Morocco) and to other countries with focus on food sector only (Algeria, Palestine, Lebanon and Jordan) that did not took part in Med TEST I.

More than 125 companies were engaged to demonstrate at larger scale how resource efficiency can be an effective strategy for helping businesses accommodate constraints on natural resources efficiency in their management systems (e.g. ISO14001 or ISO50001), improve their image and brand value, and strengthen their relationships with their stakeholders. The total private sector envelope that was leveraged for financing RECP projects during Med TEST II was significantly higher compared to the first phase, with more than €86 million worth of investments, which corresponds to an average 75% increase per company. These RECP investments were financed by a mix of private equity, direct loans and blending financing instruments (grants plus loans provided by national financing schemes25).

The two charts below in Figure 1 illustrate the distribution of payback periods (PBPs) of the identified RECP measures in MED TEST I and MED TEST II projects respectively, which confirmed the highly profitable business case for resource efficiency. Recorded resource savings per company compared to baseline were shown to be in the range of 20% for energy, 20% for water and 2-3% for raw materials.

25 Within the framework of Med TEST II, UNIDO established a cooperation agreement with some national financing schemes, some of which were managed by EBRD (GEFF and MORSEFF facilities). This was an effective approach to complementing technical assistance with financing incentives.
While the profitability of the RECP business case remained mostly unchanged between phase I and II, it was observed that there was a much higher uptake of RECP investments by companies during the second phase of the programme. This was essentially due to changes which occurred in the business environment, such as: availability of a wider range of financing instruments for energy and resource efficiency; increased costs for energy due to removal of subsidies; higher material costs, especially for imported items; increased interest on the part of SMEs from the MENA region to access EU markets where green criteria are more common; greater awareness of companies regarding water scarcity, at least in some water intensive sectors (e.g. the textile and chemical sectors); progressive improvement of environmental compliance regimes in some countries.

Impact publications and industry case studies from the MED TEST programme can be downloaded [www.switchmed.eu](http://www.switchmed.eu).
Appendix B - SCP National Action Plans demo projects under SwitchMed I demonstration component
(up to September 1st, 2018)

Under the SwitchMed project, UN Environment Economy Division is responsible for implementing the sub-component 3 of the Demonstration component – SCP NAP demo projects in the four countries: Egypt, Israel, Jordan and Palestine.

Demonstration activities have been selected in coordination with the governments, focusing on their key relevance to the priorities expressed in their SCP-NAPs: i.e. Egypt: Sustainable Public Procurement and plastic bag/waste management; Israel: Consumer Behavior, Public Procurement, Green Technologies and Innovation and sustainable Restaurants for owners and consumers; Jordan: Waste management in the tourism sector and National Solid Waste Management Training Program; and Palestine: Eco-tourism and Sustainable Agriculture.

Egypt: The Egyptian Sustainable Consumption and Production National Action Plan includes a list of 28 project proposals. Through the selection process led by the Ministry of Environment with participation of different government stakeholders and the projects steering committee, two proposals are currently being implemented: reducing plastic bag consumption and mainstreaming sustainable public procurement. The Centre for Environment and Development for the Arab Region (CEDARE) was designated by the Ministry of Environment as its SwitchMed leading implementing partner. The project also engaged seven Supermarket chains and mass media (Radio, TV, social media).

Sustainable public procurement:

Major outputs include a Sustainable Public Procurement Assessment report and a Policy Brief on Mainstreaming Sustainable Public Procurement which assessed the existing institutional system for purchasing within governmental body, and set recommendations that determine clear roles and mandates. The Sustainable Public Procurement Guidelines were produced and used to train practitioners and over 100 government officials.

Reducing plastic bag consumption:

Aiming at changing consumers behaviour through lobbying for and promoting the need of a levy to be enforced on plastic bags, a national awareness campaign on the adverse impact of plastic bags leakage to the environment and the available alternatives was initiated. Two important deliverables are the policy brief on the Plastic bags consumption and an assessment study on Plastic bag reduction in Egypt. It revealed that Egypt produces annually 16.2 million tons of waste, 6 per cent of this waste (+- 970 thousand tons) is plastic. Only 45 per cent are recycled and 5 per cent is reused. Half of the waste is not collected and this uncollected waste is often burned in ways that pollute the surrounding environment or is simply spread out everywhere in nature. The study also presents the alternatives to using single-use plastic bags and makes recommendations on policy and laws to minimize plastic-bag use.
The “Awareness Campaign” was first launched on the World environment day on 5th June 2017 by the Minister of Environment, alternatives to single-use plastic bags were distributed to seven supermarket chains in Cairo and Alexandria. The campaign has received a lot of interest and has already been showcased in several international conferences (5th SCP roundtable for the Arab world, December 2017 and League of Arab States/ESCWA HLPF preparation forum, April 2018) and widely covered by media.

**Israel:** The national implementing partner for the demonstration projects in Israel is the Ministry of Environmental Protection that coordinates the activities and ensure their linkages with the Nationals Sustainable Consumption and Production National Action Plan. The demo activities focus on the promotion of green public procurement; Green Technologies and Innovation and the implementation of sustainable best-practices in the restaurants sector (in collaboration with Tel-Aviv Yafo municipality).

**Green public procurement:**
Green Public Procurement (GPP) is a process whereby public authorities seek to procure goods, services and works with a reduced environmental impact throughout their life cycle when compared to goods, services and works with the same primary function that would otherwise be procured. By implementing environmental criteria in the tendering procedure, public authorities can have a positive influence on market supply. In collaboration with selected local authorities environmental criteria were successfully integrated into public procurement tenders of 8 sectors. A mechanism for sharing these "green tenders" among local authorities, a Green Public Procurement web portal were established and procurers were trained accordingly. Therefore the major outputs of the project are

- A guideline document on GPP
- Four forums for local authorities procurement managers;
- Eight products sheets for green tenders;
- A Green Public Procurement web portal established; http://www.sviva.gov.il/subjectsEnv/SustainDevelopment/Gov-Sustainability/Pages/gov-green-purchasing.aspx

**Sustainable best-practices in the restaurants sector**
Implementing sustainable practices in selected businesses in the restaurants sector enabled and the creation of a set of success stories. SMEs and retail activities which have an on-going relationship with end-consumers were selected for the activities. A **Green Restaurants Guidebook** was developed to help restaurant owners and dining establishments to take their first steps in the world of environmental sustainability. Better environmental performance on the part of businesses, and restaurants in particular attracts a new environmental public awareness and
allows customers to take sustainability into account when making their choices. Important outputs also include:

- Surveys to 50 restaurants on energy, waste and material flow;
- On-site trainings in over 30 restaurants;
- **Green Restaurants Guidebook** elaborated by the Ministry of Environmental Protection;
- A Guidelines for retailers;
- The setting up of a platform of "Green Label Online for Environmental Streamlining in SMEs" – in collaboration with the Municipality of Tel Aviv is undergoing.

**Green Technologies and Innovation**

In order to encourage environmental innovation in Israel and remove barriers to the establishment of cleantech start-ups and ventures, the MoEP developed and launched new policy tools to promote green innovation. These ongoing efforts include:

- Development and launch of **clean technologies** beta-sites program to allow industrial-scale experiments of environmental technologies;
- Development of a **policy package program** to remove regulatory barriers and aid financially emerging clean technologies at the industrial-scale pilot stage (beta-stage). (Completed and approved by Ministerial level);
- Establishment of the Resource-Efficiency Knowledge Center, development and launch of **resource-efficiency consulting program**;
- An **Expo** of Israeli cleantech technologies to increase visibility of Israeli Green innovation and strengthen the local network of entrepreneurs, launched on 23 May 2018 in presence of Minister of Environmental Protection, Minister of Economy and EU Ambassador.

**Jordan:**

The implementing partners are the Ministry of Environment and EDAMA (Association for Energy, Water and Environment), that will train relevant stakeholders on sustainable waste management under the two main components: Improving **solid waste management in the Aqaba hotel industry** and developing a national **solid waste management training program** to train relevant stakeholders.

**Solid waste management in hotel industry**

In the tourism sector, five and four-star hotels in the city of Aqaba institutionalized solid waste management concepts and practices to reduce the amounts of waste generated while adopting sustainable solid waste management practices, and to build the capacity of the relevant hotel staff. This project achieved the following:
• Training needs assessment report produced and training needs assessment workshop delivered. The participants were from the pilot hotels, government, private sector, universities, etc.;
• Training of the solid waste management team implemented, with the participation of the solid waste management committee of each hotel.

National solid waste management training program
The National Solid Waste Management Training Program promoted the technical growth of the solid waste management sector in Jordan by building the capacity of its workforce from the technical and high-level decision maker level and by suggesting opportunities for public and private partnerships. This project delivered:
• Two advanced training workshops on “Energy from Waste”. Around 30 attendees from private and public sectors were selected for each workshop based on their respective profiles (30% were females participants);
• A Training workshops for women on the reuse of recycled products.

Policy level achievements also include a Draft of Waste Management Framework Law 2018, Plastic Biodegradable Shopping Bags Bylaw and a campaign “One Dead Sea is Enough” launched by the Minister of Environment.

Palestine:
Following the development of the Sustainable Consumption and Production National Action Plan, the Environment Quality Authority (EQA) in collaboration with UN Environment is implementing projects on (i) Promoting Eco-trails and (ii) Sustainable Agriculture modules to demonstrate the benefits of applying the Sustainable Consumption and Production concepts. Main Achievements are:

Promoting Eco-trails
• Development of an Eco-trail/sites methodology and guidelines with various coordination meetings held;
• Report on Assessment/Shortlist of existing trails/sites based on new methodology /guidelines and the rehabilitation of 5 pilot trails which is ongoing.

Sustainable Agriculture modules
Promoting Sustainable Agriculture modules is focusing on the development of guidelines for biological pest control, assessment of the post harvesting techniques and handlings, introduction of agricultural best practices that results in preventing losses of soil moisture content and organic matter. The major outputs include:
• Post harvesting practices and handling assessment report;
• Agricultural best practices manual “Guidelines for Introducing Agricultural Best Practices to Preserve Organic Matter and Moisture Content in Soils”;

Contract ENI/2018/402 618 – A1 Description of the action
• Three consultation workshops and two training workshops on agricultural best practices with over 100 participants;

Sustainable Consumption and Production expos were also organized in Jenin, Hebron and Gaza respectively. More than 500 visitors from all governorates of the country, women's associations, private sector, governmental institutions, universities, and municipalities visited them. The exhibitions included more than 30 initiative ranging from recycling of used tires to organic agriculture and upcycled fashion. In the context of the expos, the Sustainable Consumption and Production projects presented their activities and promoted public discussions which were well covered by media as well.