MANAGEMENT RESPONSE AND IMPLEMENTATION FOLLOW-UP

Midterm Evaluation of the ITC MENATEX Programme

Management Response, Action Plan, Results, and Means of Verification

Date of submission of final evaluation report: January 2023	
Responsible manager: Matthias Knappe, Programme Manager, Fibres, Textiles and Clothing **Responsible chief:** Rob Skidmore, Chief, Sector and Enterprise Competitiveness **Responsible director:** Ashish Shah, Director, Division of Enterprise Competitiveness and Institutions (OIC) **Head of evaluation:** Miguel Jiménez Pont, ITC Independent Evaluation Unit	
Date of finalization of management response: 2 March 2023	

Recommendation No. 1: *The evaluation recommends strengthening the Programme Theory of Change (ToC), providing relevant articulation between the results chains for the Programme and refining the Programme contribution to identified SDGs.*

Consider the following actions:

- *Re-visit and consolidate the overall Theory of Change for the Programme.*

- *Provide a clearer articulation through intervention specific results chains of both outputs and outcomes for regional and global projects.*

- *Refine the stated contribution to SDGs 1, 5, 8, 9, 12, 17, to explain concretely how the Programme works to contribute to their achievements.*

Assigned to: Programme Management

Management Response and Justification:

The recommendation is:	
Accepted:	X
Partially accepted:	
Rejected:	

The ToCs as well as the updated version for the extension phase was discussed with all stakeholders, including ITC's SPPG, ITC's Senior Management Committee, both donors as well as country stakeholders and approved. It was also published in a renowned development paper and received good feedback from all parties. However, we acknowledge the fact that the SDG component could be more explicitly elaborated and described. Moreover, the work under the global component evolved over time and could possibly be explained in more detail. With these details, a new or amended ToC of a potential new programme can be elaborated.

Action Plan and Responsibilities:

Actions	Expected result and means of verification	Responsible office or partner	Contributing* partner(s)	Implementation deadline	Remarks
1.1 Describe in more details on how the programme contributes to achieving the relevant SDGs. The description could then be linked to the ToC and will also be used as overall communication material for the programme	1. Short documentation on the programme's contribution to the SDGs as part of the ToC 2. Additional communication material development for the programme targeting a wider SDG audience	Programme Manager	Project Managers Section Chief	March 2023	
1.3 As part of the development of a potential new programme amend the ToC as required and in line of the new orientation of the potential programme	Updating/amending the ToC for a potential new programme	Programme Manager	Project Manager Section Chief	June 2023	

Recommendation No. 2: *The evaluation recommends developing one substantive document clearly providing an overview laying out intended internal and external synergies between all funded activities of the Programme; this overview document could also help in fostering the coherence of all Programme interventions with ITC's mission.*

Consider the following actions:

- *Develop ad-hoc Programme documentation to harmonize the content of the two Programme Agreements and provide a substantive Programme framework that would go beyond the use of the same results framework.*

- *Improve planning and reporting on internal and external synergies.*

Assigned to: *Programme management*

Management Response and Justification:	
The recommendation is: Accepted: ☐ Partially accepted: ☒ Rejected: ☐	1. We agree on the need for improving planning and reporting on internal and external synergies, which could leverage additional resources for the programme and beneficiaries. The respective project and their managers already actively participate in the respective UNRCO meetings and frameworks, either in the form of the project managers (e.g. In Jordan, Morocco and Tunisia the GTEX/MENATEX project managers are also the country officer) or National Project Coordinator (in Egypt the NPC acts as ITC's representative in the UNRCO meetings), or both. With regard to other development partners, the programme will reach out proactively to other partners to seek synergies and collaboration, including CBI, ILO, GIZ and UNIDO, and others as appropriate. 2. Given the remaining time and the fact that to beneficiaries only one approach supported by both donors was communicated, an additional substantive framework document will only be elaborated for the second phase of the programme.

Action Plan and Responsibilities:

Actions	Expected result and means of verification	Responsible office or partner	Contributing* partner(s)	Implementation deadline	Remarks
2.1 Elaborate a consolidated programme document for a potential second phase, incorporating the SDG and global/regional descriptions as recommended under recommendation No. 1	Programme document elaborated, discussed with the donors and finalized	Programme Manager	Project Managers, NPCs	July 2023	
2.2 Actively reach out, identify, and discuss synergies and collaboration with the UNRCO as well as other development partners. Report results in the annual report.	1. Updated and more detailed reporting on synergies/collaboration 2. Organization of joint activities and reflected in the annual report. 3. The programme document for the new phase will describe in detail the envisaged synergies, and complementarities with other development partners operating in the T&C sector in the selected partner countries.	Project Managers NPCs	Programme Manager	July 2023 for the new programme document	Recurring task

Recommendation No. 3: *The evaluation recommends strengthening the communication of the Programme, identifying specific communication channels and content depending on the types of Programme stakeholders.*

Consider the following actions:

- *Strengthen the communication of the Programme particularly towards its direct intended beneficiaries i.e., providing holistic information about the Programme and not just the past or future activities.*

- *Develop an organized and accessible repository of documentation, information and knowledge relative to the Programme, and ensure that it is continuously updated.*

- *Clarify the work done by the Programme with respect to advocacy in line with the Programme objectives of "strategic embedding".*

Assigned to: Programme Management

Management Response and Justification:	
The recommendation is: Accepted: [X] Partially accepted: [ ] Rejected: [ ]	Internal and external communication of the programme can be expanded to reaching out to beneficiaries and to leverage on advocacy to contribute to change at policy level.

Action Plan and Responsibilities:

Actions	Expected result and means of verification	Responsible office or partner	Contributing* partner(s)	Implementation deadline	Remarks
3.1 The programme will rework its communication material to reach out to a wider audience as well as targeting those beneficiaries that have been less active.	1. Revised communication material, including on SDGs and the ToC as outlined under recommendation 1. MoV: Actual training material	Programme Manager	Project Managers	May 2023	
3.2 Organize stakeholder meetings of "roadshows" together with the sector association and activity companies to various regions in the country to mobilize les active beneficiaries so that they can hear and learn from peers that made important positive changes thanks to the project.	1. Better sensitization of beneficiaries and other interested parties about the programme and its positive results on peers. This, in turn, should increase the number of active beneficiaries Means of verification: Short "roadshow" reports by the NPC	NPCs Project Managers	Programme Manager	May 2023	

In line with this action, the respective NPCs will take more time to visit enterprises and discuss with them the challenges and how the project has or could support them.					
3.3 Scale up and expand the T&C Virtual Learning Space Global Textile Academy that was launched on 15 July 2022. It is already functioning as a repository of documentation, information and knowledge relative to T&C-related topics and the Programme.	1. Keep on updating and feeding the VLS with content, including e-learning courses (e.g. on lean manufacturing and yarn and fabric knowledge Means of verification: Registered users and feedback from e-learning tools	Programme Manager	Project Managers NPCs		Recurring Task as the Global Textile Academy, which is basically a repository of all documentation is operational since July 2022.

Recommendation No. 4: *The evaluation recommends clarifying and strengthening the monitoring and accountability reporting system for the Programme, including relative roles and responsibilities.*

Consider the following actions:

- *Clarify the respective roles and responsibilities regarding monitoring and accountability reporting, including provisions for quality assurance of reported data.*

- *Re-visit the M&E system of the Programme to make it more fit-for-purpose, including the development of specific tools, SOPs and evaluation benchmarks.*

- *Embed a critical self-reflection element within the M&E system to "formally" detect performance-related issues and to keeping track on how these issues are being addressed.*

Assigned to: Programme management

Management Response and Justification:	
The recommendation is: Accepted: [X] Partially accepted: [ ] Rejected: [ ]	As indicated from the outset, the programme faces the challenge to mobilize beneficiaries to provide the necessary data to measure the full results of the programme. Better harmonization among projects will facilitate overall reporting. ITC's internal M&E system, which acts as a framework for all ITC projects, provides a good internal reporting structure, including benchmarks (targets). GTEX / MENATEX transforms the outputs from the ITC system into the reporting formats as required by the donors.

Action Plan and Responsibilities:					
Actions	**Expected result and means of verification**	**Responsible office or partner**	**Contributing* partner(s)**	**Implementation deadline**	**Remarks**
4.1 Develop standard operating procedures (SOPs) that explains the roles and responsibilities for data collection and analysis at each stage of the M&E function for all NPCs, project managers and the programme manager to follow	All members of the GTEX/MENATEX team are clear on their responsibilities for reporting and including institutional stakeholders. MoV: SOP developed.	Programme Manager Project Managers	NPCs	June 2023	
4.2 Fine-tune the already developed data capturing tool (based on surveys and excel-based results capturing), elaborate a standard operating procedure	Support tool upgraded and SOP outlined in a short paper.

MoV: actual tool and above-mentioned SOP | Programme Manager Project Managers | NPCs | June 2023 | This is also a recurring task |
| 4.3 Develop a standard repository of evaluation forms for various kinds of events organized by the programme such as e.g. trainings and coachings, marketing missions, trade fair participations, etc. (to be adapted to the specificity of each event). This also includes an analysis sheet that would allow programme management to understand the consolidated feedback and detect possible performance-related aspects. | 1. Standard evaluation forms elaborated 2. Analysis sheet elaborated | Programme Manager Project Managers | NPCs | April 2023 | |

Recommendation No. 5: *The evaluation recommends including an adaptive mechanism to better target and integrate the needs of beneficiaries including how these evolve in the design, planning and implementation of activities.*

Consider the following actions:

- *Strengthen the functions of governance, strategic management, and operational management of the Programme by a clearer definition of roles and responsibilities relative to each level.*

- *Operationalize a light and practical collaborative mechanism for stakeholders involved in the implementation of respective projects, e.g., in the form of project technical committees.*

Assigned to: Programme management

Management Response and Justification:

The recommendation is:	While the programme is following the agreed upon governance and management structure as laid out in the programme document, we agree that the project steering committees could be used more strategically. Also, more frequent stakeholder meetings could be envisaged to discuss changing requirements and needs as the sector evolves and how the programme could address these.
Accepted: [X]	
Partially accepted: [ ]	
Rejected: [ ]	

Action Plan and Responsibilities:

Actions	Expected result and means of verification	Responsible office or partner	Contributing* partner(s)	Implementation deadline	Remarks
5.1 Redesign the format of the PSC meetings in consultation with the development partners and institutional partners in each country. For the PSC of the global component, more specifically integrate the MENA regional component and invite regional stakeholders to the discussion.	1. Better use of steering committees to discuss improvements and address other involving issues. MoV: Minutes of the PSC meetings	Programme Manager	Project Managers	April 2023	A first regional PSC was already held in November 2022 wit stakeholders from all 4 countries following the new format. Also the Global PSC was held with both donors and country stakeholders
5.2 Organize yearly technical committee meetings with selected key stakeholders (in between PSC meetings). Suggested technical committees include institutional	1. Technical committees with a small number of players formed and first meetings held MoV: Short meeting reports.	Project Managers NPCs	Programme Manager	September 2023	The technical committees will be established following recommendations by the respective PSCs.

ecosystem development and institutional collaboration, social and environmental sustainability as well as market focus and penetration. The topics will be validated by country stakeholders					
5.3 Re-assess selected key BSOs by verifying the implementation of the institutional development roadmaps, using the same experts. Identify newly emerging challenges that might need to be addressed.	Identify improvements and or gaps in institutional performance as well as emerging challenges and how to address these. MoV: Short assessment report	Project Managers	NPCs	March 2024	As part of GTEX/MENAEX II for those BSOs retained

Recommendation No. 6: *The evaluation recommends improving the definition and integration of sustainability issues as well as country-specific contextual variables in the Programme planning, implementation, monitoring and reporting.*

Programme management should consider the following actions:

- *Clarify and strengthen the Programme's collaboration with the other ITC sections and divisions to deepen the understanding of country contexts and include adequate analysis of inter-relationships between the various stakeholders involved at project level and of their dynamics. This could be conducted iteratively across the life cycle of the Programme with DCP and DECI.*

- *Clarify content relative to sustainability in the Programme and project documents based on a T&C study to identify specific actions that could be conducted in the framework of the Programme.*

- *Develop multiple-scenario exit strategies, especially for country projects, in preparation of the changes in the funding and/or activities landscape beyond 2023.*

Assigned to: Programme team

Management Response and Justification:	
The recommendation is: Accepted: [X] Partially accepted: [ ] Rejected: [ ]	

Action Plan and Responsibilities:					
Actions	**Expected result and means of verification**	**Responsible office or partner**	**Contributing* partner(s)**	**Implementation deadline**	**Remarks**
6.1 Closely involve ITC country officers (DCP) by informing them regularly of project activities and soliciting their country intelligence.	1. Country knowledge and intelligence is systematically integrated in the project implementation. MoV: Feedback from ITC country managers.	Project Managers	Programme Manager		Recurring task The respective country officers for Jordan, Tunisia and Morocco are implementing the respective GTEX/MENATEX projects. Thus, country intelligence is secured. Also, weekly programme meetings are conducted to ensure synergies at regional level.
6.2 Elaborate an updated narrative on the expected sustainability of the individual projects of the programme, including multi-scenario exit strategies based on the 2022 Annual report.	1. All stakeholder have a clear picture of the expected sustainability of project interventions 2. Clear exit strategies allow stakeholders to plan ahead based on the scenarios outlined MoV: The actual narrative	Programme Manager Project Managers NPCs		June 23	
6.3 In line with 1.1 above elaborate a narrative on how the programme addresses sustainability and SDG aspects.	1. SDG brochure elaborated			April 2023	

Recommendation No. 7: *The evaluation recommends identifying practically how the Programme could support the prevention and mitigation of negative impacts on cross-cutting issues in T&C value chains.*

Programme management should consider the following action:

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

Assigned to: Programme team

Management Response and Justification:	
The recommendation is: Accepted: [X] Partially accepted: [ ] Rejected: [ ]	The programme already works on three cross-cutting issues, namely social compliance, environmental sustainability as well as women empowerment (gender). Detailed work has been carried out and promising results were achieved and reported on. In line with development partner expectations and following stakeholder consultations, the programme plans to continue working and prioritizing gender as well as social and environmental sustainability aspects in the last year of operations. For this, additional stakeholder consultations are foreseen. A number of studies already exist on social and environmental sustainability in the region. These will be looked at end relevant elements taken for possible implementation under GTEX/MENATEX

Action Plan and Responsibilities:

Actions	Expected result and means of verification	Responsible office or partner	Contributing* partner(s)	Implementation deadline	Remarks
7.1 In line with stakeholder consultations as foreseen for the development of the second phase, define concrete activities on social and environmental sustainability as well as gender mainstreaming.	Concrete activities formulated and agreed upon as part of the annual workplan	Project Managers NPC	Programme Manager	June 23	
7.2 Undertake specific analysis (studies) of the role of women in T&C sector in the 4 countries.	Short analytical reports on the status of women in the industry in the respective countries with recommendations for project actions.	Project Managers and NPCs	Programme manager SheTrades colleagues	June 23	A study for Jordan was already completed while studies in Morocco and Egypt are ongoing.
7.3 Analyze existing studies and strategies on the social and environment impact of the T&C sector and develop recommendations for project actions for the second phase	Document of the second phase outlining how the T&C sector in the 4 countries could positively contribute to mitigating climate change and social improvements (improving worker – management relations)	Programme Manager	Project managers and NPCs Green to Compete colleagues	June 23	