



EXPORT IMPACT
FOR GOOD

15 March 2012

MID-TERM EVALUATION REPORT
Enhancing Arab Capacity for Trade (EnACT)
Algeria, Egypt, Jordan, Morocco, Tunisia

Monitoring and Evaluation Unit

INTERNATIONAL TRADE CENTRE

A SUBSIDIARY ORGAN OF THE UNITED NATIONS
AND THE WORLD TRADE ORGANIZATION

Geneva, Switzerland

Disclaimer

The designations employed and the presentation of material in this document do not imply the expression of any opinion whatsoever on the part of the International Trade Centre concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. Mention of company names or commercial products does not imply endorsement by the International Trade Centre. This document has not been formally edited.

CONTENTS

LIST OF ACRONYMS	4
A. EXECUTIVE SUMMARY	5
B. EVALUATION REPORT.....	15
1. INTRODUCTION.....	15
1.1 Background and Context.....	15
1.2 Purpose and Objective of the Evaluation	17
1.3 Scope of the Evaluation.....	17
1.4 Methodologies used in the Evaluation	17
2. ANALYSIS & FINDINGS.....	18
2.1 Assessment of Implementation and Delivery.....	18
2.1.1 Institutional and Management Arrangement.....	18
2.1.2 Implementation of Activities and Achievement of Results.....	20
2.1.3 Attainment of Objectives	31
2.2 Assessment of Effects	32
2.2.1 Outcomes	32
2.2.2 Impacts.....	33
2.2.3 Sustainability.....	34
3. LESSONS LEARNED & BEST PRACTICES	35
3.1 Lessons Learned	35
3.2 Good Practices	36
3.3 Constraints.....	38
4. RECOMMENDATION.....	38
4.1 Issues resolved during evaluation	38
4.2 Actions/Decisions recommended.....	38
5. CONCLUSIONS	39
ANNEXES	41
1. Terms of Reference	42
2. Organizations and places visited and persons met	47
3. Questionnaires.....	50
4. Relevant Materials.....	57

LIST OF ACRONYMS

ALGEX	Agence Nationale de Promotion du Commerce Extérieur
CEPEX	Centre de Promotion des Exportations
CGEM	Confédération Générale des Entreprises du Maroc
CTAP	Certified Trade Advisors Programme
CIDA	Canadian International Development Agency
EEC	Engineering Export Council
EnACT	Enhancing Arab Capacity for Trade
FEDIC	Fédération des Industries du Cuir
FTTC	Foreign Trade Training Center
ITC	International Trade Center
JEDCO	Jordan Enterprise Development Corporation
KPI	Key Performance Indicators
MSME	Micro, Small and Medium Enterprises
NES	National Export Strategy
ONA	Office National de l'Artisanat
PCU	Programme Coordination Unit
RBM	Result-based Management
SME	Small and Medium Enterprises

A. EXECUTIVE SUMMARY

1. Summary table of findings, supporting evidence and recommendations

Findings identified problems/issues	Supporting evidence/examples	Recommendations
1. Constituents are satisfied with programme performance and would like further impact		
<ul style="list-style-type: none"> - CIDA has expressed its overall satisfaction for EnACT progress and is looking forward to increased outcomes by the programme completion. - Client countries have shown strong commitment and expressed their overall satisfaction for EnACT contribution to trade development. 	<p>Mid-term progress report 2009-2011 to CIDA has shown progress made from programming phase to implementation phase as well as achievement of results in building human capacities (trainings) and preliminary outcomes for connecting SMEs to international markets (participation to trade fairs) Specific outcomes are detailed below.</p>	<ul style="list-style-type: none"> - Keep implementing EnACT through a result based and client-oriented approach - Continue focusing on activities with high potential result and practical impact in particular towards the creation of employment (provision of services to SMEs; capacity building for and empowerment of promising TSIs)
2. EnACT: a pilot programme which calls for a follow up operation?		
<ul style="list-style-type: none"> - EnACT programme could be considered as a "pilot initiative" to build on. After a slow start, EnACT stands as a result based model. - Local counterparts have made good progress in learning by doing and are improving their RBM empirical learning curve. They have expressed their satisfaction in terms of value for money. 	<ul style="list-style-type: none"> - It took time to start the programme, to identify and put in place local teams, to formulate demand driven work plans, to energize the implementation process - Programme relatively small financial size (CAD 9,150,000 eq. USD 7,396,928¹) for 5 countries is a feature of phased development operations; - Tangible results start to emerge as stated in detail below (sales to France and Japan from Moroccan and Tunisian SMEs; generation of a roster of CTAP advisors); and - Challenging needs are still to address. 	<ul style="list-style-type: none"> - Complete ongoing activities - Move toward a follow up operation which could be built on the success and capacities generated by the current programme. It should aim at inter-, and intra-regional trade, sectors with high export potential and high exports volumes, and income and labor generation. The follow up phase should continue having beneficiary countries in the driving seat and should respect the non-bureaucratic features of the current programme. ITC together with EnACT TSIs and other Arab stakeholders could define an effective fund raising strategy, including co-financing.
3. Programme overall design is relevant except the policy dimension of the regional objectives		
<ul style="list-style-type: none"> - Though Programme design is relevant for supporting countries trade development objectives, the Regional dimension objectives related to "harmonization of trade policies and strategies" seems too ambitious. 	<ul style="list-style-type: none"> - EnACT programme design is based on assessment of countries' trade development needs. - A question is whether it was realistic to expect EnACT "facilitate the harmonization of trade related policies and strategies within the region and with the outside world" as stated in the Programme Document. Regional agreements are sensitive topics, time-consuming and require explicit 	<ul style="list-style-type: none"> - Within the broader theme of "harmonization of trade related policies and strategies" the programme should continue focusing on work with TSIs and SMEs.

¹ Based on Dec 2008 UN exchange rate of 1.237 / Grant Agreement / Annex B: Estimated Budget

	willingness and high level commitment of concerned countries	
4. Enact is strategically positioned to promote regional integration needs in the Arab States region		
- The Regional dimension has been covered with EnACT first Regional Forum held in November 2011 in Casablanca, Morocco. The forum was a gathering of EnACT stakeholders (70 participants) and its agenda was private sector oriented with a particular focus on B2B meetings of up to 25 participating SMEs.	- The Regional Forum has been positively welcomed by participants. B2B meetings have generated its 1 st outcome: a commercial partnership with an order from a Moroccan firm to a Tunisian one.	- Building on the first results of the regional Forum in Casablanca, Enact is well positioned to exploit the emerging needs in the region to promote human skilled links among the five countries as well as to exploit un-explored trade opportunities and linkages between the five countries, in particular between the Maghreb and Mashrek regions
5. Outcomes under Objective 1: Development of Trade Capacity of the Countries (Trade intelligence, trade policy and export strategy)		
- EnACT has mainly supported Ministries of Trade develop trade intelligence (Trade Observatory), formulate trade policy (Non Tariff Measures; studies on trade topics) and export strategy (National Export Strategy- NES). Some of these activities have experienced delays and are still a work in progress. They require to be framed in a meaningful set of data offering for all stakeholders including the business community.	Some of the activities are still underway; studies have been completed and action plans under implementation or under review <i>Supporting evidence:</i> Non Tariff Measures surveys in Morocco and in Egypt will be completed in 2012. Trade Observatory in Tunisia and NES process in Jordan have been delayed mainly due to time required to build consensus between ITC technical sections and local counterparts. Both activities will be revived in early 2012.	- Ensure that the activities of Trade Observatories are relevant to a larger audience in the countries, in particular the business community. Foster regional linkages between Trade Observatories - Revive NES process in Jordan with the recently appointed Navigator, paying attention to the particular circumstances of the country
6. Outcomes under Objective 2: Development of Enterprise Competitiveness (TSI strengthening for export competitiveness)		
EnACT has supported and/or built partnerships with public and private TSIs in all countries. Thus, EnACT is contributing to strengthening TSIs capacity to support SMEs for export. The challenge is TSIs moving from demonstration effect to a more incorporated and sustainable approach to export building	<i>Supporting evidence:</i> (a) EnACT has supported CEPEX in Tunisia to establish a new organizational chart for effective provision of services to SMEs; (b) EnACT has signed MOUs with the Foreign Trade Training Center (FTTC) in Egypt and the leather sector federation FEDIC in Morocco for respectively provision of trade related trainings to SMEs and for performing export audits with CTAP advisors.	- Continue building partnerships, networking and experience sharing between the TSIs in the five countries. Empower them in the provision of services to SMEs to ensure sustainability of EnACT assets
7. Outcomes under Objective 3: Trade and Market Linkage Development (Market development support for enterprises)		
- EnACT has sponsored up to 60 training sessions to build local capacities in trade for SMEs, TSIs, Consultants, Diplomats/Trade Representatives: Certified Trade Advisors Programme (CTAP), E-commerce and web marketing, Market profiles, Packaging.	<i>Supporting evidence:</i> (a) Algeria has a roster of CTAP advisors both consultants (23) and trainers (12); (b) Morocco: a roster of CTAP advisors both consultants (24) and trainers (8) is available; (c) Jordan: training, workshop, round table and clinic on "Improving the Packaging supply chain in Jordan" was delivered to 40 participants.	
- Morocco: Implementation of	- Morocco: (a) a pilot initiative to	- Develop a case study and/or

<p>CTAP is assessed as a good practice</p> <p>- The programme has achieved good market connections for SMEs in a different sectors, but limited in size so far.</p>	<p>perform 10 export audits in leather sector is underway; (b) the country has formulated an action plan 2012-2015 aimed at performing 1000 export audits through a PPP and cost-sharing scheme, public resources secured under the national budget through signing an agreement with the Ministry of Finance.</p>	<p>Share Moroccan experience and ownership of CTAP results with other EnACT countries</p> <p>- Based on the experience and learning gained so far, the programme should gradually move to higher volume impact, focusing its activities and methodologies on high market potential sectors. However, the evolution towards higher volume impact shouldn't happen at the expenses of programme flexibility in activity planning and execution.</p>
<p>8. Outcomes under Objective 4: Gender and Youth Mainstreaming (Gender and youth mainstreaming in trade)</p>		
<p>EnACT has supported capacity building for businesswomen and young entrepreneurs and/or participation to international trade fairs for handicraft sector (Algeria, Egypt Jordan, Morocco and Tunisia), leather industry in Morocco and IT sector in Tunisia.</p> <p>- EnACT is supporting the "First Step" initiative dedicated to mentoring of young entrepreneurs to accomplish their first export in Tunisia</p>	<p><i>Supporting evidence:</i> (a) Trainings: workshop training in design for 16 jewelry designers in Egypt; extensive participation to e-commerce and web-marketing trainings in Algeria; training of young entrepreneurs in IT sector in partnership with Sfax Business Center; (b) Market access: sales to France by Wafa Cuir and Sonic (leather products/Morocco), Japan by Caravan Serail (hand-made handbags/Tunisia), order from the Louvre Museum for Silsal (handicraft/Jordan); social audit of Coroc underway by Lancel Paris</p> <p>- "First Step" is dedicated to young entrepreneurs, CTAP consultants are hired to provide their services as well. While at its initial phase, the experience may be promising based on the recipients interviews</p>	<p>- Develop further coaching where appropriate to increase the practical benefits of trainings for SMEs employing women and youth</p> <p>- Enhance market access support to SMEs employing women and youth for long term integration to the global market</p> <p>- In the context of women- and youth-operated businesses, learn from "First Step" model and outcomes and share lessons learned with EnACT countries as they have already expressed their interest during the Regional Forum</p>
<p>9. Programme Management</p>		
<p>- EnACT PCU has built local teams and identified public and private counterparts in each country, while managing the changes in the public sector in some countries</p> <p>- EnACT programme kept the momentum under a challenging political and economic internal and external environment thanks to the PCU proactive approach which reacted efficiently with tailored offering to fast changing needs. - EnACT has faced subsequent delays in some activities implementation.</p>	<p>- EnACT PCU has established dynamic and committed teams and counterparts in each country with anchors in the Ministries in charge of Trade, National Facilitators, public and private TSIs, providers of trade development services. CPU also benefits from the active support of beneficiary countries' missions in Geneva.</p> <p>- Egypt has no longer a national Coordinator, but thanks to EnACT close follow up and the National Facilitator commitment, the programme is keeping its momentum</p> <p><u>Tunisia:</u> CTAP did face delays of</p>	<p>- Build on existing teams and counterparts for any trade related assistance in Arab countries</p> <p>- Move on implementing delayed activities in 2012 work plans</p>

<p>- EnACT programme “institutional model” has the following features: (a) centralization of administration, budget and accountability at EnACT PCU; (b) Value for money is high because delivery relies as well on skilled and relatively “cheap” local consultants (c) Sustainability of know-how in the field is enhanced by establishing long-term links between local consultants and TSIs; ; (d) However, challenges have raised in terms of coordination with some ITC technical sections</p>	<p>up to 8 months due to the Arab Spring however trainings provision have been revived and they will be completed in early 2012; <u>Egypt</u>: E-commerce survey: a 3-month activity became a 10- month one; <u>Jordan</u>: delays in National Export Strategy (NES)</p> <p>- The Programme did not sign service level agreements with ITC technical sections involved in the programme implementation to clarify their role and specify annual budget allocation.</p> <p>- To ensure efficiency, EnACT did hire CTAP consultants and local skilled firms: according to the PCU, a 4-day workshop on marketing and branding would have cost \$35,000 with ITC staff while it does cost \$10,000 with a local skilled firm in Jordan.</p>	<p>ITC could build on EnACT experience to develop a model with same qualities (value for money relying on the empowerment of local expertise, demand-driven approach and flexibility) implemented at a broader context. This broader model should rely on the intellectual leadership of technical sections who would tailor their generic offer to fast changing local needs, coach local consultants and ensure quality performance of technical delivery</p>
--	--	---

2. Summary table of findings, supporting evidence and recommendations

2.1 Object of the Evaluation

The overall objective of EnACT Programme mid-term review is to learn from experience and to contribute to enhance effectiveness within the context of Arab spring in the region and subsequent challenges during the programme remaining period.

As stated in the Terms of Reference, the objective of the review is primarily to:

- Take stock of the current situation by providing a detailed analysis of key performance of the programme, challenges and problems encountered;
- Identify eventual adjustments and refinements during the remaining implementation period of the programme.

2.2 Major Findings of the Evaluation

Donor and Client countries satisfaction. Donor (CIDA) and client countries have expressed their overall satisfaction with EnACT for EnACT contribution to trade development based on the Mid-term progress report 2009-2011 to CIDA which has shown progress made from programming phase to implementation phase as well as achievement of preliminary results (building human and institutional capacities, connection to markets as detailed below)

Relevance - A gap between EnACT Programme objectives and its financial size. EnACT programme design is based on assessment of countries trade development needs. While relevance is proven, there is a *disconnect* between the programme ambitious and sound objectives, its multi-country dimension and its relatively small financial size (CAD 9,150,000 eq. 7,396,928). Morocco has planned costs (2009-2011) for an average amount of \$1,500,000. The country has implemented many activities with a disbursement rate of 78% as of November 2011

and may be willing to widen direct support to SMEs while the remaining resources may not allow effective consolidation of market connection achievements for instance.

Keeping EnACT momentum: Bridging pre and post revolution context. EnACT programme kept the momentum under a challenging political environment while the so called “Arab spring” has arisen in two countries Tunisia and Egypt, Jordan is subject to short Government lifetime and a new Government is place in Morocco. EnACT has experienced changes of Governments and Ministries of Trade key senior staff; slowdown of implementation and delays but in the meantime achievement of results: in Tunisia after an 8-month delay, CTAP sessions will be completed in early 2012; partnerships with public-private TSIs in Egypt (FTTC, EEC) has helped to move on program implementation while activities under ministerial oversight experienced longer delays (an E-commerce 3-month activity became a 10- month one in Egypt). Delays and lack of leadership in National Export Strategy (NES) in Jordan due to government reshuffle and “misunderstanding” between ITC NES team and the Navigator, while concrete achievements are recorded in women entrepreneurship in handicraft with a firm order from Louvre Museum in Paris, France following EnACT support for buyers and sellers meetings.

Flexibility and adaptability in a changing and not yet stable context. Flexibility is built in EnACT programme to allow inclusion of emerging needs and relevant adjustment for effective attainment of trade development objectives. Formulation of country projects in compliance with Enact programme document has shown ability to adjust project activities to each country specific priorities as agreed on during EnACT countries meeting in July 2009 in Tunis. For instance while Morocco has identified leather industry as a priority while other countries have chosen to focus on handicraft sector for gender and youth mainstreaming. Considering the recent political turmoil, flexibility and adaptability are more than ever accurate to keep adjusting EnACT programme to countries new political framework such as post-revolution context (Egypt, Tunisia) or Government changes (Jordan, Morocco).

EnACT “institutional model”. EnACT stands as an innovative “institutional model” within ITC based on a small project team², administration and budget centralization, creation of local capacities, effective implementation through hiring of local skilled firms for project activities. However this arrangement may require refinement and communications efforts with ITC technical section to formally specify their expected role and responsibilities. EnACT has already a track record in signing Memorandum of Understandings (MOU) with partner TSIs at country level and this is proven to be powerful for clarifying the purpose, the area of cooperation, the expected results, the timeframe and the budget allocation. The same should apply to the partnership with technical sections (service level agreements) even under a centralized budget scheme.

Ownership: Creation of visible local teams/counterparts for trade development. EnACT has generated local teams through progressive learning curve of TRTA implementation both in private and public sector, as well as interest and high levels of expectations in spite of the programme small financial size as compare to others main donors support. This has given ITC visibility and foundations to build on for future programmes. Dynamic and committed teams and counterparts are in place in each country with anchors in the Ministries in charge of Trade, National Facilitators, public and private counterparts.

Efficiency - Building human capacities and inclusion of existing relevant advisory capacities. Where implemented (Algeria, Morocco, Tunisia), CTAP is proven to be a powerful mean for

² Programme Coordinator (01) ; Financial Management Specialist (01) ; Administrative Coordinator (01)

building technical capacities at country level to contract on an efficient way for advisory services provision to SMEs. EnACT has also sponsored trainings sessions for up to 700 SMEs in major trade topics (quality and standards, branding, marketing, e-commerce, design etc.) in all countries using local consultants at an average rate of 65%³, international consultants and ITC technical staff. EnACT PCU reported that its driving force is seeking “value for money”; for instance using ITC staff for a workshop on Marketing and Branding where ITC has the practice but not necessarily the advantage may have cost \$35,000 while contracting with a skilled local firm costs \$10,000 in Jordan.

Enhancing training sessions benefits for SMEs. On-the-job coaching and mentoring should be built in the training programmes for SMEs where appropriate. This will allow provision of practical assistance to receptive SMEs in view of an effective implementation of their new capacities and refinement of their export businesses as needed.

Empowering and Strengthening TSIs. EnACT has built partnerships with public and private TSIs for implementation, at this stage, of standalone activities (export audit with FEDIC in Morocco; connection to African markets with EEC and training provision with FTTC in Egypt. While these activities will enhance TSIs experience in trade topics, promising TSIs should be the channel for increased provision of trade services to SMEs and EnACT has started to pave the way for a more holistic and sustainable approach.

EnACT Regional dimension. Regional dimension has been covered with EnACT 1st Regional Forum held in November 2011 in Casablanca, Morocco. The Forum agenda was private sector oriented and did not cover regional trade policy issues as EnACT itself did not undertake any regional activity. A question is whether it was realistic to expect EnACT “facilitate the harmonization of trade related policies and strategies within the region and with the outside world” as stated in the programme document. Regional agreements are sensitive topics, time-consuming and require explicit willingness and high level commitment of concerned countries. Could EnACT be a catalyst for that? With regard to Regional dimension, EnACT should focus on building networks among TSIs, sharing information and experience in trade topics, matchmaking SMEs for regional B2B partnerships. An outcome of the Regional Forum is a buyer-seller partnership between Moroccan and Tunisian firms.

Canadian International Development Agency (CIDA). Canada supports trade-led economic development approaches in its Overseas Development Assistance (ODA) programs, and trade related technical assistance (TRTA) is one of the fields of the assistance that CIDA extends to developing and least developed countries, including the Arab states.

CIDA’s contribution is essential to EnACT which starts to achieve primary outcomes; it is also essential for catalyzing further trade development resources in the region. EnACT has created a human and institutional framework for ITC, CIDA and other donors to build on for addressing development issues in Arab states.

In addition, CIDA has brought in its result based management (RBM) approach in the program implementation. While ITC staff have been trained to RBM tools, at country level, the project counterparts did not benefit from such trainings and have learnt on an empirical basis.

³ Programme statistics have recorded 41 national consultants and 22 international consultants. These figures do not include CTAP and MAR consultants.

Finally, CIDA has overseen program implementation in close contact with ITC and progress reports review. It has also performed the payment of the grant as scheduled in the Programme document and its amendment.

International Trade Center (ITC) value added. ITC has brought in EnACT its main strength, namely its private sector orientation and its ability to provide practical solutions for enterprises, institutions and policy makers in a wide spectrum of disciplines (trade information, e-commerce, exporters training, packaging, labeling and branding, etc.). ITC has made efforts to implement EnACT on a demand-driven basis while a perception of supply-driven approach is marginal in the programme. Finally, ITC has brought in its experience in program management.

2.3 Lessons Learned and Best Practices

Some of the lessons learned from the project implementation are as follows:

Strong ownership and commitment of EnACT partners. Project ministerial anchors, public and private partner institutions and beneficiaries have shown ownership and commitment in making EnACT a result-driven programme in their respective countries.

Pro-active and result-oriented PCU. EnACT PCU is careful to countries needs and it has built a professional partnership based on open and frank dialogue at country level. The PCU pro-active and demand driven attitude has helped to energize EnACT and to move quickly from a slow to a faster pace of implementation as well as increased interest and expectations from EnACT.

Building human/institutional capacities and inclusion of existing relevant advisory capacities. Through its training activities including Training of the Trainers (ToT) dimension, its technical assistance to and/or partnership with local TSIs has built and/or enhanced local capacities with the challenge of addressing the issue of sustainable results and impacts.

Flexibility and adaptability are built in EnACT programme to allow inclusion of emerging needs and relevant adjustment for effective attainment of trade development objectives. This is particularly accurate for Regional operations including countries with differences and potential political changes such as the unpredictable Arab spring.

Programme design should ensure sufficient resources to cover properly targeted activities implementation and attain expected results and long term effects. It should consider also resources allocation on the basis of countries absorption capacity assessment.

Selected best practices are as follows:

ALGERIA - In 2011, the EnACT programme in Algeria put a special emphasis on supporting the inclusion and empowerment of women and youths in international trade, specifically focusing on raising awareness of Web marketing & e-commerce solutions as affordable and efficient tools to conduct business through the web, their benefits and their techniques. Jointly with the Ministry of Trade and the national trade promotion organization ALGEX, and in partnership with SEVE, the women entrepreneurs association, EnACT initiated concrete capacity building initiatives to leverage the Internet to promote, market and sell products and services throughout the region and beyond. In total, 200 women and youth received the training in Algeria in 2011.

MORROCO - *Certified Trade Advisors Programme (CTAP).* In view of building capacity in trade advisory services aimed at helping exporting SMEs assess their export readiness and formulate

an export strategy, EnACT has supported CTAP training sessions. The outcomes are as follows: 24 advisors have been certified out of which 8 have been also followed the Training of Trainers (ToT) session. The latter are expected to train new advisors under the supervision of ITC to leverage technical capacity.

To take full advantage of EnACT support and ensure sustainability, the Ministry of Foreign Trade has committed itself in a medium-term export audit campaign 2011-2015 for up to 1000 SMEs. An agreement has already been signed between the Ministry of Finance, the Ministry of Foreign Trade and the Moroccan Enterprises Confederation CGEM to secure the financial resources and gain SMEs interest in the process. Thanks to technical capacities generated by CTAP, Morocco has launched its pilot export audit programme in 2011 using the local certified advisors services in partnership with the leather federation FEDIC. Selected advisors are already performing export audits for 10 MSMEs in leather sector in Fes on a voluntary and cost sharing basis.

EGYPT – Foreign Trade Training Center (FTTC). EnACT Programme has built on FTTC experience and excellence platform for provision of 7 workshops on trade related topics. A Memorandum of Understanding (MOU) has been signed with FTTC on April 2011. The following courses have been implemented from May to January 2012: (a) COMESA agreement; (b) Foundations in Export Marketing Planning; (c) Negotiation Skills; (d) Market profiles for the furniture sector; and (e) Market profiles for the engineering sector. The training was provided on the basis of needs assessment and fees were charged as well; overall 85 participants from private sector have attended the completed courses.

JORDAN - Outcomes of EnACT support to handicraft sector. EnACT has supported Jordanian handicraft sector participation to Maison & Objet, B2B meetings with The Louvre Museum which has opened a new section for Arab and Islamic Art and the Arab World Institute in Paris, France as well as a corporate sponsorship by Royal Jordanian Airlines to contribute to promote image of Jordan in a sector involving local communities.

The outcomes are as follows: (a) awareness was raised on the importance of promoting handicraft outside of Jordan and international exposure of products to buyers; the SMEs which participated to Maison & Objet expect and additional ones expect to attend January 2012 edition if their JEDCO partially sponsors the expenses (b) The Louvre Museum has selected and ordered a plate from Sisal collection; and (c) Royal Jordanian (RJ) has agreed to publish a series of articles about Jordanian high end handicraft and craftsmanship in their Royal Wings magazine for the next 12 months; RJ has published in its Royal Wings Magazine (bimonthly magazine) the first article about the Jordanian Handicraft sector in its November- December 2011 issue and a focus on Nadia Dajani a jewelry designer. Discussions are still underway between the Jordanian River Foundation and the Arab World Institute for development of touristic items.

TUNISIA – TSI strengthening / Gender and youth mainstreaming. EnACT has supported the Export promotion Center (CEPEX) to review its organizational chart and performed required adjustments for effective export services delivery to SMEs. CEPEX has discussed the recommendations and established a new chart. EnACT is also supporting the Business Center of Sfax (BCS) training sessions programme dedicated to young IT entrepreneurs as well as Tunisia so called “First Step” initiative aimed at connecting young entrepreneurs to the global market with an objective of performing their first export thanks to the mentoring of local skilled consultants (CTAP and others advisors).

REGIONAL FORUM - Outcome of B2B Tunisia/Morocco. EnACT hold its first regional in October-November 2011. The agenda included sharing experience plenary sessions, B2B meetings and parallel session on e-commerce. A concrete outcome is as follows: Novita a Tunisian SME in textile and accessories luxury luggage has received its first order from COROC a Moroccan SME as a result of B2B meetings.

Communication and visibility. While the evaluation did not identify a specific communication plan, EnACT has ensured media interest at country levels and has a strong track record of press releases. In particular, as stated above, the agreement reached with Royal Jordanian Airlines for releasing articles in its bimonthly magazine in support to the handcraft sector may contribute to providing international visibility to handcraft products and entrepreneurs.

2.4 The Recommendation, Conclusions and Including Implications to ITC of the Evaluation

Enhance focus on supporting SMEs. EnACT programme is based on relevant objectives and activities aims at addressing trade development needs in eligible countries. Due to EnACT small financial size and relatively ambitious objectives, pooling of resources should be done to allow formulation of sound work programmes formulation and implementation, and focus on direct support to promising SMEs for market connection and concrete outcomes achievements.

Keep building long lasting human and institutional capacities. EnACT has sponsored CTAP in three countries (Algeria, Morocco, Tunisia) and has an inclusive approach by contracting with the certified advisors to support SMEs under the programme. While in Morocco there is a clear medium-term strategy in taking advantage of CTAP outcomes (as detailed below) in the other countries there are no clear medium-term follow up actions. EnACT should discuss this issue with its counterparts and share Moroccan CTAP experience and vision as a good practice.

Improve implementation effectiveness within ITC and at country level. EnACT “institutional model” is based on a centralization of administration and budget within EnACT PCU. This allows the PCU to ensure control on the expenses particularly in context of a small programme financial size as stated above which drives for value for money.

To ensure effectiveness of such scheme, EnACT may need to establish formal agreements with each involved ITC technical section on their role in the programme as it done with selected TSIs at country level (FEDIC in Morocco; FTTC in Egypt). This will also avoid conflict of agenda and delays in service delivery and allow smooth communications and effective cooperation with EnACT PCU.

While a supply driven perception is marginal over the course of implementation, the development of Trade Observatory is stuck in Tunisia due to differences between ITC technical section practices and the country team expectations. In spite of several conference calls, Tunisian teams urge ITC to comply with the agreed on TOR on April 2011, as a framework for ITC support. ITC field mission is expected on January 2012 to build an agreement and move on activities implementation.

Bridge pre and post revolution era. EnACT is facing the challenge of political turmoil in two countries and changes of government in two others (Egypt and Tunisia; Morocco and Jordan). While the programme spent time to put in place local teams and build partnerships with public and private TSIs, has generated high expectations and now starts to record concrete outcomes,

it is particularly critical to keep the momentum and ensure new decision-makers awareness and interest.

B. EVALUATION REPORT

1. INTRODUCTION

1.1 Background and Context

EnACT, “Enhancing Arab Capacity for Trade” is an International Trade Centre (ITC) technical assistance facility funded by the Canadian International Development Agency (CIDA). EnACT capitalizes on the long term partnership and trade development expertise of ITC to develop the full export potential of the five beneficiary countries: Algeria, Egypt, Jordan, Morocco and Tunisia.

The countries covered by EnACT, characterized by having young demographics, are endowed with natural resources and strong agricultural and industrial potential as well as a relative proximity to buyer markets in Europe, the Gulf’s oil rich region and the rest of Africa. In addition, their own mutually growing markets have the strong potential to absorb products and services originated regionally.

The programme is intended to give a sustainable, long-term impact on competitiveness, market access, and sales, in the following ways:

- Beneficiary country enterprises, trade support institutions and the competent authorities will be more aware of the challenges and opportunities of the multilateral trading system, be better at identifying international market opportunities and benefiting from them, and will have improved the export business environment as well as the supply capacity of the country.
- A number of firms will have found new markets for their products or will have improved or diversified their export market base.
- Trade between the programme countries will have increased
- Women and youth will be active and respected participants in all trade related activities.

EnACT Programme Objectives

Objective 1

Trade intelligence, trade policy and export strategy – Increase in new intra/inter-regional trade initiatives

Expected outcomes

Increased knowledge and understanding of MTS by the private sector, trade support institutions and competent authorities.

Increased ability of private sector organizations and the competent authorities to conduct export potential analyses and participate in developing better informed trade development strategies.

Objective 2

TSI strengthening for export competitiveness – Enhanced ability of EnACT supported trade support institutions (TSIs) to support international competitiveness of private enterprises.

Expected outcomes

Increased regional cooperation amongst TSIs

Improved marketing and management skills of TSIs.

Improved skills of TSIs in providing timely advice and services.

Objective 3

Market development support for enterprises – Increased hands-on trading opportunities and experience for private enterprises.

Expected outcomes

Improved knowledge of foreign markets among TSIs and enterprises.

Improved export -related skills of enterprises.

Objective 4

Increased involvement of women and youth in trade development

- Increased capacity of public and private service providers to effectively support women and young entrepreneurs.
- Increased awareness of women and young entrepreneurs of ICT opportunities and solutions for international trade.

1.2 Purpose and Objective of the Evaluation

The overall objective of EnACT Programme mid-term review is to learn from experience and to contribute to enhance effectiveness within the context of Arab spring in the region and subsequent challenges during the programme remaining period.

As stated in the Terms of Reference, the objective of the review is primarily to:

- Take stock of the current situation by providing a detailed analysis of key performance of the programme, challenges and problems encountered;
- Identify eventual adjustments and refinements during the remaining implementation period of the programme.

1.3 Scope of the Evaluation

As stated in the TORs, the review should address the following questions:

Relevance. The evaluation should analyze whether the programme concept and design were the appropriate solution to the original problems to be addressed and what are the new challenges to be eventually addressed in the Arab spring context

Effectiveness. Is the programme achieving satisfactory progress towards its stated expected outcomes and impacts? Is the programme organization and management including quality of participatory process by all stakeholders effective? In particular, are ITC's services providing effective and customer-oriented technical solutions? Etc.

Efficiency. What are the efficiency improvements required to ensure the achievement of the programme expected impacts and outcomes by the end of the programme? To what extent has the organizational structure, managerial support and coordination mechanisms used by the ITC and the countries been supporting the implementation of the programme? Have activities been undertaken in a cost-effective manner? Etc.

Impact and sustainability. As it is too early to assess the programme impact and sustainability at this stage, the MTE will therefore focus on the question: What are the prospects for achieving impact and sustainability? What measures need to be taken to ensure that impact and sustainability will be achieved at the end of the programme? This should include concrete recommendations on possible corrective actions that might be needed to reach this objective.

1.4 Methodologies used in the Evaluation

The review is based on the following methodologies:

- Document review including major programme and projects' documents
- Face to face and/or telephone interviews of EnACT stakeholders
- Field visits to 2 Francophone countries (Morocco, Tunisia) and 2 Anglophone countries (Egypt, Jordan)
- Questionnaires (in English and French)

- Follow up e-mails to request for additional information or clarifications

The evaluation process has been performed under the overall supervision of the Head of Monitoring & Evaluation Unit of the ITC. It began with review of programme key documents, conference calls followed by a field visit to ITC offices in Geneva. The evaluator met with ITC Senior management (Deputy of Executive Director, Directors of Programme), technical staff in relevant sections involved in EnACT, PCU staff; Government of Canada Permanent Mission First Secretary; National focal points, National facilitators, stakeholders and beneficiaries of the programme in each country.

A second phase started with field visits in EnACT countries starting with Morocco to attend in the meantime EnACT 1st Regional Forum as an introductory platform to touch base with key EnACT stakeholders of the 5 countries. It was followed by telephone coverage of Algeria, and field visits to Egypt, Jordan, Tunisia as well as CIDA Programme Coordinator in Canada.

The final phase consisted in Report writing.

The field visit to ITC offices in Geneva did help the evaluator to grasp the complexity of EnACT, and ultimately the energy and commitment under the programme. It allowed her to warn the evaluation supervisor on the short time assigned to the work and find out a consensus. Tunisian partners have requested for field visit instead of distance coverage of their country. Their request has been positively welcomed by ITC.

The evaluator benefitted from the close and effective cooperation and support of all EnACT stakeholders within ITC, from Canadian partners and at country levels. The evaluator is thankful to all for their valuable facilitation and contribution, in particular to EnACT PCU.

2. ANALYSIS & FINDINGS

2.1 Assessment of Implementation and Delivery

EnACT institutional model stand as a breakthrough within ITC with administration and budget centralization, particular emphasis on building local capacities and using local skilled providers of trade service development (up to 41 local contractors out of 63). The programme has experienced an overall slow start, but has now accelerated implementation -with differences between countries- and has started to achieve concrete outcomes.

2.1.1 Institutional and Management Arrangement

Enact Institutional model and related issues. EnACT programme was initially managed by a Large Project Management Team (October 2009 – September 2011) under the supervision of the Office of Executive Director, then it moved to the Division of Country Programme, Office of Arab States since September 2011.

International trade Center (ITC) Role: Programme Coordination Unit and Technical Sections

As stated in the Programme Document, overall programme management is entrusted to a small ITC unit financed by the programme, named EnAct Programme Coordination Unit (PCU) which carries out the detailed programme within the CIDA RBM framework, in collaboration with ITC

relevant technical sections, and under the supervision of the ITC section chief in charge of the Arab States since September 2011.

The PCU is led by a Regional Programme Manager (EnACT Programme Coordinator), supported by a full-time Project Financial Management Specialist and Administrative Coordinator. The Regional Programme Manager coordinates programme implementation activities, in close collaboration with the ITC concerned staff as well as with local partners and beneficiaries at country level, and is in charge of preparing official periodic reports to CIDA as well as inputs for the Steering Committee meetings.

Selected ITC technical sections had been identified to contribute to the programme implementation however any formal agreement (service level agreement) was established between them and the PCU to specify their specific role, the assigned budget to their expected tasks and overall EnACT programme implementation and management model both at technical and financial level.

Indeed, EnACT seems to stand as a breakthrough within ITC with the following features: a small team, partnerships with technical section where appropriate, centralization of administration and budget management, efforts in building local capacities and using them in EnACT programme implementation where ITC may have a practice but not necessarily the comparative and/or competitive advantage.

Some technical sections did not feel this organization as effective as it pretends to be. They felt like being under a logistical and administrative subordination. They perceived a lack of visibility with regard to the budget dedicated to activities assigned to their technical sections; while they are involved in procurement through drafting or reviewing TORs and selecting consultants; consultants' payment is processed by EnACT PCU. There is a perception of lack of overall internal visibility of EnACT, technical sections are only aware of the activities they are involved in and cannot therefore seek for synergies.

It seems that "lack of communication", the absence of formal performance agreements between technical sections and the PCU and subsequent lack of internal buy in of EnACT implementation arrangement did not make this new scheme be as smooth and effective as it might be.

For instance, with regard to efficiency, the PCU reported that a 4-day workshop on Marketing and Branding implemented by Export and Competiveness Section (ECS) may cost on average \$35,000 while hiring a skilled firm in Amman, Jordan for the same assignment costs \$10,000.

Thus while centralizing the budget the PCU has a decision-making leverage for resources allocation in a context RBM approach of a small financial size programme.

Steering Committee

A Steering Committee was established to provide overall supervision and guidance of the programme. The Steering Committee includes representatives from CIDA, ITC, and counterparts representatives. The Steering Committee is composed of 20 members. Since Programme official launch, the Steering Committee had met 4 times as follows in 2009, 2010 and 2011.

Executing teams: National Coordinators, National Facilitators and Partner TSIs

EnACT has a National Programme Coordinator (NPC), appointed by the Ministry in charge of Trade in each country, as the principal, high level local counterpart for matters of programme implementation policy. The NPC is expected to ensure that other national authorities and institutions remain engaged in the programme during its implementation.

In Algeria, Jordan, Morocco and Tunisia, the NPC are in place. They ensure coordination of implementation of activities at country level as well as with ITC PCU and involved staff. In Egypt, the NPC is no longer in place as a consequence of the post-revolution changes.

In addition the Programme document mentions the creation of reference groups at country levels comprising the main local partners, such as Ministry of trade, trade promotion organizations, Chamber of Commerce, association(s) of entrepreneurs as well as relevant agencies active in the field of trade promotion.

The NPC would be part of the group and ensure that it meets regularly for ensuring that the parties concerned share the same information and commitment about the programme and have an opportunity to provide inputs. Meetings could usefully be held at the beginning of the programme and then every six months or so.

The evaluator did not find out a reference groups as such in all countries, Algeria and Morocco have local steering committees. Partnerships are built with private or public institutions to entrust them in the provision of EnACT services to their members or targeted beneficiaries, that is the case with ANART in Algeria, Engineering Export Council in Egypt and FEDIC in Morocco.

In order to facilitate timely and effective implementation, day-to-day follow up of activities and reporting, EnACT has hired private National Programme Manager in each of the countries called National Facilitators (NF).

In Algeria, Egypt and Jordan they are provided with necessary facilities within the Ministry in charge of Trade or a related body to perform their assignment. In Morocco and in Tunisia the NFs do not have a dedicated office in the Ministry in charge of Trade.

As stated in the programme document, given the need at an early stage to secure a lasting impact of the programme, results based management (RBM) is applied. RBM information and training with particular emphasis on planning and monitoring, is included in the programme management budget. RMB training was provided to EnACT PCU but not to key counterparts at country levels.

Canadian International Development Agency (CIDA) role

CIDA ensures EnACT funding for an amount of overall programme supervision, and grant disbursement as scheduled. CIDA should receive at the end of each calendar year a progress report on the implementation of the programme. Due to time required to start activities implementation, the first report did cover the period of March 2009 - April 2010.

2.1.2 Implementation of Activities and Achievement of Results

The activities implemented under EnACT are defined in annual work plan, except for the initial work plan which covered the period from March 2009 to December 2010. Depending on the signing of project documents, countries did start the implementation of the activities at different times. For instance Morocco and Jordan signed the project document on December 2009, Egypt on March 2010, Algeria on April 2010 and Tunisia signing intervened on May 2010.

The implementation of EnACT activities and the results achieved are described and analyzed below by objective and by country.

ALGERIA

EnACT Project document for Algeria was signed in April 2010. The country has started the implementation of EnACT activities in June 2010. The activities implemented under each objective, from June 2010 to November 2011 are described below.

Objective 1: Development of Trade Capacity of the Countries
(Trade intelligence, trade policy and export strategy)

Support to the Ministry of Trade and Trade support institutions (TSIs). In view of facilitating trade policy and export strategy formulation by the Ministry of trade 3 studies have been performed under EnACT: (a) study for enhancement of trade support institutions (ALGEX, CACI) capacities; (b) review of ALGEX website; (c) diagnosis of trade information provision by TSIs; and (d) survey on export potential and market opportunities; and (e) quantitative analysis of Algerian export potential. These studies are completed and they are expected to provide the Ministry of trade and TSIs with updated information on Algerian trade promotion critical issues in view of effective strategy and policy formulation and implementation to ultimately better connect Algeria to global markets.

Workshops on trade promotion for Diplomats. In partnership with the Ministry of Foreign Affairs, EnACT supported 2 training sessions for young Diplomats to build capacity in trade promotion. Selected exporting SMEs were invited to attend to allow public-private interaction.

Objective 3: Trade and Market Linkage Development
(Market development support for enterprises)

Certified Trade Advisors Programme (CTAP). The programme has helped to build local capacity through training sessions of 28 consultants selected out of 300 applicants from November 2010 to October 2011. The results are as follows: 23 participants had been certified as CTAP consultants and 12 as CTAP trainers.

E-commerce and web marketing. The programme implemented 4 training sessions dedicated to women and young entrepreneurs in Algiers and Annaba to expand a digital culture of online selling.

Objective 4: Gender and Youth Mainstreaming
(Gender and youth mainstreaming in trade)

Support to handicraft sector promotion by the “Agence Nationale de l’Artisanat Traditionnel – ANART”. EnACT has supported two international trade promotion events in handicraft sector: (a) Itinerant exhibition in Europe to ensure exposure of Algerian handicrafts selected products to

international markets; and (b) Participation of 8 craftswomen (ceramics, embroidery, ethnic weaving, silk painted items) at “Maison & Objet” exhibition.

The outcomes are as follows: (a) bring back ANART to international trade events and help the institution develop a new concept of stand platform for effective participation to international trade exhibition; (b) publish the first edition in kind of Algerian handicraft catalogue in 4 languages to ensure marketing and visibility of craftspeople and their product; (c) 42 professional buyers visited the Algerian booth and follow up actions are underway; (d) 4 orders had been processed satisfactorily; and (e) ANART will build on EnACT support for its 2012 participation to “Madison & Objet” and in the future.

EGYPT

EnACT Project document for Egypt was signed in March 2010. The Revolution (Arab spring) started in Egypt in January 2011. Overall project activities were affected by the revolution and post-revolution changes: while the Focal point left the Ministry, hopefully the National Facilitator did remain (ITC contractor) and is still trying to keep the momentum in EnACT activities. The programme did experience delays mostly for activities which are directly under the umbrella of the Ministry of Trade and Industry while the activities under the responsibility of public-private TSIs were quickly revived (Engineering Export Council of Egypt - EEC; Foreign Trade Training Center - FTTC). The activities implemented under each objective, from March 2010 to December 2011, are described below.

Objective 1: Development of Trade Capacity of the Countries
(Trade intelligence, trade policy and export strategy)

Non-Tariff Measures Survey on Goods (NTM). This activity aims at increasing transparency and understanding on NTMs. The final report will help the Egyptian exporters understand the non-tariff obstacles to trade that their business sector experience. The survey is performed by a private local company has covered 900 companies representing all sectors, and exporting and importing companies all over Egypt. The survey is completed; the findings are under review and will be made available through a portal.

Objective 2: Development of Enterprise Competitiveness
(TSI strengthening for export competitiveness)

Training programmes / Foreign Trade Training Center (FTTC). EnACT Programme has built on FTTC experience and excellence platform for provision of 7 workshops on trade related topics. A Memorandum of Understanding (MOU) has been signed with FTTC on April 2011. The following courses have been implemented from May to January 2012: (a) COMESA agreement; (b) Foundations in Export Marketing Planning; (c) Negotiation Skills; (d) Market profiles for the furniture sector; and (e) Market profiles for the engineering sector. The training was provided on the basis of needs assessment and fees were charged as well; overall 85 participants from private sector attended the completed courses.

Export Marketing and Branding workshop. To help exporting SMEs adapt their products foreign markets requirements ITC delivered a marketing and branding workshop for 22 participants. The result of the workshop for participants was a better understanding of key marketing principles, processes and practice which they can use for improving their export activities.

Objective 3: Trade and Market Linkage Development
(Market development support for enterprises)

E-Commerce mapping. EnACT is supporting the Ministry of Foreign Trade and Industry to maximize the leverage of e-commerce for economic growth. This activity was expected to be completed within a three-month timeframe however it was affected by the post-revolution changes and became almost a nine-month activity. The report and the proposed action plan will be reviewed during a workshop scheduled in January 2012.

African market access for engineering goods (COMESA) / Engineering Export Council (EEC). Egyptian entrepreneurs are becoming credible suppliers of engineering goods in the global market (11% of total export p.a.) and have identified the African markets to expand their businesses. In partnership with their association the EEC chosen on the basis of its responsiveness, EnACT is supporting a market feasibility study in 2 countries Kenya and Uganda in view of: (a) generating sound trade information (products, prices, competitors, market potential, distributors etc.) which should be posted in a portal; (b) defining market penetration and distribution strategies; (c) connecting Egyptian exporters to right buyers/distributors; and (d) establishing a concept for an effective Egyptian Commercial Center in Kenya and in Egypt.

Objective 4: Gender and Youth Mainstreaming
(Gender and youth mainstreaming in trade)

Businesswomen capacity building. EnACT held two training workshops on Design and Marketing for 16 Jewelry designers in partnership with UNWomen. While these workshops seek to assist the entrepreneurs develop a distinctive identity that can differentiate their brands and their products visibility, such kind of action requires continuity and on-the-job coaching for receptive SMEs to increase their effectiveness.

JORDAN

Objective 1: Development of Trade Capacity of the Countries
(Trade Intelligence, trade policy and export strategy)

Ministry of Industry and Trade / Development of National Trade Observatory (NTO.) The objective of the NTO is to monitor and analyze Jordan Foreign trade products trends, tariff system, competitors and prepare quarterly forecast reports.

EnACT support consisted in staffing the NTO through hiring 3 consultants and in providing a 3-session training in using ITC database and writing professional reports based on the value added of the training within a time frame of 2 months.

The Consultants have been hired and the Government committed itself to take over and recruit them as regular staff after EnACT completion; however 2 training sessions out of 3 had been provided. The NTO Coordinator mentioned that these delays have affected their readiness to prepare sound quarterly forecast reports.

According to ITC Note for the File (DCP/OAS/EnACT - 12/27/2011), the 3rd training had been completed in December 2011 and the NTO is able to upgrade its reports and to organize training in various Governorates Chambers of Commerce.

Jordan National Export Strategy (NES). The NES aims at providing the necessary roadmap to enable the enhancement of export competitiveness and its development through identification of competitiveness constraints, opportunities for export performance enhancement, priority sectors that offer the best export potential etc. It is a consultative process involving public and private sector as well as civil society. According to the National Navigator NES process started well but it was dormant for 8 months. However Jordan still wants to revive continue the work.

NES process did slow down and NES became sensitive politically for several reasons: (a) there were changes in the Government which did not allow timely continuity in national dialogue; (b) the Navigator reported a miscommunication issue with ITC staff in charge of NES; (c) the methodology is based on a consultative approach but in the same time did not allow enough flexibility to include private sector concerns. For instance it was difficult to build consensus with the private on focusing on 6 sectors which were required by the NES while the economy is made up with more than 6 six sectors and required to look beyond the traditional sectors and consider the emerging sector; and (d) JEDCO submitted a 70-page Response paper reflecting the open discussions the private sector instead of a 20-page paper to comply with ITC requirements strategy because it was beyond JEDCO assignment to proceed to any arbitration in particular with regard the 6 sectors to focus on. In the absence of buy in the work on NES was frozen and JEDCO moved on other activities.

According to ITC Note for the File (DCP/OAS/EnACT - 12/27/2011), The Jordanian Government has decided to re-start the NES with EnACT support and to appoint a new Navigator, the Director of the Industrial Development Department of the Ministry of Industry and Trade to revive the NES process. ITC will send a re-engagement mission in Amman in early 2012.

To support the Objective 1 and NES, The Nation Brand Jordan work was carried out by ITC in collaboration with key stakeholders. A brand discovery workshop for 40 participants was held by ITC to review the current state of Brand Jordan, brainstorm the brand essentials and define the next steps. Findings from the work have been used in creating a new country brand for Jordan in continuing collaboration with the national stakeholders.

Objective 3: Trade and Market Linkage Development
(Market development support for enterprises)

Export Marketing and Branding workshop. To help exporting SMEs adapt their products to foreign markets requirements EnACT has sponsored a marketing and branding workshop which was attended and positively welcomed by 23 participants. EnACT has been requested to replicate the workshop.

Improving the Packaging supply chain in Jordan. 40 Participant's views and experiences collected through a feedback and responses were discussed in details to develop a consensus view on the issues and challenges on supply as well as demand side of the Packaging value chain. Opportunities as seen by the participants to gather with the feedback provided valuable inputs for delivering the tailor made sessions. Topics like Packaging and Branding, packaging design and product identity with specific field examples were included to make programme useful as well as interesting.

Technical session on the corrugated boxes for FF&V: rationalization and standardization as well as Packaging design and product identity were well received. Other session included the

presentations on sharing of best practices from Asia to Africa with Jordan in context and packaging design and product identity.

Possibly the best part of this short programme included the round table and the packaging clinic. Outcome of the round table where corrugators actively participated will form an important input for Phase 2 activities. Providing instant solutions to eliminate problems like leaking cans, failing seals of the flexible pouches and the branding issue with Dead Sea salt cosmetic products will elevate the confidence level of the industry.

Evaluation was conducted through the participant's feedback at the end of the sessions. All the participants on a scale of 1 to 5, from least useful to most useful, rated the contents and the programme as highly useful with a rating of 4. Participant felt that topics selected were relevant to creating competitiveness for the Jordanian industry. Following were suggested to be taken up during the next steps of technical assistance programme

- Different packaging materials, packaging and environment consideration including international regulations and energy saving tips. The action plan on how to transform current production into products fit for export markets through standardization etc.
- Advisory and consultancy services as well as specialized training to enterprises.
- How to work on creating the "Niche export strategy".
- Technical resource centre

Objective 4: Gender and Youth Mainstreaming
(Gender and youth mainstreaming in trade)

Promoting handicraft sector. Jordan has targeted handicraft sector to channel EnACT support in particular for women and young entrepreneurs. EnACT has supported Jordanian handicraft sector participation to Maison & Objet (Jordanian River Foundation/Consortium of 7 members), Nadia Dajani) B2B meetings with The Louvre Museum which has opened a new section for Arab and Islamic Art and the Arab World Institute in Paris, France as well as a corporate sponsorship by Royal Jordanian Airlines to contribute to promote image of Jordan in a sector involving local communities.

The outcomes are as follows: (a) awareness was raised on the importance of promoting handicraft outside of Jordan and international exposure of products to buyers; the SMEs which participated to Maison & Objet expect and additional ones expect to attend January 2012 edition if their JEDCO partially sponsors the expenses (b) The Louvre Museum has selected and ordered an item from Sislal collection; and (c) Royal Jordanian (RJ) has agreed to publish a series of articles about Jordanian high end handicraft and craftsmanship in their Royal Wings magazine for the next 12 months; RJ has published in its Royal Wings Magazine (bimonthly magazine) the first article about the Jordanian Handicraft sector in its November- December 2011 issue and a focus on Nadia Dajani a jewelry designer. Discussions are still underway between the Jordanian River Foundation and the Arab World Institute development of touristic items.

MOROCCO

Morocco had started the implementation of EnACT activities in October 2010 after approval and signing of the Country Project Document in December 2009. The activities implemented under each objective, from October 2010 to November 2011, are described below.

Objective 1: Development of Trade Capacity of the Countries
(Trade intelligence, trade policy and export strategy)

Trade Information Services. Selected staff of “Maroc Export” and other TSIs had been trained in ITC methodologies for trade information research and management.

TSIs’ Business Information Review (BIR). EnACT has sponsored a TSIs business in information review in view of formulating recommendations for sound trade information generation which matches to beneficiaries needs.

Market profile workshop. This activity has been hold in 3 cities (Oujda, Marrakech and Safi) for 45 SMEs. 2 additional cities may be covered (Tanger and Fes) during the next phase of EnACT.

Trade Observatory. Capacity building sessions in trade intelligence dedicated to the Ministry of Foreign Trade and its related institutions staff has been completed for 21 participants. 9 participants have been certified as trainers (ToT) and will be assigned to build new capacities.

Non Tariff Measures survey. The survey started in April 2010 for 9 sectors. The draft report has been submitted to the Ministry of Foreign Trade on November 2011 and is under review.

Training on Incoterms 2010. Training sessions have been provided in Agadir, Rabat, Tanger, Marrakech, Casablanca and Fès to sensitize SMEs on Incoterms 2010 contents.

Objective 2: Development of Enterprise Competitiveness
(TSl strengthening for export competitiveness)

TSl institutional framework review. At the request of the Ministry of Foreign Trade EnACT has funded a study aimed at reviewing trade support institutional framework, identifying potential duplication and synergies, and formulating recommendations for streamlining as needed.

Objective 3: Trade and Market Linkage Development
(Market development support for enterprises)

Certified Trade Advisors Programme (CTAP). In view of building capacity in trade advisory services aimed at helping exporting SMEs assess their export readiness and formulate an export strategy, EnACT has supported CTAP training sessions. The outcomes are as follows: 24 advisors have been certified out of which 8 have also followed the Training of Trainers (ToT) session. The latter are expected to train new advisors under the supervision of ITC to leverage technical capacity; they will be certified as CTAP trainers if they perform successfully their assignment.

Ministry of Foreign Trade has committed itself in a medium-term export audit campaign 2011-2015 for up to 1000 SMEs. The agreement has already been signed between the Ministry of Finance, the Ministry of Foreign Affairs and the Enterprises’ Confederation (CGEM) to secure the financial resources. Thanks to technical capacities generated by CTAP, Morocco has launched its pilot export audit programme in 2011 by using the local certified advisors services. Selected advisors are already performing export audits for 10 MSMEs in leather sector in Fes on a voluntary and cost sharing basis for private sector. The CTAP trainers are expected to train new advisors under the supervision of ITC to leverage technical capacity. CTAP has also trained the Ministry staff in order to better anchor the programme at the country level, to monitor

the programme and to acquire a better understanding on how to leverage the advisory capacity built for later implementation stages.

E-commerce and Web development. Training sessions on web development and technical management have been hold for the Moroccan Textile Federation (AMITH) and the IT officer of the Ministry of Foreign Trade to provide them with the required skills for regular updates. The Moroccan Leather Association website has been reviewed for its refinement to ensure effective virtual promotion of its members.

Objective 4: Gender and Youth Mainstreaming
(Gender and youth mainstreaming in trade)

Morocco has targeted leather sector (out of tannery operations) as its priority to focus on and channel EnACT support under objective 4, as up to 70% workers in leather sector are women and youth. Several and integrated actions have been implemented in this sector in close partnership with the leather sector federation FEDIC as detailed below.

Training sessions. Based on FEDIC expression of needs, up to 30 training sessions have been held in leather sector (quality management, labeling, design, marketing, trademark development etc.)

Market access. With ITC experts' facilitation, 7 potential buyers have visited leather SMEs some of them (SONIC, Select Diffusion, Wafa Cuir) have received orders from France and Japan (LaRare, Dinos). Other potential buyers did send a request for information. The prestigious brand Lancel Paris is performing a social audit to select a potential supplier in Morocco for luxury leather-made products.

Export Audit. Under CTAP, FEDIC members volunteered for export audits. As a follow up FEDIC has signed an agreement with ITC on behalf of the Ministry of Foreign Trade to perform 24 audits on a cost-sharing basis. This action will help participating SMEs refine or build their action plan for export. Furthermore as stated above, the Ministry of Foreign Trade has committed itself in a medium-term export audit campaign 2012-2015 for up to 1000 SMEs to ensure long-lasting effects of new competencies generated under CTAP.

TUNISIA

Tunisia had started implementation of EnACT activities in August 2010 after approval of the Country Project Document by the Parliament and signing by the designated Authority. The Revolution (Arab spring) started in Tunisia in December 2010 and the President left power in January 2011. The new Minister of Trade and Tourism is in place since late January 2011. EnACT main counterparts did not change. Overall project activities were affected by post-revolution delays (CTAP). ITC kept covering the country and this was beneficial in keeping the momentum in EnACT activities. The activities implemented under each objective, from August 2010 to November 2011, are described below.

Objective 1: Development of Trade Capacity of the Countries
(Trade intelligence, trade policy and export strategy)

Trade Observatory - Ministry of Trade and Tourism (MTT). The project aimed at supporting the Trade observatory through the following components: (a) Establishing a dashboard for

international trade; (b) Developing a “Modèle prévisionnel” to capture preliminary data on trade; and (c) Training and capacity building. The related TOR had been agreed on with ITC.

This activity is stuck and experiencing difficulties to get duly started due to a “disagreement” with ITC approach which is perceived as not complying with the agreed TOR and methodology and a feeling supply-driven approach by Tunisian counterparts. In spite of conference calls between the MTT counterparts and ITC team the problem was not solved. Both parties agreed on ITC mission to Tunisia in January 2012 for face-to-face discussions to reach a solution.

Objective 2: Development of Enterprise Competitiveness
(TSI strengthening for export competitiveness)

EnACT had provided support to the Export Promotion Center (CEPEX) to implement the following activities: (a) Evaluation of the trade information management and export services to SMEs (2010); (b) Evaluation of the Textile and Clothing Fair (TEX MED) (2011); and CEPEX chart re-organization and enhancement of its services to exporters (2011).

Evaluation of the trade information management and export services to SMEs. The Evaluation concluded that the trade information was scattered into CEPEX without clear visibility for export for exporters on which desk to refer to. The recommendation is to entrust the one-stop shop within CEPEX as an information desk for trade information. CEPEX agreed to handle the recommendation after a training programme for dedicated staff and is expecting EnACT support to cover this capacity building need in 2012.

Evaluation of Textile and Clothing Fair (TEX MED). Through this evaluation CEPEX expected to review and refine the exhibition concept as well as its role. Field survey and e-survey are underway to assess participants’ satisfaction and the impact on their business.

CEPEX chart re-organization and enhancement of its services to exporters. The process was performed on a participatory basis and CEPEX General Director welcomed and discussed with its team on an open way the Consultant recommendations. Therefore CEPEX has already started to put in place its new chart and will complete the process by end of 2011.

Business Center of Sfax. / BCS (Centre d’Affaires de Sfax). This institution is a public-private partnership and stands as a non-profit organization which goal is to promote entrepreneurship and start ups in Information and Communication Technologies. The BCS counts 14 start ups which are in a process of creating a consortium (“Groupement d’Intérêt Economique - GIE”). EnACT is currently supporting training sessions in business management and marketing for young IT entrepreneurs and the BCS has expressed its needs for Certified Training for IT Engineers to ensure international recognition of their skills. Sfax is a city located in the South of Tunisia with a platform of schools specialized in Computer Science. EnACT support is a mean to reach young entrepreneurs out of the capital Tunis in promising sectors fro outsourcing.

In view of deepening EnACT decentralization, as Regional Development is one of the post-Revolution emerging priorities, institutional support will be provided to the Chamber of Industry and Commerce of the Center/Sousse which covers 4 “Gouvernorats” and up to 12 cities in 2012 to strengthen its capacity to provide sound trade services to its members, in particular to young entrepreneurs.

Ministry of Trade and Tourism. A training on Strategic Prospective Methods is underway for 13 Senior Staff of the « Direction Générale de la Coopération Economique et Commerciale »,

CEPEX and other Directorates within the Ministry of Trade and Tourism. The training aims at building capacity for decision-makers key advisers in providing strategic thinking in a quickly changing and more challenging world. The course will be completed in early 2012.

Objective 3: Trade and Market Linkage Development
(Market development support for enterprises)

E-commerce - Ministry of Trade and Tourism (MTT). In view of promoting e-commerce EnACT has supported 3 activities as follows: (a) Workshop on access to free e-commerce software; (b) Training on e-commerce and web-marketing; and (c) Enhancement of MTT website.

The workshop on access to free e-commerce software and the Training on web-marketing were completed in 2010 and were attended by participants from different economic sectors.

The MTT website enhancement is still a work in progress and experiencing delays. The activity requires a high-level support to speed up delivery of required contents by each Ministry directorate and allow completion of the work by end of January 2012.

Certified Trade Advisors Programme (CTAP). After a selection of 35 potential participants, CTAP 3-session trainings started in December 2010 and were completed in December 2011. The Programme did experience up to 8 months delays due to the Tunisian Revolution.

A sample of participants interviewed expressed their great interest in the program in the sense that they are exposed to new methodologies and BMS concepts. The programme is demanding and their ultimate motivation is to be certified and have consulting opportunities.

The certification ceremony will take place in the 1st quarter of 2012. Tunisian counterparts have expressed their interest for a Training of the Trainers (ToT) session.

EnACT has selected 6 CTAP Consultants and 6 other consultants to provide market access consultancy services under the so called “*First Step*” initiative dedicated to start up SMEs run by young entrepreneurs. The results of this initiative will be available in June 2012, and if proven to be effective, may be enhanced on the basis of lessons learned and replicated.

Even though they are aware that it’s their job to find business opportunities, CTAP Consultants were wondering whether the expected audit opportunities of 200 SMEs will be in place under EnACT to allow them enhance their experience. Most of SMEs are not familiar with and/or not yet deemed to buy intellectual services. A cost-sharing under EnACT may be a useful trigger to bring in SMEs to take advantage of consultants services to develop their businesses.

Objective 4: Gender and Youth Mainstreaming
(Gender and youth mainstreaming in trade)

« *Semaine Tunisienne à Florence, Italie* » (ONA). EnACT has signed a Memorandum of Understanding (MOU) with The « Office National de l’Artisanat / ONA » the public institution in charge of handcraft sector promotion to fund up to 58% of the cost of market access of Tunisian handcraft in Florence, Italy, in September 2010, particularly for women and young entrepreneurs. According to ONA this event aimed actually at reaching the “grand public” and

was not at all attended by potential distributors and gallery owners. The event did stand as a one shot selling operation.

Trade Fair "Maison & Objet" in Paris. According to ONA, after several years of participation to international professional trade fairs and promotion of handicraft sector, the institution wanted to take stock and build enhanced and more effective capacity in this domain for improved impacts, in a nutshell ONA's objective was to design a sound concept which addresses preparation critical issues, logistics management, selection location and decoration of fair booths.

Six craftspeople in several sectors (home wear, bags, accessories, jewelry, copper-made lighting, pottery etc.) were selected to attend the fair.

A craftswoman who attended the fair mentioned that it was her third participation to "Maison & Objet". Her major expectations were to meet potential buyers for her creations she considered as mature product. In her view, the design consultant was not useful to her business but she took advantage of the Consultant in Communication as Tunisian handicraft is a discovery for international market. The latter helped her to ensure follow up with prospects and to conclude a deal with a Japanese buyer.

Another craftsman indicated that it was its first attendance to "Maison & Objet". He regretted the short time allowed for preparation. In his view, the Consultant support should cover several phases and include the preparation phase, during the fair and follow actions. He also mentioned that his main needs are assistance in communication and match making with potential buyers.

Regional activities: EnACT 1st Regional Forum

EnACT hold its First Regional Forum on October-November 2011 in Casablanca, Morocco. The agenda included sharing experience plenary sessions, B2B meetings and parallel session on e-commerce.

Algerian delegation was composed by the National Focal Point, the National Facilitator and 5 SMEs in Agri-business (date processing and essential oils extraction), frozen seafood processing, sweets and chocolate sector, ethnic knitting and weaving sector.

Egyptian delegation was composed by the National Facilitator and 5 SMEs in car sector devices.

Jordanian delegation was composed by the National Focal Point, the National Facilitator and 4 SMEs in Dead Sea natural cosmetics, frozen food, ICT (software) and pharmaceutical sector.

Moroccan delegation was composed by the National Focal Point, the National Facilitator and 17 SMEs from various sectors (textile and clothing industry, cosmetics, engineering, leather, agri-business and pharmaceutical sector).

Tunisian delegation was composed by the National Focal Point, the National Facilitator and 4 SMEs in textile and clothing industry, luxury luggage accessories, Agri-business and pharmaceutical sector.

Encouraging outcome. Novita a Tunisian SME in textile and luxury luggage accessories has received its first order from COROC a Moroccan SME in leather sector industry as a result of B2B meetings.

2.1.3 Attainment of Objectives

EnACT objectives are: (1) Development of Trade Capacity of the Countries (Trade intelligence, trade policy and export strategy); (2) Development of Enterprise Competitiveness (TSI strengthening for export competitiveness); (3) Trade and Market Linkage Development (Market development support for enterprises); and (4) Gender and Youth Mainstreaming (Gender and youth mainstreaming in trade).

Even though it may be too early to conclude whether EnACT has achieved its overall objective of connecting the countries to the Multilateral Trading System (MTS), with regard to attainment of specific objectives, the programme has recorded encouraging outcomes, and yet has to keep moving on further results for the remaining time, in particular with regard to SMEs connection to international markets.

Development of Trade Capacity of the Countries. At this stage of programme implementation, this objective has been partially met and substantial efforts should be provided to achieve overall effective results at programme completion.

EnACT has supported creation of Trade Observatories in Jordan, Morocco and Tunisia. In all countries, these activities are still a work in progress. In Jordan the team is in place ITC is completing its support and the Government, as stated above, has committed itself to take over contracting with 3 consultants provided and trained under EnACT at project completion. In Tunisia the process was stuck due to a “misunderstanding” between ITC team and the Trade Observatory team who urged ITC to be more demand-driven. It is expected to find a solution in January 2012 and move forward with implementation.

In Jordan the National Export Strategy (NES) formulation will be revived following the Government recent decision to change the National navigator. The process was stuck due to lack of leadership, Government changes and misunderstanding between ITC team and previous Navigator. Within this new context, it is expected to move on and complete NES formulation in 2012.

In Algeria, EnACT has supported studies in view of mainstreaming TSIs assignment and enhancing their effectiveness for provision of trade services to SMEs. Decision making is underway. EnACT has also supported young Diplomats training on trade topics.

In Egypt and in Morocco, Non-Tariff-Measures studies are expected to be duly completed and this will allow Governments and the private sector learn from the findings, and take actions as needed.

Development of Enterprise Competitiveness (TSI strengthening for export competitiveness). EnACT has been successful in building partnerships with relevant local TSIs for provision of services to SMEs such as: (a) FTTC for training programmes implementation and EEC for market connection in Egypt; (b) FEDIC for export audit of receptive SMEs in leather sector in Morocco and (c) in supporting CEPEX organizational chart review with concrete results as a new chart has been established for effective provision of trade services to exporters in Tunisia. A challenge for EnACT is to enhance its support and to build integrated trade capacities in TSIs such as ONA in Tunisia for sound service provision to handcraft sector if ONA is seen as a promising partner.

Trade and Market Linkage Development (Market development support for enterprises). At this stage of programme implementation, this objective has met overall satisfactory results which should be consolidated by programme completion for improved attainment of objectives.

Implementation of CTAP and sustainability actions in Morocco is reported as a good practice in the current evaluation. Encouraging results have been achieved in Algeria and Tunisia which may learn from Morocco's experience. EnACT has also supported intense e-commerce training sessions in almost all countries, covering the capital as well as the regions with export potential (Algeria, Morocco).

Gender and Youth Mainstreaming (Gender and youth mainstreaming in trade). EnACT has taken promising steps in supporting business women and young entrepreneurs focusing on leather sector in Morocco and handicraft sector in Algeria, Jordan and Tunisia. In addition, in Tunisia young IT entrepreneurs have been trained under the EnACT. Selected concrete outcomes achieved by female intensive labor companies are as follows: (a) an order from the Louvre Museum for Sisal products (Jordan) from female labor intensive companies; (b) sales to Japan for Caravan Serail (Tunisia) and (c) sales to France for Sonic and Wafa (Morocco).

2.2 Assessment of Effects

2.2.1 Outcomes

The intermediate outcomes from EnACT logic model and the evaluator analysis are stated below. Overall, in spite of a slow start of the programme and the required time to put in place local teams and counterparts and programming activities, EnACT has recorded encouraging outcomes which constitute foundations to build on for future operations.

Outcome 1: Increase in new intra/inter-regional trade initiatives

Analysis: With regard to regional trade intra/extra trade initiatives, EnACT has held its 1st Regional Forum which was as stated above private sector oriented with particular emphasis on B2B meetings. An encouraging outcome is a deal concluded between a Moroccan firm and a Tunisian firm in leather sector. With proper follow up this may become a long term commercial partnership. In Egypt, EnACT is supporting the EEC to connect its members to African markets (Uganda, Sudan)

Outcome 2: Enhanced ability of EnACT supported TSIs to support international competitiveness of private enterprises

Analysis: With regard to TSIs EnACT has helped: (a) to perform TSIs framework institutional review in Algeria in view of mainstreaming and building a more effective framework based on synergies among existing institutions; (b) to strengthen the Export promotion Center (CEPEX) in Tunisia which outcome is a new organizational chart for improved provision of services to exporting SMEs; (c) to build on FTTC experience in Egypt for provision of training programmes to SMEs; (d) to perform export audits for leather sector SMEs in Morocco and (e) to build new concept for effective participation to international trade fairs (Jordan, ONA/Tunisia). These initiatives have been completed with external support. The know-how of TSI's to support international competitiveness of private enterprises has still not been internalized in the way the TSI are operating.

Outcome 3: Increased hands-on trading opportunities and experience for private enterprises

Analysis: With regard to trading opportunities and experience for SMEs, EnACT has achieved the following outcomes: (a) an order from the Louvre Museum for Sisal products (Jordan), (b) sales to Japan for Caravan Serail (Tunisia), (c) sales to France for Sonic and Wafa Cuir (Morocco); and (d) Lancel Paris is performing a social audit to find out a potential supplier for luxury leather made products. These agreements are still very limited in terms of volume.

4. Increased involvement of women and youth

Analysis: With regard to gender and youth mainstreaming, based on countries priorities, EnACT has supported businesswomen and young entrepreneurs trainings sessions in several trade topics (design, branding and marketing, e-commerce) and market connection in leather sector (Morocco) and handicraft sector (Algeria, Jordan and Tunisia). Concrete outcomes achieved by female labor intensive companies are as follows: (a) participation to Maison & Objet and B2B with the Louvre Museum in Paris, France have generated sales and orders under negotiation; (b) The “Semaine Tunisienne” in Florence has generated sales and international exposure of Tunisian handicraft to the general public.

2.2.2 Impacts

The long term outcomes from EnACT logic model is stated as follows: “Increased participation in and economic benefits from multilateral and intra regional trade by men, women and youth in targeted Arab countries”

Specific indicators are stated as follows:

- Range of goods and services traded
- Number of women owned or managed businesses active in international trade
- Number of youth-owned or managed businesses active in international trade

EnACT activities aim at achieving these long term effects through building institutional and human capacities and bring into countries ITC main strength through its private sector orientation and its ability to provide practical solutions for enterprises, institutions and policy makers enhanced by CIDA RBM approach.

While at this mid-term stage of EnACT implementation, it is difficult to assess impacts as “long term effects produced by a development intervention”, even though the programme in spite of its small financial means and the “Arab Spring” in the Region is on good track for contributing among other initiatives to “Increased participation in and economic benefits from multilateral and intra regional trade by men, women and youth in targeted Arab countries”.

In the evaluator opinion, CTAP package (training sessions and follow up export audits) if properly managed with high level ownership and commitment may be among EnACT activities

which can potentially generate long term effects with regard to creating effective trade development advisory services at country levels on one hand and strengthening exporting SMEs competitiveness on the other hand. CTAP stands as a specific product among EnACT activities; a case study of Moroccan experience may help to learn more about steps to undertake for ownership, effective impacts and sustainability, and ultimately share good practices within EnACT countries as well as ITC other partner countries.

2.2.3 Sustainability

Beneficiary countries perceive EnACT as a pilot programme due to the required time to build local institutional frameworks and teams, ensure adequate programming of activities in compliance with each country priority, the slow start, small budget and relatively short time for implementation. Thus, they expressed their interest for consolidation of the programme while concrete outcomes starts to be achieved and their learning curve is improving as well over the course of EnACT implementation.

To ensure that the outcomes of the programme are likely to continue to generate longer-term benefits, a consolidation phase including sustainability mechanisms where feasible seems to be appropriate.

To move towards sustainable trade development activities, the following ways should be considered during the remaining time and the eventual follow up operation:

- Strengthen TSIs ability to provide effective trade development services to SMEs based on RBM approach through building of institutional and human capacities
- Empower promising TSIs in programme implementation in formal (MOU) and more holistic way to build long term capacities and ensure their full integration in their business model
- Provide professional direct support to SMEs (trainings, advisory services, international fairs, etc.) on a reasonable cost-sharing basis
- Build on existing partners and assets created under EnACT where relevant
- Seek for synergies and pooling of resources dedicated to trade development to avoid redundancies
- The ENACT project should continue to put a strong focus on building capacity among youth and female entrepreneurs to help better internalize this focus among TSI's and in government institutions.

As stated above, Morocco experience in managing CTAP is a good practice driven by research of impact and sustainability. It includes the following features for lasting benefits:

- Training of CTAP advisors and creation of a roster
- Using CTAP advisors services for pilot export audits
- Cost-sharing with receptive SMEs

- Partnership with private leather TSI for pilot audits
- Defining medium-term objectives for a larger export audit programme
- Signing of agreement between the Ministry of Finance (secure the funding), the Ministry of Foreign Trade (Executing body), and the Moroccan Confederation of Enterprises – CGEM (beneficiaries)

3. LESSONS LEARNED & BEST PRACTICES

3.1 Lessons Learned

Some of the lessons learned from the project implementation are as follows:

Strong ownership and commitment of partners. Project ministerial anchors, public and private partner institutions and beneficiaries have shown ownership and commitment in making EnACT a result-driven programme in their respective countries.

Pro-active and result-oriented PCU. EnACT PCU is careful to countries needs and it has built a professional partnership based on open and frank dialogue at country level. The PCU pro-active and demand driven attitude has helped to energize EnACT and to move quickly from a slow to a faster pace of implementation as well as increased interest and expectations from EnACT.

Building human/institutional capacities and inclusion of existing relevant advisory capacities. Through its training activities including Training of the Trainers dimension, its technical assistance to and/or partnership with local TSIs has built and/or enhanced local capacities with the challenge of addressing the issue of sustainable results and impacts.

Flexibility and adaptability are built in EnACT programme to allow inclusion of emerging needs and relevant adjustment for effective attainment of trade development objectives. This is particularly accurate for Regional operations including countries with differences and potential political changes such as the unpredictable Arab spring.

Programme design should ensure sufficient resources to cover properly targeted activities implementation and attain expected results and long term effects. It should consider also resources allocation on the basis of countries absorption capacity assessment.

EnACT “institutional model”. EnACT stands as an innovative “institutional model” within ITC based on a small project team, budget centralization, creation of local capacities, cost-effectiveness willingness through hiring of local consultants as stated above for project activities implementation,

Creating local teams/counterparts for trade development. EnACT has built local team through progressive learning curve of TRTA implementation both in private and public sector in spite of the programme small financial size as compare to others main donors. This has given ITC visibility and foundations to build on for future programmes.

Follow up of trainings. On-the-job coaching and mentoring should be built in the training programmes where appropriate. This will allow provision of practical assistance to receptive SMEs in view of an effective implementation of their new capacities and refinement of their export businesses.

Signing of Agreements. In view of more effective implementation, EnACT should sign agreements with each ITC section which technical competencies are required in the programme implementation. This is already done with partner TSIs at country level and is proven to be a sound tool in clarifying the purpose, the area of cooperation, the expected results, the timeframe and the budget allocation. In addition, this will ease programme monitoring.

EnACT a pilot programme? The programme objectives are sound and they comply with countries strategy for trade development. However its financial size is not accurate and was either underestimated at project design or should include a fund raising scheme during the project lifetime. As a matter of fact, in Tunisia, the Business Center of Sfax (BCS) has expressed its needs for Certified Training for IT Engineers to ensure international recognition of their skills⁴ and the Chamber of Commerce of the Center which covers 12 cities has identified capacity building needs in view of providing more effective services to SMEs located out of Tunis. For all countries, market access activities require several participations to international trade fairs before generating concrete results -concluding a deal or long-term business partnerships-, those activities are deemed to be budget consuming. EnACT budget did not allow to build local capacities through intensive training sessions(60 training to 700 SMEs) and in the meantime ensure proper and intensive market access activities. There is a disconnect between the project objectives and its budget. In that sense EnACT can be considered as a pilot of operation to build on for follow operation in view of enhancing trade capacities at country level and effective integration to the global market.

3.2 Good Practices

Selected best practices which might be consolidated during the remainder time of the programme and served for sharing experiences between beneficiary countries are as follows:

Morocco - Certified Trade Advisors Programme (CTAP). In view of building capacity in trade advisory services aimed at helping exporting SMEs assess their export readiness and formulate an export strategy, EnACT has supported CTAP training sessions. The outcomes are as follows: 24 advisors have been certified out of which 8 have been also followed the Training of Trainers (ToT) session. The latter are expected to train new advisors under the supervision of ITC to leverage technical capacity.

To take full advantage of EnACT support and ensure sustainability, the Ministry of Foreign Trade has committed itself in a medium-term export audit campaign 2011-2015 for up to 1000 SMEs. An agreement has already been signed between the Ministry of Finance, the Ministry of Foreign Trade and the Moroccan Enterprises Confederation CGEM to secure the financial resources and gain SMEs interest in the process. Thanks to technical capacities generated by CTAP, Morocco has launched its pilot export audit programme in 2011 using the local certified advisors services in partnership with the leather federation FEDIC. Selected advisors are already performing export audits for 10 MSMEs in leather sector in Fes on a voluntary and cost sharing basis.

This activity is a good practice based on the results achieved and the sustainability scheme developed by Moroccan counterparts as well as the public-private partnership.

⁴ Sfax is a city located in the South of Tunisia with a platform of schools specialized in Computer Science. EnACT support is a mean to reach young entrepreneurs out of the capital Tunis in promising sectors for outsourcing

EGYPT – Foreign Trade Training Center (FTTC). EnACT partnership with FTTC is a good practice in the sense that the Programme has built on FTTC experience and excellence platform for provision of 7 workshops on trade related topics. A Memorandum of Understanding (MOU) has been signed with FTTC on April 2011. The following courses have been implemented from May to January 2012: (a) COMESA agreement; (b) Foundations in Export Marketing Planning; (c) Negotiation Skills; (d) Market profiles for the furniture sector; and (e) Market profiles for the engineering sector. The training was provided on the basis of needs assessment and fees were charged as well; overall 85 participants from private sector have attended the completed courses.

JORDAN - Outcomes of EnACT support to handicraft sector. EnACT has supported Jordanian handicraft sector participation to Maison & Objet, B2B meetings with The Louvre Museum which has opened a new section for Arab and Islamic Art and the Arab World Institute in Paris, France as well as a corporate sponsorship by Royal Jordanian Airlines to contribute to promote image of Jordan in a sector involving local communities. This activity is a good practice based on the results achieved at this stage as described below.

The outcomes are as follows: (a) awareness was raised on the importance of promoting handicraft outside of Jordan and international exposure of products to buyers; the SMEs which participated to Maison & Objet expect and additional ones expect to attend January 2012 edition if their JEDCO partially sponsors the expenses (b) The Louvre Museum has selected and ordered a plate from Sisalal collection; and (c) Royal Jordanian (RJ) has agreed to publish a series of articles about Jordanian high end handicraft and craftsmanship in their Royal Wings magazine for the next 12 months; RJ has published in its Royal Wings Magazine (bimonthly magazine) the first article about the Jordanian Handicraft sector in its November- December 2011 issue and a focus on Nadia Dajani a jewelry designer. Discussions are still underway between the Jordanian River Foundation and the Arab World Institute for development of touristic items.

TUNISIA – TSI strengthening / Gender and youth mainstreaming. EnACT has supported the Export promotion Center (CEPEX) to review its organizational chart and performed required adjustments for effective export services delivery to SMEs. CEPEX has discussed the recommendations and established a new chart. EnACT is also supporting the Business Center of Sfax (BCS) training sessions programme dedicated to young IT entrepreneurs as well as Tunisia so called “First Step” initiative aimed at connecting young entrepreneurs to the global market with an objective of performing their first export thanks to the mentoring of local skilled consultants (CTAP and others advisors).

This activity is a good practice based on its contribution to strengthening TSIs (CEPEX) and Tunisian counterparts ownership through “First Step” Initiative.

REGIONAL FORUM - Outcome of B2B Tunisia/Morocco. EnACT hold its first regional in October-November 2011. The agenda included sharing experience plenary sessions, B2B meetings and parallel session on e-commerce. A concrete outcome is as follows: Novita a Tunisian SME in textile and accessories luxury luggage has received its first order from COROC a Moroccan SME as a result of B2B meetings.

Communication and visibility. While the evaluation did not identify a specific communication plan, EnACT has ensured media interest at country levels and has a strong track record of

press releases⁵. In particular, as stated above, the agreement reached with Royal Jordanian Airlines for releasing articles in its bimonthly magazine in support to the handcraft sector may contribute to providing international visibility to handcraft products and entrepreneurs.

3.3 Constraints

The major constraints EnACT is facing are the challenging political context in two countries where the Arab spring occurred (Egypt, Tunisia), one which is subject to short government lifetime (Jordan) and one with a recently established government (Morocco). On one hand, ITC human investment and presence in the field as needed helps to mitigate most critical adverse effects and keep the momentum of programme implementation even though delay were unavoidable. On the other hand many of EnACT activities are implemented through partnership with local TSIs or buy hiring providers of trade development services and not depend on government readiness.

Another constraint is the adequacy of financial resources for implementation of activities towards export competitiveness and market access for countries like Morocco for instance which stands as the most dynamic EnACT country or Tunisia which has made progress in its project management learning curve and is willing to accelerate its work implementation and further decentralization of EnACT activities.

Finally, the absence of formal agreements between EnACT PCU and ITC technical sections generated misunderstandings and/or buy of EnACT model as well as smooth cooperation.

4. RECOMMENDATION

4.1 Issues resolved during evaluation

The evaluation expected to ensure field visits in 3 EnACT countries (Egypt, Jordan and Morocco) and to cover the 2 others by telephone (Algeria and Tunisia).

Tunisian counterparts did express their preference for field coverage of their country.

This issue was resolved as ITC finally did issue its approval for the evaluator field trip to Tunisia.

4.2 Actions/Decisions recommended

Enhance focus on supporting SMEs. EnACT programme is based on relevant objectives and activities aims at addressing trade development needs in eligible countries. Due to EnACT small financial size and relatively ambitious objectives, pooling of resources should be done to allow formulation of sound work programmes formulation and implementation, and focus on direct support to promising SMEs for market connection and concrete outcomes achievements.

⁵ See detailed Press coverage articles in Mid-Term Progress Report, April 2009 – March 2011
Selected press coverage : APS, Algeria, Amar Chouki Djebara , le 07 avril 2010 / APS poste par Toureg le 7/04/210 (394 lectures) / Algex Optim Export par Ouada Yazid / B. Rayane / Tunisia : Initiatives 6/10/2010 / The Jordan Times by Abeer Feb. 25th, 2011/ Morocco : Le Matin by Lahcen Oudoud 02/04/2010

Keep building long lasting human and institutional capacities. EnACT has sponsored CTAP in three countries (Algeria, Morocco, Tunisia) and has an inclusive approach by contracting with the certified advisors to support SMEs under the programme. While in Morocco there is a clear medium-term strategy in taking advantage of CTAP outcomes (as detailed below) in the other countries there are no clear medium-term follow up actions. EnACT should discuss this issue with its counterparts and share Moroccan CTAP experience and vision as a good practice.

Improve implementation effectiveness within ITC and at country level. EnACT “institutional model” is based on a centralization of administration and budget within EnACT PCU. This allows the PCU to ensure control on the expenses particularly in context of a small financial size programme which drives for value for money.

To ensure effectiveness of such scheme, EnACT may need to establish formal agreements with each involved ITC technical section on their role in the programme as it done with selected TSIs at country level (FEDIC in Morocco; FTTC in Egypt). This will also avoid conflict of agenda and delays in service delivery and allow smooth communications and effective cooperation with EnACT PCU.

While a supply driven perception is marginal over the course of implementation, the development of Trade Observatory is stuck in Tunisia due to differences between ITC technical section practices and the country team expectations. In spite of several conference calls, Tunisian teams urge ITC to comply with the agreed on TOR on April 2011, as a framework for ITC support. ITC field mission is expected on January 2012 to build an agreement and move on activities implementation.

Bridge pre and post revolution era. EnACT is facing the challenge of political turmoil's in two countries and changes of government in two others (Egypt and Tunisia; Morocco and Jordan). While the programme spent time to put in place local teams and build partnerships with public and private TSIs, has generated high expectations and now starts to record concrete outcomes, it is particularly critical to keep the momentum and ensure new decision-makers awareness and interest.

5. CONCLUSIONS

EnACT was launch in Tunis in July 2009 with the participation of all countries and initial project work plans were finalized in early 2010. Implementation has moved from a slow to faster pace with increased interest and expectations at country level in particular from exporting SMEs and TSIs. Beyond outputs, promising results also have started to be recorded.

EnACT has built foundations to build on for future trade operations and for ITC to rely on to channel trade related technical assistance.

At mid-term, EnACT is facing the following challenges to consider for the remaining time:

- Timely completion of ongoing activities and achievement of concrete outcomes in particular in a post revolution context and/or establishment of new Governments

- Increased focus on direct support to SMEs, empowering and strengthening promising TSIs to allow them take over EnACT assets in provision of trade services
- Sharing effective best practices through case studies to allow learning experiences among EnACT countries
- Implementing a fund raising strategy as EnACT stands as a pilot operation which calls for consolidation and to avoid ineffective breakdown and keep the pace of implementation
- Inclusion of sustainability schemes where relevant in 2012 work plans

ANNEXES

1. Terms of Reference



Terms of Reference of the mid-term review

Background:

EnACT, "Enhancing Arab Capacity for Trade" is an International Trade Centre (ITC) technical assistance facility and funded by the Canadian International Development Agency (CIDA). EnACT capitalizes on the long term partnership and trade development expertise of ITC to develop the full export potential of the five programme countries: Algeria, Egypt, Jordan, Morocco and Tunisia.

The countries covered by EnACT are characterized by having young demographics, are endowed with natural resources and strong agricultural and industrial potential as well as a relative proximity to buyer markets in Europe, the Gulf's oil rich region and the rest of Africa. In addition, their own mutually growing markets have the strong potential to absorb products and services originated regionally.

The programme is intended to give a sustainable, long-term impact on competitiveness, market access, and sales, in the following ways. Beneficiary country enterprises, trade support institutions and the competent authorities will be more aware of the challenges and opportunities of the multilateral trading system, be better at identifying international market opportunities and benefiting from them, and will have improved the export business environment as well as the supply capacity of the country. A number of firms will have found new markets for their products or will have improved or diversified their export market base. Trade between the programme countries will have increased. Women and youth will be active and respected participants in all trade related activities.

EnACT contributes to these objectives through the use of the following mechanisms:

- Trade policy and strategy making is better informed; all stakeholders increase their commitment to common goals and their cooperation for achieving them; there is a strong focus on growth of value added and trade in selected key sectors with identified development impact.
- Trade support institutions improve their competence; there is a growing, competitive local market for quality services for business development, including for services particularly addressing the trade support requirements of disadvantaged groups.
- Enterprises in selected sectors competently offer internationally competitive products and increase their activities in regional and international markets; firms and advisers have first-hand practical experience of international trade.
- Women and young entrepreneurs have improved access to and use more trade development services and increase turnover.

The programme is built around the following four objectives:

Objective 1: Trade Intelligence, policy & export strategy

- Trade information providers and key institutions with skilled staff, effective production of trade intelligence, and active networking
- Training and coaching provided on export potential, economic analysis and export strategies

Objective 2: TSI strengthening for export competitiveness

- Providers of trade development services enhance institutional capacities and develop improved service delivery skills
- Target group has better understanding of the environment in which they are working
- TSIs supported to deliver selected services to their client enterprises
- TSIs receive necessary capacity building and networking support

Objective 3: Market development support for enterprises

- Trade experts, consultants and advisers gain knowledge on a variety of topics related to increasing trade through developed training and support materials.

Objective 4: Gender and Youth mainstreaming

- Information-sharing networks are created amongst women and youth
- Tools and materials are developed or adapted to allow public and private service providers to effectively support women and young entrepreneurs

Purpose of the review/monitoring:

Within the context of the Arab spring in the region, the overall objective of the Programme has been adapted to fit within arising development objectives stated by the stakeholders. As a result, the implementation of the framework has been modified in order to support the immediate needs in each of the countries. In this context, the objective of the review is primarily to:

- Take stock of the current situation by providing a detailed analysis of key performance of the programme, challenges and problems encountered;
- Identify eventual adjustments and refinements during the remaining implementation period of the programme;
- Contribute to delineate features of the EnACT programme identity and positioning in the context of the new trade development challenges related to the Arab spring situation

The review findings and lessons learned will also be used to inform the final program evaluation. They will finally inform the eventual plans of EnACT or similar projects in possible subsequent phases.

Scope of the review

A key operational principle for programme implementation has been sequencing, starting with critical inception activities and initial outputs.

Specifically the mid-term review should cover the following evaluation questions:

(a) Relevance:

- From an overall perspective:
 - i. Were the programme concept and design the appropriate solution to the original problems to be addressed by the programme?

- ii. Has the relevance of the programme changed as a result of the recent developments related to the Arab Spring and if so, what are the new challenges to be eventually addressed by the programme ?

(b) Effectiveness:

- Is the programme achieving satisfactory progress towards its stated expected impacts and outcomes? Were the anticipated activities and outputs delivered on time and according to specifications?
- Is the programme organization and management including quality of participatory process by all stakeholders effective? In particular, are ITC's services providing effective and customer-oriented technical solutions?
- Are the monitoring systems which have been put in place effective?
- Are countries effective in terms of their ability to articulate their needs, support programme implementation, monitor programme outcomes on the ground and provide strategic inputs to steer the programme forward as members of the Steering Committee?
- Are the expected impacts and outcomes likely to be attainable at the end of the programme?

(c) Efficiency:

- What are the efficiency improvements required to ensure the achievement of the programme expected impacts and outcomes by the end of the programme?
- How efficiently has the planning and implementation of the programme been carried out ? Have activities taken place as scheduled and within allocated budgets?
- To what extent has the organizational structure, managerial support and coordination mechanisms used by the ITC and the countries been supporting the implementation of the programme?
- Special attention will be put on the following issues:
 - o Technical coordination and overall management of activities;
 - o Financial management and control, including an assessment of the cost effectiveness of financing arrangements.
 - o Monitoring system of activities and outputs delivery.
- Have allocated funds been made available to the project beneficiaries? Have budgets been used in line with activity plans?
- Is the project likely to consume allotted budgets for the earmarked activities? Is there likely to be a budget and time overrun?
- Have activities been undertaken in a cost-effective manner?

(d) Impact and sustainability:

- As it is too early to assess the programme impact and sustainability at this stage, the MTE will therefore focus on the question: What are the prospects for achieving impact and sustainability?
- What measures need to be taken to ensure that impact and sustainability will be achieved at the end of the programme? This should include concrete recommendations on possible corrective actions that might be needed to reach this objective.
- Within this context, it is worth mentioning the following issues:
 - o Is the programme coherent with ITC's strategic focus? How can it be improved?
 - o Is there a need to deepen the scope of on-going activities to ensure sustainability in the future?

The international evaluator is responsible for the provision of the expected deliverables of the evaluation. A debriefing meeting in the countries will take place at the end of each mission.

Timeframe for the Evaluation Process

The implementation period of the evaluation process covers the period between mid-September and end of November. That means that the contract will start as soon as possible and the final review report will have to be delivered at the latest on 15 November. The International Evaluator will present the draft review to the Evaluation Unit the latest by the 1st November. This will be then, distributed to programme management and other contributors to identify eventual errors and omissions to be communicated to the evaluator on the 8 November. On this basis, the evaluator will finalize and present the final document.

Within this period, the estimated work time is of 10 working weeks with the following distribution: four weeks for preparatory work, three weeks for the field visits and three weeks to draft and finalize the evaluation report.

Resources required and Logistical Support

The International Evaluator will be directly hired by the ITC to conduct the mid-term review. The financial compensation will be for a period of 30 working days. The exact rate will be determined by the ITC Human Resources Section on the basis of the CV of the selected evaluator. Travel costs will be covered separately by ITC..

Suitability of indicators and means of verification Recommendations:

Specific steps to be taken until the end of the programme to ensure the programme's delivery against objectives in order to create sustainable impacts.

Methodology:

It is expected that the review will be based on the following:

- Document review of all major documents including project documents, performance measurement framework, logical model, work plans, TORs of individual activities, consultant reports, financial reports, project performance and planning reports) etc
- Face to face or telephone interviews with staff working in the PCU, other ITC staff involved in the project including technical sections, staff in the Division of Programme Support and staff in the Office of the Executive Director (Monitoring and Evaluation Unit), the national facilitators recruited by ITC in each country, the national focal point in each country, stakeholders/beneficiaries of the programme in each of the countries
- Field visits to 1 or 2 francophone and 2 anglophone countries
- Questionnaires (in English and French)

Deliverables

- Mid-term assessment report, covering all areas mentioned above, submitted to ITC in electronic format of approximately 25 pages. The evaluator should follow the Evaluation Report template as per the Annex 2
- The report shall be clear, concise, and meet the objectives of the assignment. It shall include an Executive Summary (max. 2 pages), the main findings, conclusions and recommendations and an Annex which will include a country analysis (maximum five pages per country).
- All findings and conclusions should be carefully substantiated.

Planning and implementation arrangements

Management arrangement

The ITC Monitoring and Evaluation Unit (M&EU) reports directly to the Executive Director of the ITC. M&EU is responsible for the management of the substantive aspects of the present review, on a *pro bono* basis. In managing the review, M&EU respects the obligations of evaluators as specified in the UNEG Ethical Guidelines for Evaluation: independence, impartiality, credibility, conflicts of interests, honesty and integrity, and accountability.

M&EU is in charge of the management of the review exercise:

- It prepares the evaluation terms of reference in consultation with CIDA and the Beneficiaries;
 - It selects the international evaluator in consultation and with the support of Office for Arab States and the EnACT Coordination Unit.
 - It hires and contracts the international evaluator and covers other consultant-related costs (travel, DSA, etc) and manages the corresponding contractual aspects.
 - It manages the substantial aspect of the work of the international evaluator;
 - It conducts the review process, including the approval of the final report, the supervision of the production and follow up of the management response and the dissemination of the evaluation results.
 - It presents the Evaluation Report during the next meeting of the Programme Steering Committee.

2. Organizations and places visited and persons met

ALGERIA

Name	Position	Organization
Mr Abdelhammid Belahda	Sous Directeur du Commerce / EnACT Focal Point	Ministère du Commerce
Mme Amina Zouaoua	EnACT Facilitatrice Nationale	
Mme Sazia Barchiche	Directeur Général	ANART
Mr Abid Senouci	Directeur Général	FALCO
Mme Rachida Sellam	Directeur Général	Inspiration Nouvelle
Mme Nadjat Boustil	Directeur Général	Laboratoires Boustil
Mr Sid Ali Bouhal	Coordonnateur Centre d'Informtion Commerciale	ALGEX
Mme Yasmina Taya	Présidente	SEVE
Mr ali Aris	Consultant	Groupe IMC

EGYPT

Name	Position	Organization
Ms Sherine Elalamy	EnACT National Facilitator	Independant Consultant
Mr Adel Mansour	Partner, Chief Operating Officer	LEXICON
Mr Akrum Bastawi	Fr EnACT Focal Point	
Dr Amr Abdel Kawi	Chairman & CEO	Design
Eng. Laila El Maghraby	Executive Director	Engineering Export Council of Egypt
Mr Alan Emirzian		Engineering Export Council of Egypt
Shaimaa Medhat Mahmoud	Managing Director	EXPOFRONT
Dr. Saïd T. Harb	Executive Director	Foreign Trade Training Center
Ms Hala Gidamy	Deputy Executive Director	Foreign Trade Training Center
Ms Nancy Hathout	Training Director	Foreign Trade Training Center

JORDAN

Name	Position	Organization
Mr Ahmed K. Hammed	Head of Trade Policy Division / EnACT Focal Point	Ministry of Industry and Trade
Mr Umiah Fakhouri	EnACT National Facilitator	Independant Consultant
Ms Kholoud Samarah	Head of Sales Section	Jordan River Foundation
Ms Hana Uraidi	Director - Cross Cutting Support Directorate	Jordan Enterprise Development Corporation JEDCO
Engineer Elham Zeadat Aranki	General Manager	Bloom
Mr Anwar Atalia	Director of Marketing	Royal Jordanian
Mr Omar Jamal Alfaneq	Independent Consultant	Trade Observatory / Ministry of Industry and Trade

MOROCCO

Name	Position	Organization
Mme Zahra Maafiri	Directrice de la Politique des Echanges Commerciaux / Point Focal EnACT	Ministère du Commerce Extérieur
Mr Mohammed Essabar	Research Officer	Ministère du Commerce Extérieur
Mme Naima xxxxx	EnACT Facilitatrice Nationale	Ministère du Commerce Extérieur
Mr Mohamed Amaiz	Président	Fédération marocaine des Industries du Cuir - FEDIC
Mr Azoulay	Directeur Général	Coroc
Mr Berrada	Directeur Général	Sonic
Mr Jamal Bahhar	Directeur Général	FEDIC
Mr Larbi Bourabaa	Secrétaire Général	Maroc Export
Mr Ali Mehrez	Senior Manager in charge of Strategy	Maroc Export
Mr Mohammed Souleimani	Consultant	Multi Boost Consulting
Mr Hamid Ennayli	Manager	Wafa Cuir
Mr Abdelaziz El Alaloui	Co-Président de la Commission Commerce Extérieur / Consultant	Fédération Nationale de l'Agroalimentaire FENAGRI

TUNISIA

Name	Position	Organization
Ms Saida Hachicha	Directeur Général de la Coopération Economique et Commerciale	Ministère du Commerce et du Tourisme
Ms Lejmi Bochra	Conseiller des Services Publics	Ministère du Commerce et du Tourisme
Mr Abdelkader Boudriga	Facilitateur National EnACT	Ministère du Commerce et du Tourisme
Ms Faten Basli	Directeur Général	Chambre de Commerce et d'Industrie du Centre
Mr Khabbab Hadhri	Charge Unité d'information et Orientation des Projets Commerce Electronique	Ministère du Commerce et du Tourisme
Mme Ikram Makni	Manager	Business center Sfax
Mr Wissem Krifa	Consultant	CTAP
Ms Ghada Krifa	consultant	CTAP
Ms Nessrine Toumi	Manager	Agence Design Development
Mr karim Louhichi	Directeur de la Coopération	ONA
Mr Lofti Khedir	Directeur OCE	Ministère du Commerce et du Tourisme
Ms nabli Razika	Sous-directeur OCE	Ministère du Commerce et du Tourisme
Mr Rached Miled		Ministère du Commerce et du Tourisme
Ms Hager Denguezli		CEPEX
Mohamed Hajaiej		

CANADIAN COOPERATION

Name	Position	Organization
Ms Louise Hébert	Senior Development Officer Maghreb and Regional Program	CIDA
Mr Hugo Cameron	First Secretary	Permanent Mission of Canada / Geneva

INTERNATIONAL TRADE CENTER

Name	Position	Organization
Mr Jean Marie Paugam	Deputy Executive Director	ITC
Miguel Jimenez Pont	Head Evaluation and Monitoring Unit	ITC
Mr Ashish Shah		
Mr Torek Farhadi	Programme Coordinator EnACT	ITC
Mr Sadiq Ahmed Kazi Syed	Programme Officer EnACT	ITC
Ms Elisabeth Véquaud	Programme EnACT	ITC
Ms Véronique Rondeau	EnACT	ITC
Mr Martin Labbé	Online Marketing and Digital Networks Adviser	Enterprise Competitiveness / ITC
Mr Kerfalla Conté	Statistician market Analyst	Market Analysis Section / ITC
Mr Mondher Mimouni	Chief ad interim Market Analysis and Research	Market Analysis and Research / ITC
Ms Saskia Marx	Consultant Business and Partnership Development	Enterprise Competitiveness / ITC
Mr Jacky Chrabonneau	Chief Enterprise Competitiveness	ITC
Mr Anders Aeroe	Director Division of Market Development	ITC
Mr Abdeslam Azuz	Senior Trade Promotion Officer	Office for Arab States/ ITC
Mr Stephan Blanc	Chief trade information Services	ITC
Mr Friedrich von Kirchbach	Director Division of Country Programmes	ITC
Mr Anton J. Said	Chief Export Strategy	ITC
Mr David Cordobes	Trade Information Capacity Building Officer	Trade Information Services / ITC
Ms Helen Lassen	Market Analyst	Market Analysis and Research / ITC
Mr Rob Skidmore	DBIS/TSI	ITC

3. Questionnaires

QUESTIONNAIRE A

TARGET: COMPANIES

The International Trade Centre (ITC) in accordance with the recipient countries decided to conduct a Mid-Term review of EnACT Program funded by the Canadian International Development Agency (CIDA).

In this context we are interviewing you to collect your experience and your appreciation of the support provided by ENACT.

1. Can you describe the activities you have implemented with the support of EnACT Programme?
2. What was the duration of EnACT program support to your business?
3. Can you explain how the support was delivered to your business?
4. Have you worked with consultants (local / international) and / or with ITC technical teams? Can you specify?
5. What are the achievements performed by your business thanks to EnACT support? Specify the qualitative and quantitative level.
6. How will you get the best possible benefits of such support in the medium term?
7. Would have you implemented these activities without the support of EnACT Programme?
8. Do you have an idea of the cost of the support you have received?
9. What are your expectations in terms of support by the Program EnACT over the next 15 months? Can you specify 2-3 priorities which are critical to and will facilitate your access to the international market?
10. Can you formulate lessons learned and recommendations regarding your experiences with the program EnACT?

QUESTIONNAIRE B

TARGET: INSTITUTIONS TO SUPPORT TRADE

The International Trade Centre (ITC) in accordance with the recipient countries decided to conduct a Mid-Term review of EnACT Program funded by the Canadian International Development Agency (CIDA).

In this context we are interviewing you to collect your experience and your appreciation of the support provided by ENACT.

1. Can you describe the activities you have implemented with the support of EnACT Programme and specify the beneficiaries (including women and youth)? In the context of business planning for your institution, are you aware of the means dedicated to your institution by EnACT? Do you have access to the budget decision-making on the activities of EnACT?

2. What was the nature of the support provided by the Program EnACT for your institution? Did EnACT take into account the strategic priorities of your institution in determining the support provided?

3. Can you explain how the support was delivered to your institution? Do you think this support has been adapted to the specific needs of the case in question?

4. Have you worked with consultants (local / international) and / or with the technical teams of ITC? Have you been involved or consulted in the selection of consultants?

5. What are the results achieved by your institution with this support? Specify the qualitative and quantitative level.

6. How will you get the best possible benefits of such support in the medium term and ensure sustainability of the achievements if any? Do you think the program EnACT will be able to assist you in the successive stages of development of your institution?

7. Would you implement these activities without the support of the EnACT?

8. Do you have an idea of the cost of the support you have received?

9. What are your expectations in terms of support by the Program EnACT for the next 15 months? Specify 2-3 priority areas you think to enhance the effectiveness of services provided to exporters.

10. Can you formulate lessons learned and recommendations regarding your experiences with the program EnACT?

QUESTIONNAIRE C

TARGET: CONSULTANTS CITAP

The International Trade Centre (ITC) with the consent of the recipient countries decided to conduct a Mid-Term Program EnACT supported by the Canadian International Development Agency (CIDA).

In this context we are interviewing you to collect your stories and appreciation of the support provided under that program.

1. Can you describe the training you received with the support of the EnACT as well as the duration?
2. Can you specify how the training program has strengthened CITAP your technical abilities in terms of export counseling?
3. Can you tell us how your services have been mobilized for the implementation of the Programme EnACT and how often?
4. What are the results achieved under your services for the Program EnACT? Specify the qualitative and quantitative level.
5. How do you take all possible benefits of your new expertise following the formation CITAP medium term?
6. Would you put such a follow-up training without the support of the EnACT?
7. Do you have an idea of the cost of the support you have received?
8. What are your expectations for the development of technical capacity of local consultants by the Program EnACT for the next 15 months?
9. Can you formulate lessons learned and recommendations regarding your experiences with the program EnACT as a beneficiary as a consultant and potential?

QUESTIONNAIRE D

TARGET: CONSULTANTS

The International Trade Centre (ITC) with the consent of the recipient countries decided to conduct a Mid-Term Program EnACT supported by the Canadian International Development Agency (CIDA).

In this context we are interviewing you to collect your stories and your appreciation of the support provided under the Program

1. Can you describe the activities in which you participated and / or services that you provided with the support of the EnACT?
2. Who were the beneficiaries of your benefits?
3. What was the duration and frequency of your involvement in the Program EnACT?
4. Have you worked with technical teams of ITC? If so in what areas?
5. Outline your results achieved through your intervention? Specify the qualitative and quantitative level.
6. How do you think that the beneficiaries would get the best possible benefits of your services in the medium term?
7. Would you implement these activities without the support of the EnACT?
8. Can you formulate lessons learned and recommendations regarding your experiences with the program EnACT?

QUESTIONNAIRE E

TARGET: GOVERNMENT / DEPARTMENT OF COMMERCE

The International Trade Centre (ITC) with the consent of the recipient countries decided to conduct a Mid-Term Program EnACT supported by the Canadian International Development Agency (CIDA).

In this context we are interviewing you to collect your stories and your appreciation of the support provided under the Program

1. Can you describe the role of your department in the development of work programs to implement the Program EnACT?
2. How do you best to accommodate the expectations and needs of companies and intermediary institutions in your country?
3. How do you assess the inclusion of women and youth through the support provided by the Program EnACT?
4. Can you describe how the activities implemented with the support of the EnACT contributed / contribute to the achievement of development objectives of your Government's export trade?
5. How do you coordinate national implementation of the Programme EnACT and coordination with the ICC?
6. What do you think the results achieved with the support of the EnACT? Specify the qualitative and quantitative level.
7. How do you take all possible benefits of such support in the medium term?
8. Does your government have been able to support the implementation of eligible activities without the support of the EnACT?
9. What are your expectations in terms of support by the Program EnACT for the next 15 months?
10. Can you formulate lessons learned and recommendations regarding your experiences with the program EnACT?

EnACT MID-TERM EVALUATION October 2011
PROGRESS OF WORK & OUTLINE OF PROPOSED APPROACH
(Deliverable N°1 as stated in TOR)

I. Data collection / Status: completed unless otherwise stated

Grant agreement CIDA / ITC
 EnACT Project Document
 EnACT Progress Report
 Country information
 Financial reports / *work in progress*
 Other relevant documents / *as needed*

II. Enact Mid-Term Evaluation kick off / Status: completed unless otherwise stated

II.1. Working sessions ITC

Office of Executive Director
 Evaluation and Monitoring Unit
 Division of Programmes
 Division of Market Development
 EnACT Project Coordination Unit
 Market Analysis and Research (MAR)
 Export Strategy (ES)
 Enterprise Competitiveness
 Trade Information Services (TIS)
 Trade Support Institutions Strengthening (TSI)
 Human Resources
 Gender Team / *to be scheduled*
 Environment Team / *to be scheduled*

II.2. Meeting with EnACT donor

Permanent Mission of Canada / Geneva
 Canadian International Development Agency / Conference call / *to be scheduled*

II.3. Meeting with EnACT countries

Permanent mission of the Arab Republic of Egypt / Geneva

III. Selecting countries to visit (3 out of 5) / Status: completed unless otherwise stated

Criteria: (a) country with a “good” level of implementation of activities; (b) Arab spring country; (c) country where programme activities are relatively stuck.
 Fine-tuning may be done if needed after EnACT Programme Regional Forum in Morocco

IV. MT Evaluation Tentative Planning / Status: completed unless otherwise stated

Attached is the proposed planning

V. Interview guide / Status: completed unless otherwise stated

Questionnaire per stakeholder are based on open questions: (a) SMEs; (b) TSI; (c) CITAP consultants; (d) Consultants; (e) Government / ministry in charge of trade.

Attached are the proposed questionnaires. English version will be issued on the basis of ITC team input.

4. Relevant Materials

Enhancing Arab Capacity for Trade EnACT programme Document, December 2008

EnACT Mid-Term Progress Report April 2009 – March 2011

EnACT Document de Projet (Algérie, Maroc, Tunisie)

EnACT Project Document (Egypt, Jordan)

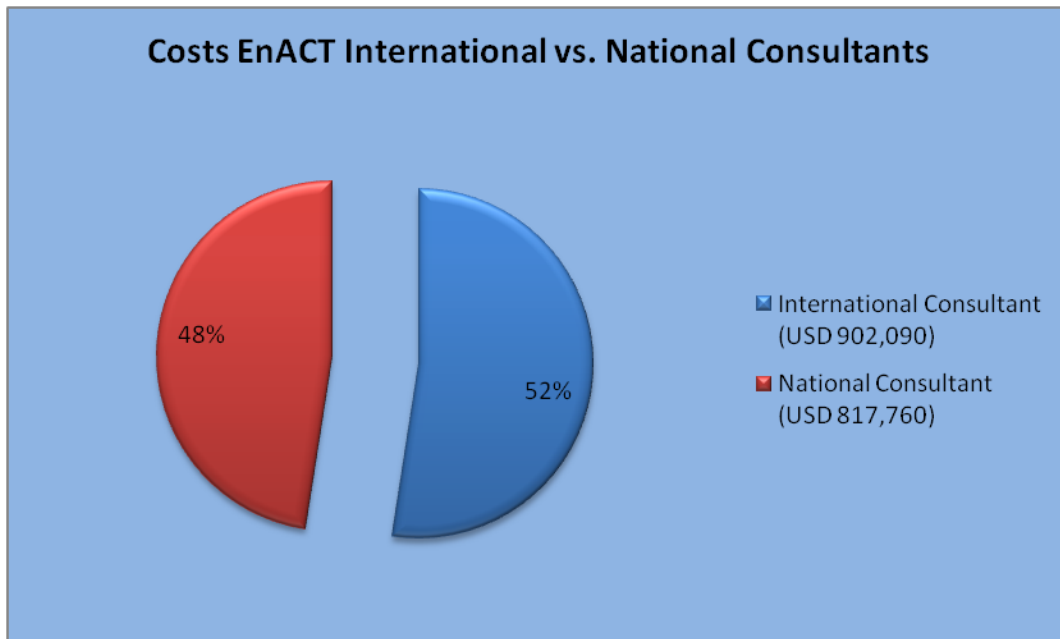
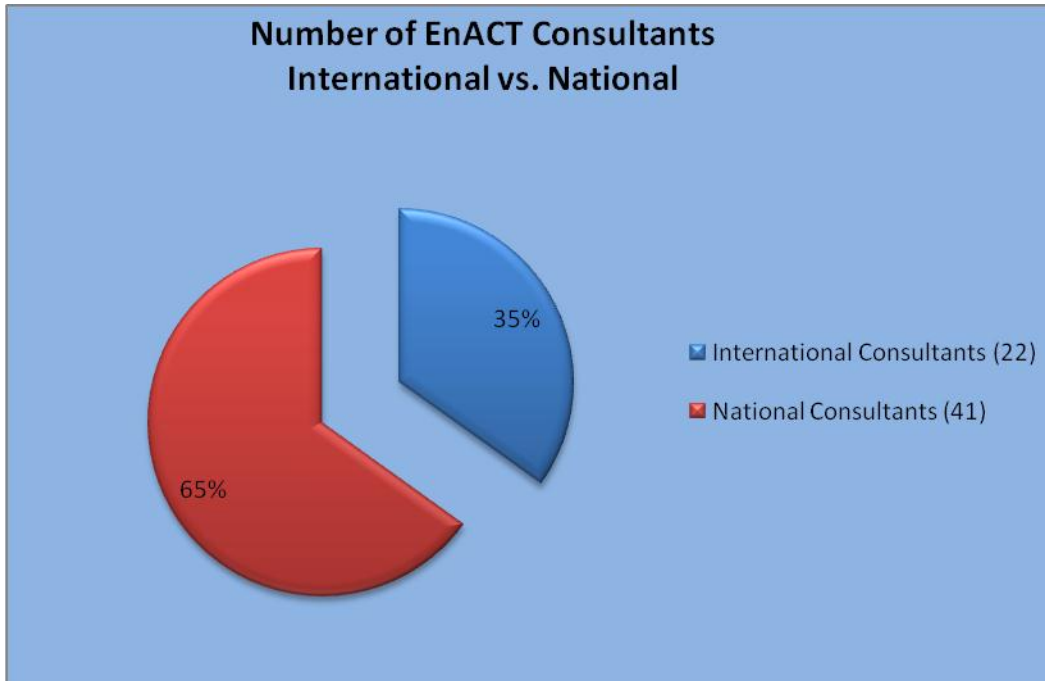
ITC Guidelines for Evaluation Reports

EnACT Financial Reports 2009 – 2011

Number Costs of National and International Consultants

Project	Year	TOTAL COSTS	International consultant	National consultant
RAB/20/131A - Coordination	2012	6 235,89	6 235,89	-
	2011	36 048,06	28 170,06	7 878,00
	2010	72 436,98	72 436,98	-
	2009	22 895,37	11 361,17	11 534,20
TOTAL RAB/20/131A		137 616,30	118 204,10	19 412,20
RAB/20/132A - Algeria	2012	43 284,40	13 282,90	30 001,50
	2011	208 825,40	156 312,98	52 512,42
	2010	112 853,52	112 853,52	-
	2009	-	-	-
TOTAL RAB/20/132A		364 963,32	282 449,40	82 513,92
RAB/20/133A - Egypt	2012	28 347,40	1 853,80	26 493,60
	2011	207 317,27	105 001,56	102 315,71
	2010	22 754,11	17 017,31	5 736,80
	2009	-	-	-
TOTAL RAB/20/133A		258 418,78	123 872,67	134 546,11
RAB/20/134A - Jordan	2012	120 016,77	27 318,95	92 697,82
	2011	189 765,85	75 687,80	114 078,05
	2010	141 916,21	99 294,21	42 622,00
	2009	-	-	-
TOTAL RAB/20/134A		451 698,83	202 300,96	249 397,87
RAB/20/135A - Morocco	2012	40 418,25	11 646,92	28 771,33
	2011	147 624,68	57 491,23	90 133,45
	2010	279 508,08	240 763,25	38 744,83
	2009	-	-	-
TOTAL RAB/20/135A		467 551,01	309 901,40	157 649,61
RAB/20/136A - Tunisia	2012	70 953,18	12 380,81	58 572,37
	2011	207 008,58	129 764,87	77 243,71
	2010	82 259,33	75 643,83	6 615,50
	2009	-	-	-
TOTAL RAB/20/136A		360 221,09	217 789,51	142 431,58
GRAND TOTAL		2 040 469,32	1 254 518,03	785 951,29

International Consultants (22)	22
National Consultants (41)	41



EnACT Financial Reports 2009 – 2011

COUNTRY ALGERIE 2009 - 2011										
ENACT - Algérie	YEAR 2009		YEAR 2010		YEAR 2011		Total planned cost	Total effective cost	Percentage cost against planned	Status of activity
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost*				
objective 1: Trade intelligence, trade policy & export strategy										
Diagnostic de l'information commerciale	0	0	30 000	4 365	0	23 667	30 000	28 232	94%	Completed
Diagnostic du portail électronique d'Algex	0	0	12 500	7 021	0		12 500	7 021	56%	Completed
Atelier de formation des diplomates	0	0	6 000	4 200	6 000	6 179	12 000	10 379	86%	Completed
Diagnostic à l'Export (Enquête sur l'offre exportable et rapport préparé par Market Analysis and Research section)	0	0	0	0	80 000	70 127	80 000	70 127	88%	Report submitted to the authorities. A roundtable will be organised if requested.
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
objective 2: TSI strengthening for export competitiveness										
Diagnostic institutionnel et recommandations pour un programme de soutien de capacités	0	0	50 000	23 063	0	0	50 000	23 063	46%	Completed
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
objective 3: Market development support for enterprises										
Renforcement des capacités algériennes de conseil en entreprise (CTAP)	0	0	234 000	153 176	0	152 463	234 000	305 639	131%	Completed
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
objective 4: Gender and youth mainstreaming in trade	177 000						177 000	0	72%	
Analyse de l'offre du secteur artisanat	0	0	0	12 416	0	0	0	12 416		Completed
Participation de l'Algérie aux salons internationaux - connexion aux acheteurs (Maison & Objet)						38 660	0	38 660		Completed
Exposition itinérante de l'artisanat algérien dans les capitales généralistes de touristes pour l'Algérie en tant que moyen de	0	0	0	0	0	32 772	0	32 772		Completed
Séminaires en web marketing et exports	0	0	0	0	0	44 258	0	44 258		Completed. Workshops by local trainers ongoing in different regions.
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
intégration régionale										
Participation in the ENACT Regional Forum in Casablanca, 31 October and 1 November 2011					25 000	20 000	25 000	20 000	80%	Completed
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
Programme management	452 708	62 762		126 327		163 559	452 708	372 648	82%	
TOTAL							1 073 208	965 416	90%	

*Please note that for Year 2011 effective costs also include amounts that are obligated but not fully spent.

COUNTRY EGYPT 2009 - 2011										
ENACT - Egypt	YEAR 2009		YEAR 2010		YEAR 2011		Total planned cost	Total effective cost	Percentage cost against planned	Status of activity
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
objective 1: Trade intelligence, trade policy & export strategy										
NTM survey on goods	0	0	85 000	0	0	46 025	85 000	46 025	54%	Ongoing
Harnessing the Industrial Assets of Egypt towards Trade Paper submitted to the Ministry of Trade and Industry	0	0	0	0	20 000	16 968	20 000	16 968	85%	Completed
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
objective 2: TSI strengthening for export competitiveness										
Institutional diagnosis of TSIs and recommendation for a capacity building programme	20 000	0	0	3 508	0		20 000	3 508	18%	Ongoing
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
objective 3: Market development support for enterprises										
SME Trade Enabling Programme:			80 000	1 742	0		80 000	1 742	81%	Ongoing
COMESA market Demand Analysis - Engineering Export Council (Activity under SME Trade Enabling Programme)			0	0	0	40 887		40 887		
COMESA Branding/Market Penetration Strategy - Engineering Export Council (Activity under SME Trade Enabling Programme)						21 941		21 941		
Workshops for SMEs	0	0	0	0	50 000	48 118	50 000	48 118	96%	
E-commerce/E-marketing	0	0	20 000	19 312	50 000	44 963	70 000	64 275	92%	Completed
Building Capacity to support Exporters through the production of Market Profiles	0	0	25 000	0	0	33 731	25 000	33 731	135%	Completed
Stimulating Tourism Demand for Egypt through Product Design	0	0	0	0	20 000	14 575	20 000	14 575	73%	Completed
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
objective 4: Gender and youth mainstreaming in trade	120 000						120 000	0	9%	Ongoing
Women and Youth owned/operated SME Trade Enabling Programme		0	0	2 440			0	2 440		Ongoing
Support the Ministry's CREATE programme		0	0	0	0	8 298	0	8 298		Ongoing
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
intégration régionale										
Participation in the ENACT Regional Forum in Casablanca, 31 October and 1 November 2011					25 000	20 449	25 000	20 449	82%	Completed
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
Programme management	452 708	85 078	0	121 597	0	167 908	452 708	374 583	83%	
TOTAL							967 708	637 538	72%	

*Please note that for Year 2011 effective costs also include amounts that are obligated but not fully spent.

COUNTRY JORDAN 2009 - 2011

EnACT - Jordan	YEAR 2009		YEAR 2010		YEAR 2011		Total planned cost	Total effective cost	Percentage cost against planned	Status of activity
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost ¹				
objective 1: Trade Intelligence, trade policy & export strategy										
Trade Information Services Seminar	12 500	13 440					12 500	18 440	143%	Completed
National Export Strategy			150 000	32 910	0	29 058	150 000	61 968	41%	Ongoing
National Trade Observatory			20 000	3 597	100 000	85 583	120 000	89 180	74%	Ongoing
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
objective 2: TSI strengthening for export competitiveness										
Workshops on trade information content production and mentoring export potential assessment					30 000	20 809	30 000	20 809	69%	Ongoing
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
objective 3: Market development support for enterprises										
Strengthen packaging for exports			85 000	45 178			85 000	45 178	53%	Ongoing
Export marketing and branding			130 000	56 172		44 636	130 000	100 808	78%	Ongoing
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
objective 4: Gender and youth mainstreaming in trade										
Supply and Demand Gap Analysis			30 000	20 975			30 000	20 975	70%	Completed
Promoting Jordan Handicrafts in international markets and opening market connections					30 000	23 621	30 000	23 621	79%	Completed
										Ongoing
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
Intégration régionale										
Participation in the EnACT Regional Forum in Casablanca, 31 October and 1 November 2011					25 000	21 573	25 000	21 573	86%	Completed
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
Programme management	452 708	82 762		183 009		148 293	452 708	384 021	85%	
TOTAL							1 065 208	786 373	74%	

¹Please note that for Year 2011 effective costs also include amounts that are obligated but not fully spent.

COUNTRY MAROC 2009 - 2011										
ENACT - Maroc	YEAR 2009		YEAR 2010		YEAR 2011		Total planned oost	Total effective oost	Percentage oost against planned	Status of activity
	planned oost	effective oost	planned oost	effective oost	planned oost	effective oost*				
objective 1: Trade intelligence, trade policy & export strategy										
Seminaire Trade Information Services	12 500	9 821					12 500	9 821	79%	Completed
Diagnostic de l'information commerciale des institutions de soutien au commerce (Business Information Review)			30 000	26 816			30 000	26 816	89%	Completed
Diagnostic du portail électronique de Maroc Export			12 500	5 331			12 500	5 331	43%	Completed
Renforcement des capacités pour soutenir les exportateurs grâce à un atelier sur les profits de marchés			25 000	7 442	0	15 558	25 000	22 997	92%	Completed
Renforcement des capacités du Ministère et du CNCE à travers le développement d'un observatoire prévisionnel du commerce	0	1 743	60 000	63 660	20 000	21 799	80 000	87 202	97%	Ongoing
Enquêtes sur les mesures non-tarifaires appliquées aux produits			96 000	49 212			96 000	49 212	51%	Completed
Renforcement des capacités du MCE en matière de commerce des services					50 000	16 160	50 000	18 180	32%	Ongoing
Formation aux incoterms					15 000	11 250	15 000	11 250	75%	Completed
Mise en place d'une Veille Réglementaire du Ministère du Commerce Extérieur					15 000	10 504	15 000	10 504	70%	Completed
	planned oost	effective oost	planned oost	effective oost	planned oost	effective oost				
objective 2: TBT strengthening for export competitiveness										
Diagnostic institutionnel et recommandations pour un programme de soutien de capacités			20 000	19 238			20 000	19 238	96%	Completed
Participation de la Fédération des Industries du Cuir Marocain dans World TPO Conference de l'ITC			5 000	4 183			5 000	4 183	84%	Completed
	planned oost	effective oost	planned oost	effective oost	planned oost	effective oost				
objective 3: Market development support for enterprises										
Renforcement des capacités marocaines de conseil en entreprise (CTAP)			215 000	222 377	50 000	41 818	265 000	264 196	100%	Completed
Continuer au développement du e-commerce dans les secteurs du textile et du cuir	75 000	28 902	0	30 899	60 000	23 199	135 000	81 896	60%	Ongoing
L'analyse de marché canadien pour les produits agro-alimentaires du Maroc					50 000	28 000	50 000	28 000	56%	Ongoing
	planned oost	effective oost	planned oost	effective oost	planned oost	effective oost				
objective 4: Gender and youth mainstreaming in trade										
Audit export des entreprises dans le secteur du cuir			177 000	64 171		36 203	177 000	100 374	57%	Ongoing
					28 800	28 800	28 800	28 800	100%	Completed
	planned oost	effective oost	planned oost	effective oost	planned oost	effective oost				
intégration régionale										
Participation dans le forum Régional ENACT à Casablanca 31 octobre et 1 novembre 2011					25 000	14 494	25 000	14 494	58%	Completed
	planned oost	effective oost	planned oost	effective oost	planned oost	effective oost				
Programme management	452 708	82 762		140 158		166 907	462 708	389 887	86%	
TOTAL							1 603 608	1 189 439	74%	

*Please note that for Year 2011 effective costs also include amounts that are obligated but not fully spent.

COUNTRY TUNISIE 2009 - 2011										
ENACT - TUNISIE	YEAR 2009		YEAR 2010		YEAR 2011		Total planned cost	Total effective cost	Percentage cost against planned	Status of activity
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost*				
objective 1: Trade intelligence, trade policy & export strategy										
Séminaire Trade Information Services	12 500	2 767					12 500	2 767	22%	Completed
Observatoire du Commerce			60 000	4 583	0	30 731	60 000	35 314	59%	Ongoing
Diagnostic de l'information commerciale des institutions de soutien au commerce (Business Information Review)			30 000	30 570			30 000	30 570	102%	Completed
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
objective 2: TSI strengthening for export competitiveness										
Buade de l'opportunité et recommandations sur la mise en place d'un Customer Relation Management « CRM » au CEPEX					20 000	13 130	20 000	13 130	66%	Ongoing
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
objective 3: Market development support for enterprises										
Renforcement des capacités tunisiennes de conseil en entreprise (CTAP)			205 000	27 431	0	72 621	205 000	100 052	49%	Ongoing. Final workshop in December 2011
Activités e-commerce			61 000	33 772	35 000	81 074	96 000	114 846	120%	Completed
Programme d'action pour permettre aux entreprises de mieux se positionner sur le marché international					15 000	5 050	15 000	5 050	34%	Ongoing
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
objective 4: Gender and youth mainstreaming in trade			177 000	54 728			177 000	136 324	77%	Ongoing
Edition d'un livre sur le Tapis Tunisien - Enquête sur la demande de marché pour des tapis tunisiens						0 774				
Evaluation du programme promotionnel 2008-2010 pour le secteur du textile-Habillement						11 110				
Etude de la demande des produits artisanaux sur le marché allemand (et international)						13 635				
Préparation des salons internationaux phase 2						10 077				
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
Integration régionale										
Participation dans le forum Régional ENACT à Casablanca 31 octobre et 1 novembre 2011					25 000	19 035	25 000	19 035	76%	Completed
	planned cost	effective cost	planned cost	effective cost	planned cost	effective cost				
Programme management	452 708	82 762		126 502		159 890	452 708	369 154	82%	
TOTAL							1 053 208	826 242	78%	

*Please note that for Year 2011 effective costs also include amounts that are obligated but not fully spent.

© International Trade Centre 2013

The International Trade Centre encourages the use, reproduction and dissemination of material in this document. Except where otherwise indicated, material may be copied, downloaded and printed for private study, research and teaching purposes, or for use in non-commercial products or services, provided that appropriate acknowledgement of the International Trade Centre as the source and copyright holder is given and that the International Trade Centre's endorsement of users' views, products or services is not implied in any way. All requests for translation and adaptation rights, and for resale and other commercial use rights should be addressed to registry@intracen.org.