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EVALUATION REPORT

Evaluation of the Ethical Fashion Initiative

Independent Evaluation Unit

November 2024

This midterm evaluation report makes reference to the following SDGs:



EVALUATION OF THE ETHICAL FASHION INITIATIVE

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

The ITC Independent Evaluation Unit has carried out this evaluation under its 2024 Work Programme and is responsible for this publication.

This evaluation was conducted by an external evaluation team, Per Wilhelm Myhre and Esra Gedikli, assisted by the consultant Ahmad Wahid Fayed (Afghanistan country-case study). It was managed and quality assured by the ITC Evaluation Officer Iván Touza Montero, with the Head of the ITC Independent Evaluation Unit Miguel Jiménez Pont providing oversight.

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Acronyms

ACCI	Afghanistan Chamber of Commerce and Industry
ACP-BF	African, Caribbean and Pacific Business Friendly
ACT	Africa Collect Textile
AF	Artisan Fashion
AICS	Italian Agency for Development Cooperation
B2B	Business-to-Business
BSO	Business Support Organisation
CABES	Commerce et Artisanat pour le Bien-Etre Social
CBO	Community-based Organisation
CES	Country Engagement Strategy
CM	Country Manager
CMA-BF	Chambre des Metiers de l'Artisanat du Burkina Faso
CNMI	Camera Nazionale della Moda Italiana (The National Chamber for Italian Fashion)
CSO	Civil Society Organisations
CO	Country Office (Kenya)
CTA	Chief Technical Advisor (EFI team)
DB-VTC	Don Bosco Salesian Institute Vocational Training Centre
DEVCO	Directorate-General Development and Cooperation, European Commission (now INTPA)
DFGIFE	Designing the Future, a Green and Inclusive Fashion Ecosystem
DGA	Directorate of Coordination, Projects and Programmes under the Ministry of Crafts (Burkina Faso)
DSA	Daily Subsistence Allowance
DSIT	Division of Sustainable and Inclusive Trade
EFI	Ethical Fashion Initiative
EQ	Evaluation Question
ESG-DD	Environmental, Social and Governance Due Diligence
EU	European Union
FGD	Focus Group Discussions
GoBF	Government of Burkina Faso
GoK	Government of Kenya
GRI	Global Reporting Initiative
HCA	Host Country Agreement
HoF	Hands of Fashion
HR	Human Resources
IDP	Internally Displaced Person
IEU	Independent Evaluation Unit
ILO	International Labour Organization
IOM	International Organization for Migration
INTPA	Directorate-General for International Partnerships, European Commission
ITC	International Trade Centre

JICA	Japan International Cooperation Agency
KII	Key Informant Interview
KPI	Key Performance Indicator
LFM	Log-frame Matrix
LLC	Limited Liability Company
MAIL	(Afghan) Ministry of Agriculture, Irrigation, and Livestock
MCP	Maison de la Certification Professionnelle (Burkina Faso)
M&E	Monitoring and Evaluation
MoCMSME	Ministry of Cooperatives and Micro, Small and Medium Enterprises (Kenya)
MoU	Memorandum of Understanding
MSME	Micro, Small and Medium-sized Enterprises
OAH	Opportunities are Here
OECD-DAC	Organization for Economic Cooperation and Development – Development Assistance Committee
PCTP	Poor Communities and Trade Programme
RAADA	Rehabilitation Association and Agriculture Development for Afghanistan
RACER	Relevant, Accepted, Credible, Easy, Robust
R&D	Research and Development
SC	Steering Committee
SDG	Sustainable Development Goals
SE	Social Enterprise
SHG	Self-Help Group
SMART	Specific, Measurable, Achievable, Relevant, Time-bound
SMC	Senior Management Committee (ITC)
SME	Small and Medium-Sized Enterprises
SPPG	Strategic Planning, Performance and Governance
SSI	Semi-structured Interview
TEFI	Tujikuze of EFI
ToC	Theory of Change
ToR	Terms of Reference
TSD	Trade for Sustainable Development (ITC Division)
TL	Team Leader
TRTA	Trade-Related Technical Assistance
TVET	Technical and Vocational Education and Training
UN	United Nations
UNASF	United Nations Alliance for Sustainable Fashion
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
UNESCO	United Nations Educational, Scientific and Cultural Organisation
UNOPS	United Nations Office for Project Services
UNPCB	National Union of Cotton Producers of Burkina Faso
UNRC	United Nations Resident Coordinator (Kenya)
USAID	United States Agency for International Development
VC	Value Chain
WYVC	Women, Youth and Vulnerable Communities (ITC Unit)

Evaluation of the Ethical Fashion Initiative

Independent Evaluation Unit, International Trade Centre

Executive summary

Introduction

Purpose. This evaluation was commissioned by the International Trade Centre (ITC) to assess the Ethical Fashion Initiative's (EFI) model and achievements and to guide ITC about the use of EFI's business model in terms of its future support to vulnerable communities and informal workers in developing countries.

Key questions and methodology. The report includes findings, conclusions, and recommendations clustered around five main evaluation questions (EQs, see 'Findings'), which were broken down into 20 sub-questions. The six evaluation criteria are: relevance, efficiency and coordination, effectiveness and impact, cross-cutting issues, and sustainability. The evaluation methodology enabled an evidence-based analysis following assessment indicators at each sub-question level.

Scope, data collection and phases. The evaluation focused on EFI's strategic issues and its business model, rather than the details of the results of the specific projects implemented. Conducted between May and November 2024 by a team of two consultants, it reviewed 13 projects implemented since EFI's inception in 2009. Nine of these projects included activities in Kenya, Burkina Faso, and Afghanistan, which were selected as country case studies. The evaluation leader conducted field visits to Kenya and Burkina Faso, enabling in-depth data collection, while in Afghanistan data was gathered by a local consultant.

Evaluation followed distinct phases: Inception (desk-document review), Field (including individual online interviews, key informant interviews, semi-structured interviews, and focus group discussions with EFI participants, beneficiaries, and other stakeholders), and Analysis and Reporting. A total of 76 interviews were conducted, allowing for a comprehensive analysis of key issues. Main findings, conclusions, and recommendations were discussed during an online validation workshop with ITC/EFI staff (September 2024). Once quality reviewed, the first draft circulated for comments before producing the final report.

Findings

EQ1. To what extent does the EFI programme address the right needs? [Relevance]

- EFI's work and business model directly align with the priorities of host countries and ITC strategies. The needs and capacities of target groups are well integrated into the design, with strong engagement, and beneficiaries report satisfaction with the resulting capacity and income increases. Governments are highly supportive and committed to the initiative. The EFI business model is demand-driven conducive; however, it includes value chains (VCs) beyond fashion, while fashion-related activities may sometimes overlap with portfolios in other ITC units. This presents an opportunity to enhance sectoral coherence both for ITC broadly and for EFI specifically as it moves forward.
- Design processes at ITC are primarily driven by donor interests and, to a lesser extent, by sectoral expertise and the missions of various units. EFI's business methodology could benefit from fine-tuning and improved communication within ITC. All key stakeholders in EFI programmes have the necessary capacities and mandates to implement activities with a high level of commitment and support. However, EFI's working model sometimes conflicts with the requirements of certain operational ITC units due to differences in organizational culture and lack of communication. Insufficient collaboration, dialogue, and synergy between EFI and ITC operational units/programmes have led to some disconnect. Challenges also exist with the finance department and with coordination with the Kenya Country Manager.
- The project-based funding structure at ITC fosters competition among units that must fundraise for their own projects to retain their teams, which is not fully conducive to maximizing partnerships. While EFI has been effective in its fundraising and external communication efforts, collaboration with related ITC programmes is limited—particularly with those operational in Kenya that work with similar target groups and stakeholders and share similar objectives.

EQ2. What are the EFI's main intended and unintended results and contributions to the development of target groups? [Effectiveness and impact]

- EFI's operations have significantly impacted partner and beneficiary *capacities*. All interviewed beneficiaries confirmed the lasting effects of the training and its positive influence on their employability, market access, and income. EFI has helped train, mentor, and introduce local talents to international markets through the accelerator scheme and social enterprises (SEs), thereby enhancing supply chains' abilities to fulfil orders with quality products.
- Overall, the EFI produced positive *outcomes* for target groups by creating VCs that included marginalized women, local designers, and economically empowered communities. This was accomplished through capacity-building initiatives, production hubs, and SEs that use recycled materials and natural dyes while establishing upscale market channels for artisans.
- In Kenya, since 2009, EFI and SEs have worked with nine community groups to develop a supply chain involving over 40 self-help groups (SHGs), training a total of 2,700 master craftsmen (2,550 of whom are women). This supply chain can mobilize nearly 13,000 artisans and craftsmen. In Burkina Faso, CABES functions as a fulfilment centre and hub, achieving substantial marketing and sales capacity due to eight years of EFI support. CABES is an integrated network of over 90 associations and 2,400 artisans, primarily women, and has trained over 600 artisans. In Afghanistan, the EFI project yielded significant outcomes in the VCs of saffron, silk, fruits, and glassblowing and in establishing market links, which have improved family incomes.
- EFI has also made a substantial *impact* on increasing employment opportunities. Many beneficiaries, predominantly women, have successfully joined the formal economy with fair wages; poverty has decreased in targeted regions, and marginalized communities have gained sustainable jobs with enhanced skills. Achieving these results required considerable time and investment.
- In Burkina Faso, total international sales through CABES, involving the supply chain between 2019 and 2024, exceeded USD 900,000. EFI's support enabled the formalization of 91 Small and Medium-Sized Enterprises (SMEs) increased organic cotton producers' productive capacity and created a production and marketing network. EFI's support has provided essential income to beneficiaries. Artisans, silk weavers, farmers, and businesses received assistance in formalizing their businesses, thereby integrating informal workers into the formal economy and enhancing economic security and productivity. In Afghanistan, the EFI project directly benefited thousands of individuals, mainly in the silk and saffron VCs, contributing to the economic empowerment of local communities by providing tools, training, and market access. Over 3,500 women received training and resources for silkworm rearing and silk production, and the expanded market access continues to benefit farmers and women despite drastic political changes.
- EFI have generated several intangible and indirect positive effects beyond job creation and other project indicators. Social resilience has increased within communities, primarily due to the empowerment of women, producing spill-over effects for younger generations. Societal values of peace and education were strengthened as the transition from informal to formal economies took place. Educational levels of younger generations have risen as they are raised by empowered women, who have also played a significant role in reducing violence and promoting peace in some communities. This mindset shift and social transition are evident across the ecosystem. These indirect effects are not fully reported to ITC management and donors

EQ3. What are the major internal and external factors influencing the achievement of results? [Efficiency and coordination]

- *Resources management*. EFI effectively provides support to beneficiaries due to the high quality and timeliness of inputs and resources, strong management, a committed and professional team, and robust donor support. Although some delays were caused by insecurity in Burkina Faso, most projects were completed on time or with minor delays, which were well mitigated and did not affect the quality of the results. Spending appears efficient and cost-effective, though no audit has been commissioned to verify this for EFI operations. Current operations in Kenya require frequent travel by EFI staff, resulting in a high portion of the project budget being allocated to flights and daily subsistence allowances (DSA). This practice is not cost-efficient and necessitates the relocation of EFI project staff to Nairobi.
- *Beneficiaries' engagement and Partnership*. Beneficiaries have expressed satisfaction with the level of support received. EFI enjoys strong collaboration, participation, and commitment from national stakeholders and key partners.

- *Governance and capacities.* Steering Committee arrangements were largely established and beneficial. EFI staff and consultants demonstrate technical competence; however, there is an insufficient number of staff in procurement, monitoring and evaluation (M&E), and communication functions.
- *Planning, monitoring and reporting.* The intervention logic in most EFI projects has shortcomings in the formulation of result statements and indicators, which hinders effective monitoring and reporting as well as accurate assessment of broader and qualitative achievements. The M&E system is not fully in place, with the rich content of the Environmental and Social Governance (ESG) Impact Assessment Reports on artisan participation, product specifications, fair labour conditions, environmental considerations, and more, not sufficiently reflected in program-level reporting. EFI and SEs enjoy strong visibility in the press and social media, particularly in Kenya; however, ITC's institutional image does not adequately benefit from EFI's visibility and innovative achievements.
- *Risks management.* Risks have generally been well managed; with operations ceased in Afghanistan and Central Asia due to evolving geopolitical conditions. The global COVID-19 pandemic (2020-2021), the Taliban takeover in Afghanistan (2021), and the coup d'état in Burkina Faso (2022) were difficult to foresee (and prepare for) and have impacted operations to varying degrees.

EQ4. How do EFI initiatives consider and contribute to gender, human rights and environment-related cross-cutting issues? [Cross cutting themes]

- *Gender and Human Rights.* Cross-cutting issues have been generally well-addressed. EFI projects contribute significantly to the empowerment of women and the advancement of gender equality. EFI specifically targets skill development for women's groups, helping them secure sustainable jobs with positive, generational effects due to EFI's long-term engagement in Kenya and Burkina Faso. These interventions supported a rights-based environment by empowering women and protecting workers' rights through fair wages and ethical labour practices. This approach has led to sustainable outcomes and helped address the root causes of poverty. In Afghanistan, despite the Taliban regime, women have retained formal employment due to EFI's prior capacity-building efforts.
- *Ethic and labour conditions.* EFI has strengthened beneficiaries' capacities in environmental sustainability and fair labour practices, encouraging the adoption of circular economy strategies. EFI operations ensure fair compensation and equitable treatment for SE employees, generating additional employment opportunities. The emphasis on sound governance enables enterprises to uphold high ethical standards. ESG due diligence frameworks are rigorously applied to SEs and SHGs, ensuring fair labour conditions.
- *Inclusivity.* With a strong focus on inclusivity, EFI supports marginalized sections of society. However, there is room to improve the involvement of people with disabilities. Considering its "ethical" commitment as an organization using public funds, EFI is moving towards adopting the Global Reporting Initiative (GRI) model to meet corporate sustainability requirements and encouraging its clients to adapt their business models to increase support for supply chain actors

EQ5. What are the sustainability prospects for the EFI's effects, including replicability considerations? [Sustainability]

- *Local entities' capacities.* The prospects for sustainability are strong. The capacities and systems established by EFI are being retained, even in Afghanistan, where operations have ceased. SHGs have been formally registered, and artisans' vocational skills have been enhanced to foster long-term employment opportunities, enabling them to continue training younger workers. Following EFI's withdrawal, Artisan Fashion and CABES have successfully transitioned into independent commercial entities with stable income-generating potential. These entities can manage their sales and marketing functions independently and maintain access to a large network of private partners. Trained artisans have gained long-term employability skills, and private partners are optimistic about product quality, collaboration schemes, and the continued potential of these partnerships. In Kenya, the new social enterprise Tujikuze (TEFI) is being capacitated and, over time, will increase its production capacity to transform into an independent commercial entity.
- *National ownership and donors' support.* Government policy support is strong, although there are challenges in Afghanistan. Donor dependency is decreasing as SEs increasingly sustain their own capacities. However, despite the good sales volumes achieved by the SEs, some risks remain for the future: the majority of SE orders are placed from the U.S., Japan, and Europe, where fashion sector sales are gradually declining. Additionally, SEs compete as independent commercial entities, which limits their cooperation and prevents the integration of customer information sharing and client referrals.

- *ESG standards.* SEs adhere to high ESG standards in production, including green methods, fair wages, and a prohibition on child labour, which adds significant marketing value. However, the human stories and ESG compliance are not sufficiently conveyed to consumers. While clients receive ESG Impact Assessment Reports, these hold limited interest for end consumers. Storytelling could be improved and more actively advocated with clients.
- *Field presence.* The current EFI project in Kenya requires intensive travel, which imposes high costs on the project budget. The relocation of key EFI staff to Kenya necessitates completing the host-country agreement (HCA) process to establish a permanent Country Office (CO), which is essential for cost-efficient spending. The main donor, the Italian Agency for Development Cooperation (AICS), supports this transition as it will enable continued funding for TEFI. AICS is also interested in further funding EFI operations in Burkina Faso and Ghana. The UN Permanent Representation and the Government of Kenya (GoK) are highly supportive of this transition; however, ITC faces challenges in identifying a funding source to cover operational costs.
- *Decentralization and regional hub.* Establishing a CO or a sub-regional office would likely offer several advantages, including a) streamlining various operational aspects in a more decentralized and efficient way, b) aligning ITC projects in the region, c) facilitating synergies and internal coordination, d) attracting increased donor interest, and e) enhancing ITC's work in other VCs and presence in Africa. Currently, operational functions such as M&E, fundraising, and communication are largely funded through individual project budgets and, therefore, are not fully optimized or aligned with ITC strategies. If and when the ITC Kenya CO becomes operational, it could help streamline ITC's functions, thus strengthening EFI's management capacity with additional support.
- *Afghanistan potential.* In Afghanistan, there is strong willingness and capacity to continue collaborating with ITC. Effects of past work have proven sustainable; the security situation has improved, several development agencies remain active, and the needs are still present, particularly for women's empowerment. Women can still hold official employment contracts, although working conditions must align with new mahram rules. There is potential to resume projects, especially in the silk VC, building on previous accomplishments.
- *Implementing partnerships.* EFI's partnerships with private actors, particularly with Don Bosco (DB), improve sustainability prospects and can be expanded to other regions, with additional DB technical and vocational education and training (TVET) institutions. EFI is already exploring further partnership opportunities with the DB Regional Centre in South Africa.
- *Replication.* The potential for EFI's business model replication is high across ITC units working with micro-businesses, as it is centred on establishing SEs that evolve from small initiatives into formal companies through intensive capacity building. Replicability is especially strong for culturally rooted VCs like jewellery, homeware, handicrafts, cocoa, coffee, and organic health food. Success depends on several factors, including high commitment and a demand-driven supply chain at the core of the SE business model prioritizing customer demand. Relationships and partnerships will be critical for scaling programs and broadening geographic reach. EFI must build strategic internal partnerships within ITC, secure support for essential operational functions, and cultivate trust as a strategic imperative. A diverse and robust donor base will also be essential to achieve these goals.

Recommendations

For EFI Management/Staff

- a) *Strive to stick on fashion* and refer other sectoral opportunities to ITC units with relevant expertise.
- b) *Enhance compliance and coordination with related departments*, including different project teams to discuss possible areas of synergies and collaboration. Stronger collaboration is needed with the Trade and Sustainable Development (TSD) unit to discuss the ESG framework. The concept of SE and the business model need to be defined and explained better internally and to donors.
- c) *Explore expanded collaboration with DB institutes in Burkina Faso, Asia, and East/West Africa* with DB Headquarters and potential donors, which could be coordinated by the ITC CO once operational. Diversify partnerships opportunities with regional partners such as AfriLabs.
- d) *The results should be communicated systematically and holistically to the ITC divisions to inform policies and decision-making.* ESG reporting can be linked with donor reporting, and achievements need to be reflected in the program and ITC-level corporate indicators to improve visibility and holistic reporting on the results.

- e) *Monitoring and reporting, communications, procurement, and impact reporting need to be improved*, allocating resources to these functions in project budgets. Additional staff needs should be fed into the plans for the establishment of the Kenya CO.
- f) *Resume funding* talks for women's empowerment and livelihoods programmes in Afghanistan.
- g) *Encourage more links between the SEs for client referrals and information sharing*. Preparing specific marketing tools for potential clients, demonstrating the complete set of products available from all regions with product specifications, would support holistic marketing efforts.
- h) *Generate a strategy or action plan for the inclusion* of disadvantaged communities and people with disabilities in the EFI programmes to embrace different dimensions of fragility.
- i) *EFI and SEs need to consider specific marketing activities to trace the products' stories and supply chain back to the communities* to enhance market value and increase ITC/EFI/SE visibility.

For ITC Management/Divisions

- a) *Improve sectoral coherence by ensuring that units work with the most relevant VCs in line with their experience and mandates*. Existing sectoral networks need to be maximized via efficient referral mechanisms between units. The Senior Management Committee (SMC) has a crucial role in referrals and encouraging exchanges and experience sharing between units.
- b) *Enhance EFI's working model, fostering ITC's cross-program synergies and dynamic program management*. Maximizing the EFI working model requires more dynamism and flexibility from ITC. ITC's isolationist program structures should be minimized, and more bridges need to be built between programs as for the ITC policies and encouraged by higher management with concrete plans. The Kenya CM and operational units need to be involved in the design of programs to a higher extent to discuss needs and shape programmatic requirements. In case there are doubts about EFI's accountability, an audit needs to be commissioned as soon as possible.
- c) *Support reporting of impact stories*. The Strategic Planning, Performance, and Governance (SPPG) Division should support EFI in the creation/adaptation of monitoring and reporting tools to enable the reporting of impact stories at the institutional level in a more systematic and corporate way.
- d) *Utilize EFI's visibility to enhance ITC's image, integrating EFI results with ITC's mission*. There is room for ITC to take better advantage of EFI's strong visibility to enhance its own image by using storytelling in institutional communication efforts. Communication strategies can be revisited to integrate EFI's results with ITC's mission. The results and impact stories can be promoted more effectively to the public, donors, and the UN system, regarding SME competitiveness in creative industries and building skills in vulnerable, marginalized, and poor communities.
- e) *Scaling up pilot SE projects in additional regions*, with priority on capacity-building and long-term investment. East Africa may be a suitable location for a field-based pilot project. The creation of SEs in other VCs/regions can be piloted if/when following this approach and resources mobilization:
 - Recruit entrepreneurial industry profiles with strong UN values commitment who can tap into business networks at the relevant VCs. An appropriate VC and, ideally, a politically stable country need to be identified. The selection of regions, communities, and sectors is vital. While each VC is unique, the lessons learnt from EFI must be embedded in new ways of working.
 - Proximity to industry actors and the ability to connect with grassroots beneficiaries is essential for the model's success. This requires a substantial commitment to long-term change, focusing on capacity building for small initiatives and providing seed funding from ITC. A long-term investment strategy should prioritize the empowerment of target groups.
 - Once operational, leveraging the Kenya CO to maximize operational support for the pilot project. The project team should be field-based for hands-on management. Selecting a pilot country located in East Africa would facilitate operational support from the CO (or a sub-regional), assuming it will have regional coverage and act as a catalyst for regional collaborations.
- f) *Accelerate and clarify the decisions and procedures for the establishment of the ITC CO in Kenya*. HCA, HR, ITC representation, and office/organizational arrangements need to be expedited. UNDP and UNOPS systems can be temporarily used to facilitate the transition until the lengthy procedural requirements are completed. In preparation, an ITC HQ coordination mechanism and a shared cost arrangement should ensure coherence and mutual support among all projects in Kenya/regionally.

1. Introduction

1. This evaluation was commissioned by the International Trade Centre (ITC) to assess the Ethical Fashion Initiative's (EFI) achievements since its establishment in 2009 and to inform and guide ITC on the use of EFI's business model regarding its future support for vulnerable communities and informal workers in developing countries.
2. In accordance with the Terms of Reference (ToR, see [Annex 1](#)) and the guidance provided by the IEU, the evaluation focused on the effects, usefulness, suitability, and replication potential of the specific business model used by the EFI. The outcomes of various EFI programmes were analysed, as well as their contribution toward longer-term impact, with a holistic view to assess the changes that the EFI leads to in its external environment. The independent evaluation results aim to provide feedback to EFI/ITC management and staff, as well as to donors, partners, and main stakeholders, to better understand EFI's relevance and results and potential ways to enhance its intended objectives.
3. This evaluation report was drafted following technical evaluation interviews across a broad range of the stakeholders, including beneficiary groups, along with field visits to Kenya and Burkina Faso, enabling in-depth data collection. Findings are organized around five main evaluation questions and six evaluation criteria, with corresponding conclusions and recommendations.

2. The Ethical Fashion Initiative

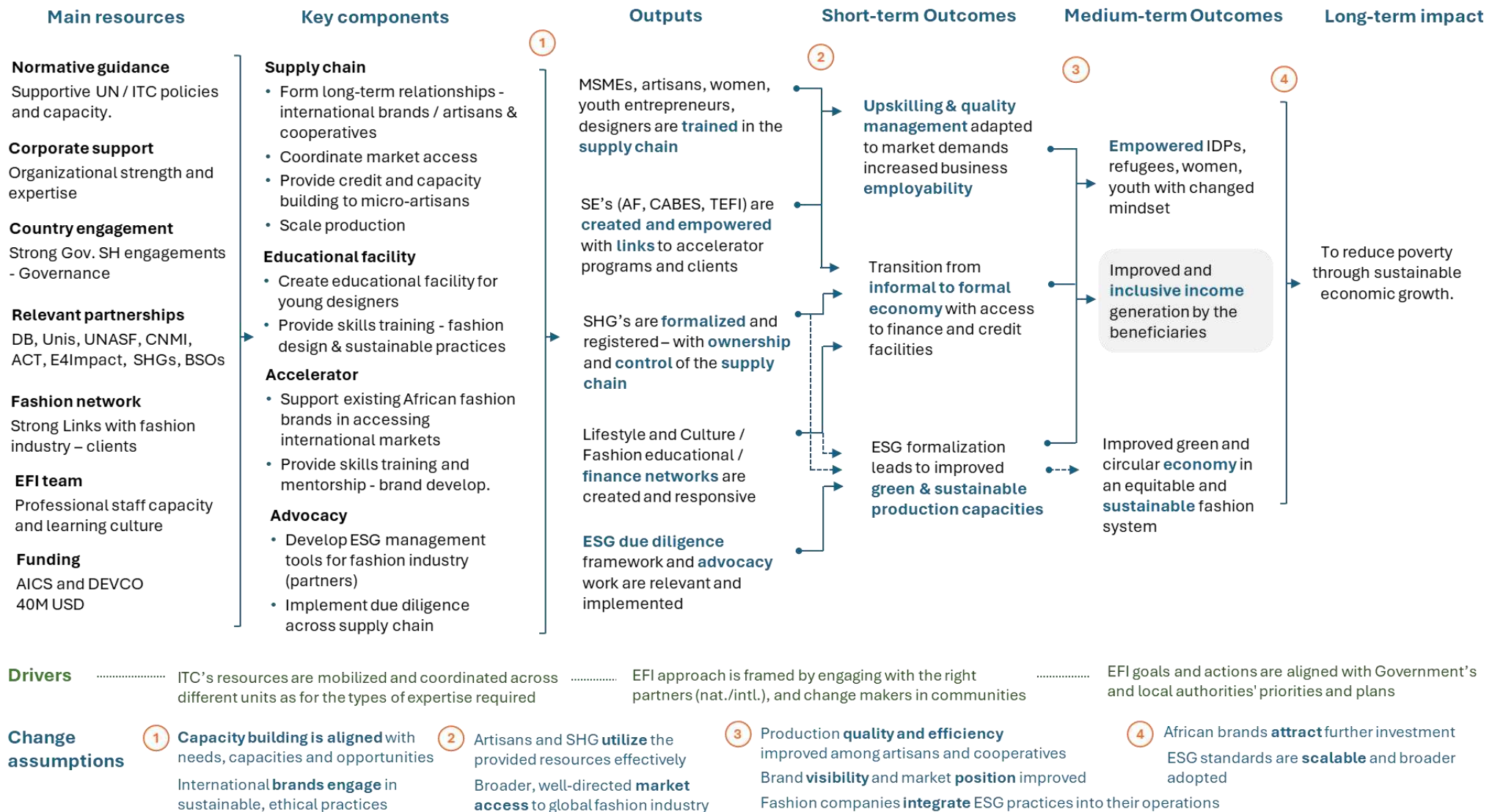
2.1 Origin and context

4. The EFI is a programme of the ITC aimed at helping poor and disadvantaged workers in marginalized communities in developing countries benefit from globalization and thrive in the highly competitive and profitable international fashion market. Since its inception with the pilot Poor Communities and Trade Programme (PCTP) launch in 2009, EFI has implemented 13 projects across Africa, Central Asia, Asia, and the Pacific, funded by approximately 48,500,000 USD from various donors.
5. Since 2009, EFI has been structured under different ITC divisions and is currently located within the Division of Sustainable and Inclusive Trade (DSIT) in the Women, Youth, and Vulnerable Communities Section (WYVC). EFI envisions a sustainable and equitable fashion system that acts as a catalyst for development, poverty reduction, gender equality, decent work, and climate action, using the power of fashion to create positive social, environmental, and economic impacts.
6. EFI's business model revolves around the concept of Social Enterprise (SE), which serves as the management and coordination body for all production units or cooperatives employing and training craftsmen from the informal economy. EFI supports the SEs in mastering and monitoring operational procedures, implementing ethical standards, and accessing foreign markets. The SEs also assist workers by providing access to social welfare and healthcare networks. The SEs are located in various regions, including Artisan Fashion (AF) in Kenya (newly transitioned to an independent commercial entity), Tujikuze (TEFI) in Kenya (newly established), CABES in Burkina Faso, IkatUz in Uzbekistan (operations ended in 2022), Koyibaton in Mali, and Ozara in Tajikistan (operations ended in 2022).
7. EFI aids the SEs in enhancing their production, quality, and marketing capacities and facilitates sales by connecting them with global fashion companies. EFI provides significant training for the SEs and their networks of cooperatives and workers to help them become autonomous and high performing over time. This aims to ensure that the increased sales improve the workers' incomes and enhance their families' well-being at both the individual and community levels. EFI has an impact assessment system integrated into its ESG framework. Initially focusing on the social impact of industry orders on producer communities, the assessment has evolved to include environmental impact.

2.2 Results framework and Theory of Change

8. EFI's Theory of Change (ToC) —see [Figure 1](#) in the next page— is based on empowering artisans and designers with entrepreneurial, managerial, and creative skills. EFI acts as a central hub of expertise and

Figure 1. EFI rebuilt Theory of Change, programme size

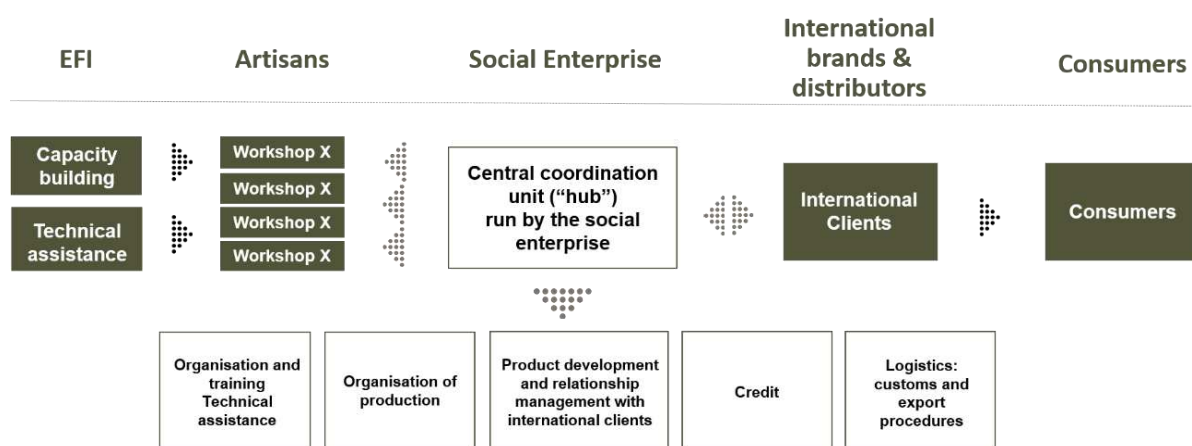


Source: Elaborated by the IEU and the evaluation team based on EFI documentation and interviews

services, working closely with local and international trade partners to offer skills training, mentorship programs, and market access. By increasing trade and creating jobs for marginalized populations without access to the international market, EFI aims to build social capital and enhance resilience in the communities where it operates. Through long-term international business partnerships and the promotion of sustainable business practices, EFI strives to foster a culture of sustainability and circularity. The mission focuses on job creation for women and young artisans/designers in the international fashion industry.

9. EFI's market consolidation objectives seek to establish long-term partnerships between SEs and fashion companies, including well-established Business-to-Business (B2B) platforms based on shared Environmental and Social Governance (ESG) standards and products that are desirable for the market. By establishing partnerships, supporting capacity building, and enabling market access, EFI aims to create a sustainable and inclusive fashion industry. The organization's strategy to fulfil this change includes the following elements:
 - a) Supply Chain. EFI creates a supply chain that connects international brands with artisans and cooperatives in the informal sector. Through project interventions and private impact investors, the supply chain is developed into independent businesses that provide market access, coordination, credit, and capacity building to micro-producers.
 - b) Accelerator. Once the supply chain gains recognition, EFI launches an accelerator programme to support African fashion brands. This programme addresses specific business needs, prepares brands for investment, and promotes their presence in the global fashion market. The accelerator is supported by a dedicated team and industry experts, ensuring a comprehensive approach to business development.
 - c) ESG Discipline. EFI extends its ESG discipline beyond its own supply chain to the wider African fashion industry. By engaging with industry stakeholders, EFI promotes sustainability practices and creates a channel for African fashion to join the European supply chain. The organization provides tools, knowledge-sharing, and collaboration opportunities to foster a fairer, greener, and more responsible fashion industry.
10. EFI creates a permanent linkage between the market and micro-producers - a link harnessed through SEs that run production and trade hubs. It operates through a system connecting them together (see Figure 2).

Figure 2. EFI system and key actors



2.3 Target groups, partners and geographical scope

11. EFI operations target self-help groups (SHGs) of artisans, micro-producers, and design entrepreneurs, with a special focus on disadvantaged and marginalized communities, including women, youth, refugees, returnees, migrants, and displaced people.
12. In each region, EFI connects its trade partners (i.e., the brands and distributors) to a hub, where a supply chain is established. The hubs are created by EFI and managed by SEs, which act as a trade interface

between artisans and brands/distributors (the trade partners of EFI). The hubs carry out product development with the brands, receive purchase orders, and process these orders by farming out production to cooperatives and groups of micro-producers.

13. EFI's core strategy revolves around forming meaningful partnerships between the fashion industry and small-scale artisans/designers. EFI partners with various international fashion brands, African fashion brands in the accelerator, and several funders, educational institutions, governments, cooperatives, and SEs managing the supply chain. EFI's business model is rapidly evolving toward stronger collaboration with the private sector through public-private partnerships.
14. EFI partners with the SEs Artisan Fashion (AF) and Tujikuze (TEFI), along with 15 community SHGs in Kenya, to implement activities funded by the Italian Cooperation (AICS). The main implementation partner is the Don Bosco Vocational Training Centre (DB-VTC), which collaborates with EFI to build capacity. In Burkina Faso, EFI's main partner is the SE CABES and the 91 cooperatives in the supply chain, funded by the European Union (EU). In Afghanistan, EFI partnered with 11 SEs in the silk, saffron, and food value chains (VCs), also funded by the EU.
15. Artisans and micro-producers represent a crucial part of the business model, where impact and social change take place. With EFI's support, artisans and micro-producers are organized into cooperatives, consortia, SHGs, and micro-enterprises, allowing informal businesses to become part of the formal economy. They receive purchase orders from the hub, as well as credit to buy raw materials, and they process these orders with support on quality control and logistics. EFI organizes regular capacity-building and training workshops involving international experts coordinated by the hub. These trainings cover a wide range of topics, including skill development, logistics, quality assurance, facility management, trade management, and fair labour practices.
16. Organically, EFI envisions cooperation among SEs in different beneficiary countries to respond to international orders and establish South-South B2B supply chains in the fashion sector. Between 2009 and 2024, EFI has developed a wide geographic network of artisans, designers, artists, and SEs, with B2B activities at various periods in Afghanistan, Mali, Burkina Faso, Benin, Ivory Coast, Eritrea, Haiti, Iran, Kenya, Uganda, the Democratic Republic of Congo, Uzbekistan, and Tajikistan. A map of EFI operations indicating years, themes, and donors is included in [Annex 5](#). For a full list of EFI projects with dates, please refer to [Annex 6](#).
17. Following multiple crises in 2020 and 2022, and the cessation of operations in Afghanistan and Central Asia, EFI is refocusing on its Burkina Faso and Nairobi hubs, developing an African supply chain to meet the increasing orders from international and regional customers.

3. Methodology

3.1 Evaluation purpose, questions and criteria

18. According to the ToR and the Inception Note framing exercise (May 2024), the evaluation purpose is to assess the EFI's quality and achievements since 2009 and to inform ITC about the use of the EFI business model in terms of its future support to vulnerable communities and informal workers of developing countries. Use-oriented objectives of the evaluation are:
 - a) to ensure accountability towards partners and funders by reviewing the initiative's performance, value, and effects;
 - b) to offer strategic recommendations to consolidate EFI's achievements and potentially scale the initiative; and
 - c) to suggest ways to enhance its sustainability, improve engagement with market partners, and support the development of a green and inclusive international fashion ecosystem.
19. The evaluation focuses on five main EQs, which were broken down into 20 sub-questions associated with six evaluation criteria and related to the specific indicators generated for each sub-question to assess

EFI Programme objectives' current situation and progress (see [Annex 2.1. Evaluation Matrix](#))¹. The five (5) key EQs are presented in [Table 1](#) below.

Table 1. Evaluation questions and associated criteria

Evaluation Questions	Criteria
EQ1. To what extent does the EFI programme address the right needs in the right way?	Relevance
EQ2. What are the EFI's main intended and unintended results and contributions to the development of target groups?	Effectiveness, Impact
EQ3. What are the major internal and external factors influencing the achievement of results?	Efficiency, Coordination
EQ4: How do EFI initiatives consider and contribute to gender, human rights and environment-related cross-cutting issues?	Cross-Cutting Effects
EQ5. What are the sustainability prospects for the EFI programmes' effects?	Sustainability

20. The first evaluation question (EQ) assesses whether EFI initiatives align with national strategies of beneficiary countries, ITC/donor strategies, and the needs of target groups, particularly poor artisans in marginalized communities. It also evaluates the design quality of EFI projects.
21. The second EQ evaluates EFI's progress in achieving objectives and analyses how its contributions promote positive change for workers and their families. It examines the use of outputs to enhance capacity and employability for target groups, assessing increased knowledge and technical skills by region, gender, and political context. The EQ measures EFI's success in improving decent work prospects for artisans in vulnerable communities, quality of knowledge transfer, and impact on income and living standards. It also analyses intangible effects like social resilience and empowerment of women and youth, along with long-term impacts and broader results linked to the EFI business model.
22. The third EQ investigates whether EFI initiatives deliver outputs efficiently and coordinate effectively, especially in capacity-building activities. It assesses synergies with other programmes and examines funding, staffing, supervision, risk management, and communication among EFI, ITC, donors, and target groups, which impact output quality.
23. The fourth EQ assesses EFI projects' contributions to cross-cutting issues like gender, human rights, and the environment. It evaluates the integration of UN Sustainable Development Goals (SDGs), rights-based approaches, women's empowerment strategies, and the effectiveness of EFI's ESG framework in promoting environmentally friendly practices.
24. The fifth EQ focuses on the sustainability of EFI-created benefits. It assesses whether capacity-building and networking support establish a foundation for ongoing development through SEs' internal resources. This EQ evaluates how well EFI activities are embedded in stakeholders' structures and the existence of plans by stakeholders and donors to build on created capacities regarding employment opportunities. It analyses conditions for transitioning to a new managerial structure, decentralization, replicability of the EFI model, and SEs becoming autonomous entities.

3.2 Data collection

25. The evaluation methodology enabled evidence-based analysis of achievements based on indicators at each EQ and sub-question levels. It ensured extensive stakeholder engagement to triangulate available data. Following the ToR, data collection involved online interviews with ITC and EFI staff, donors, and private sector partners, alongside face-to-face interviews during field visits to Kenya and Burkina Faso. A local consultant assisted in Afghanistan.

¹ Reflecting the methodological pathway for assessment, the Evaluation Matrix links the five key EQs, the 20 sub-questions and associated evaluation criteria to analytical dimensions or indicators, and triangulated sources of information. Those elements were subject to minor updates during the evaluation in line with the evaluability conditions and the extent of information collected.

26. Phases of the exercise were the following:²

- **Inception Phase:** a desk review analysed EFI project documents, reports, legal frameworks and strategies (see [Annex 2.2](#)), and helped identify key stakeholders and informants. Preliminary interviews with core informants helped to better understand the evaluation, reconstruct the ToC of EFI, as well as to identify additional data and shape the data collection work plan.
- **Field Phase (hybrid):** After the Inception Note approval, the consultants conducted data collection through online interviews, key informant interviews (KIIs), semi-structured interviews (SSIs), and focus group discussions (FGDs) with EFI participants and stakeholders. The Evaluation Team Leader (TL) travelled to Kenya in June 2024 and Burkina Faso in July 2024, supported by EFI teams for logistics. A local consultant in Afghanistan facilitated data collection in July 2024. The phase included remote interviews with donors and private sector partners.

The evaluation emphasized the EFI business model's assessment, with insights from ITC divisions and project teams contributing to conclusions on activity efficiency and effectiveness.

Universal principles (e.g., respectfulness, confidentiality) guided the interviews, and a "Do No Harm" approach was adopted, especially with vulnerable groups. In Afghanistan, access to women beneficiaries was managed by the local consultant.

Key informant interviews (KIIs) were conducted with key value chain actors and stakeholders to gather qualitative, in-depth information on the specific evaluation questions (EQs). Semi-structured interviews (SSIs) collected beneficiaries' stories of change through open-ended questions, allowing them to express their experiences freely. Focus group discussions (FGDs) were organized with target and beneficiary groups to explore their experiences and the benefits derived from EFI initiatives. A total of 76 interviews were conducted, exceeding the planned 60, which allowed for a thorough analysis of key issues. [Table 2](#) below categorizes the meetings by country and informant group, while a complete list of informants is in [Annex 2.3](#).³

Table 2. Informants' coverage

	KII	SSI	FGD
ITC HQ	15	-	-
EFI HQ	2	-	-
Kenya	3	12	4
Burkina Faso	6	8	9
Afghanistan	6	4	1
Private sector partners	-	4	-
Donors	2	-	-
TOTAL [76]	34	28	14

- **Data Analysis Phase:** This phase involved analysing qualitative and quantitative data collected during the document review and field phases, leading to evidence-based findings for the EQ responses. Preliminary findings, conclusions, and recommendations were validated in an online workshop with ITC and EFI managers on 25/09/2024 before the first draft of the evaluation report was submitted.
- **Reporting Phase:** A synthesis of collected data was reflected in the first draft of evaluation report, structured according to the five EQs, addressing sub-questions, drawing conclusions, and making future recommendations, per the agreed report template with ITC IEU. The draft was quality assured by the IEU and later circulated for final comments among key stakeholders, with feedback considered in producing the final report.

² The evaluation workplan is presented in [Annex 3](#).

³ Some meetings included more than one informant, and some informants were met more than once. Details in [Annex 2.3](#).

3.3 Boundaries and limitations

27. Boundaries and limitations to the evaluation were related to the three points explained below:

a) Scope

- The evaluation focused on EFI's strategic issues and business model rather than specific project results. While desk review analysed all past EFI interventions, the reconstructed Theory of Change (ToC) model reflects the main inputs, components, outputs, and core outcomes generally attributable to all projects.
- Out of 13 projects since 2009, 9 included activities in Kenya, Burkina Faso, or Afghanistan, selected as case studies, limiting findings' extrapolation to other contexts.

b) Questions coverage

- Part of the evaluation focused on EFI's coordination with ITC relevant units,⁴ involving 15 interviews with ITC officials. A comprehensive institutional assessment of ITC systems was beyond the ToR scope.
- An in-depth cost-benefit analysis was not possible due to insufficient information.

c) Data Collection challenges

- Security in Afghanistan limited in-person data collection, but a local consultant successfully accessed most stakeholders, although access to women was restricted due to mahram rules. His wife assisted with informal interviews.
- Conducting an online survey with beneficiaries proved infeasible due to limited computer literacy and incomplete contact details. This prevented a detailed quantitative analysis on the income increase, satisfaction rates and some other results. Most information was gathered through SSIs, FGDs, and field observations, enriching the quantitative data from EFI performance indicators.

⁴ See evaluation questions 6.1.3 and 6.3.2.

4. Analysis and Findings

4.1. To what extent does the EFI programme address the right needs in the right way? [Relevance]

4.1.1. Does the EFI programme address the relevant priorities and needs of the workers in marginalized communities and all parties involved across the years?

28. EFI's operations effectively address **the needs** of disadvantaged communities by creating sustainable employment and income in the craft sector. Its programmes leverage cultural identity as a vehicle for development, poverty alleviation and identity bridging the fashion industry and development agenda focused on women's rights, marginalized communities and youth. EFI's objectives and methodology address the needs of the workers in marginalized communities, with an adaptive management approach across all parties involved.
29. EFI methodology is based on collaboration with social enterprises (SEs) and self-help groups (SHGs) in the countries they operate. Definitions of these concepts are briefly outlined in the Table 3.

Table 3. Social Enterprises and Self-help groups, definitions and operating conditions.

The Social Enterprise (SE) is a commercial corporate entity combining societal goals with an entrepreneurial spirit and operating as a shared production hub and fulfilment centre. These organisations focus on achieving wider social, environmental or community objectives. While the definition and legal status of the SEs are different in each country, they can generally be defined as either existing institutions to be further built by EFI, or institutions created from scratch to connect underprivileged artisans with the cooperatives and industry and brought to a sustainable point over time, via intense capacity building support. The business methodology empowers the communities for income generation by connecting them to international markets. The model operates via business-to-business (B2B).⁵

Self-help groups (SHG) are semi-informal, loosely registered community groups in Kenya –referred as "cooperatives" in Burkina Faso– with little else in terms of formal recognition, as they are not legally recognised under Kenyan law. SHGs have limited legal status that enable them to open of a bank account but cannot own property or enter into commercial contracts except for limited agreements based on local conditions. SHGs do not have tax obligations and are operating under the self-help association act of 2015 in Kenya. Their commercial links and access to markets are managed through the SEs. The SEs function as a bridge for them to access markets, production facilities and other formal engagements. Having said that, Ushindi and SATUBO⁶ groups started as SHGs and are currently operating as fully recognised commercial entities.⁷

30. EFI's methodology strongly involves creating or developing SEs, hence, this is a concept worth defining and communicating within the ITC system (structure, legal and contractual aspects, profitability, operations, tax liabilities, etc.). The concept of SE is not clearly communicated by EFI, which leads to some confusions in other sections of ITC as to EFI's business methodology Furthermore, clarity in separation of the Business Model (as an output of EFI operations – such as SEs) and the EFI Methodology (ToC) needs to be established (see 6.3.2 c).
31. **In Kenya**, initial beneficiaries of EFI programmes (dating back to 2009) include nine SHGs and one community-based organisation (CBO): Naboisho, Ushindi, SATUBO, Rangau Brass Casters (CBO), Jaimini, Shalom Nairobi, Shalom Machakos, Shalom Makoini, Shalom Kitui, and Bega Kwa Bega in Korogocho slums, Nairobi⁸. These nine groups represent around 200 women from various Kenyan tribes.

⁵ EFI currently operates with two SEs, CABES in Burkina Faso and Tujikuze in Kenya (Tujikuze of EFI – TEFI). TEFI was registered on 01/06/2024. Artisan Fashion was the first SE established by EFI in Kenya and it separated as a private entity in 2017, since when it operates as an independent commercial entity.

⁶ Samburo, Turkana and Borana tribes.

⁷ Both groups are formally incorporated as Limited Liability Companies (LLC) in Kenya in 2024 through a participatory and inclusive process led by EFI and supported by the EFI local legal counsel through the CM Advocates. Ushindi is incorporated as Virtuous Ltd. The process involved establishing shareholder ownership for both groups in the new SE Tujikuze (TEFI), co-located within the Don Bosco Vocational Training Centre, and the EFI project team. EFI brings a research & development unit, scalable human resources (HR) capacity, and improved sustainability prospects through its agreement with Don Bosco, as well as production capacity. Through its co-location with the EFI project team, TEFI enjoys international market access.

⁸ Stories of some of these groups can be found in [Annex 4](#).

While needs, markets, and capacities are generally assessed in community selection, past negative experiences highlighted the importance of “mindset assessment.” EFI now ensures resilience and willingness for social and economic transformation are embedded within community outlooks, fostering pathways for change through skills development and income generation.

32. Beneficiary selection is guided by information from the Export Promotion Council of Kenya, which maintains a database of community groups involved in production across value chains, combined with EFI’s community network. Capacity assessments are conducted through site visits, interviews, skills testing, and group discussions, with final selections also considering market needs to address gaps or establish new value chains. EFI emphasizes instilling a business mindset, helping groups understand the importance of quality and service that align with client expectations, rather than “pity-buying.” Consequently, a general agreement allows for up to a 25% reject rate in production —much higher than the industry standard of 2-3%— community-based organisation due to the handcrafted nature of artisanal products, which buyers accommodate.
33. EFI’s strong presence and plans in Kenya align closely with ITC’s Country Engagement Strategy (CES), which prioritizes Kenya as a top country and envisions a fully operational ITC office there. EFI’s work through Artisan Fashion and Tujikuze supports Kenyan government policies on MSME empowerment and expands international market connections to boost employment and livelihoods.
34. *In Burkina Faso*, EFI’s engagement began in 2010 with the multi-country Poor Communities and Trade Programme (PCTP/A874), which was instrumental in establishing EFI’s methodology and business model through testing and learning. EFI’s work in Burkina Faso directly aligns with local needs and government policies. The crafts sector represents 33% of the economy, with two to four million artisans in the informal sector. According to the National Union of Cotton Producers (UNPCB), over three million farmers are involved in organic cotton production.
35. *In Afghanistan*, the EFI project implemented from 2017 to 2021 was fully aligned with the Afghanistan National Development Strategy and Ministry of Agriculture, Irrigation, and Livestock (MAIL) policies, engaging a total of 11 SEs. A thorough needs assessment was conducted at the design stage to select SEs based on their business needs, market linkages, and product capacities, enabling effective planning for capacity-building activities. The target groups included young returnees and migrants from Iran and Pakistan. At the time, youth unemployment was critically high, and nearly ten million Afghans were living below the poverty line, a vulnerable group in need of humanitarian assistance.
36. The ITC team presented the project to the MAIL, received policy-based **feedback** from the government and secured technical approval, with MAIL contributing to the project documents. The project gained high-level ministerial support and was fully aligned with government policies. EFI held multiple meetings to prioritize communities and SEs that met sustainable impact criteria, factoring in needs, infrastructure, capacities, and potential benefits.

4.1.2. Are EFI model and specific interventions adapted to the capacities of the social enterprises, partner governments and/or other key stakeholders during their design and implementation?

37. EFI selects or creates SEs on the basis of some minimum **existing skills** of the workers and enterprises’ commitment to transparency and ethical practice in line with the environmental and social governance (ESG) principles. Over time, EFI’s geographic scope expanded to include Central Asia and Afghanistan, but since 2022, the focus has shifted toward Africa with strong hubs now established in Kenya and Burkina Faso (BF).⁹ In Afghanistan, EFI has collaborated with existing companies, while in Kenya and BF, EFI has created new SEs.
38. *In Kenya*, EFI enjoys strong ownership and support from local partners, including the Don Bosco Vocational Training Centre (VTC)¹⁰, and from key stakeholders highly committed to EFI’s activities. These include the UN Resident Coordinator (UNRC), Kenya’s Secretary to the Cabinet, the Principal Secretary of the Department of Micro, Small, and Medium Enterprises (MoCMSME)¹¹, the Head of the Italian Agency for Development Cooperation (AICS), the Ambassador of Italy, the Superior of Salesians

⁹ See [Annex 5](#) for the map of EFI operations with years/themes/donors.

¹⁰ Don Bosco is a non-profit organisation that has six vocational training schools in Kenya, and a total of 116 schools all over East Africa (six countries).

¹¹ The Kenya State Department for Micro, Small and Medium Enterprises (MSME) Development is positioned under the Ministry of Cooperatives and Micro, Small and Medium Enterprises Development (MoCMSME).

of Don Bosco East Africa, the co-founder of Africa Collect Textiles, the CEO of TEFI, the Director of Ushindi Group, and the Director of SATUBO. EFI close and functional relationship with the Principal Secretary (PS) for the MoCMSME, who chairs the Steering Committee (SC) of EFI's current project in Kenya, underscores the strength of these partnerships.

"When I see a woman working in the field, I see a Social Enterprise. Social Enterprises are MSMEs, and the Kenyan government intends to build the economy by working through a bottom-up approach. Social Enterprises are the vehicles for development and change"

Hon. Susan Mang'eni, Principal Secretary, MoCMSME

39. EFI's programme portfolio aligns closely with Kenya's policies, particularly the Government of Kenya's (GoK) MSME strategy to promote a diversified and competitive MSME sector.¹² A key part of this policy is establishing Common User Facilities across all 47 districts, with strong connections to market and financing support. Prioritized sectors include agriculture, leather, and textiles, making EFI's work critical for developing these value chains (VCs) and creating jobs.
40. EFI aims to leverage the business model experience in managing structured value and supply chains, contributing to climate-resilient growth and a more inclusive society for women and youth. Hence, it is aligned with the UN's SDGs 5, 8, and 13 (gender equality, decent work, and climate action) and the Kenyan Government's Bottom-Up Economic Transformation Agenda (BETA).
41. **Donor priorities** are also well aligned with EFI's work in Kenya. The Italian Cooperation (AICS) is the primary funder of EFI's current operations in Kenya. The Italian government's policy goals aim to eradicate poverty and inequality while promoting human rights and gender equality, all of which are addressed in EFI's programs in Kenya.
42. *In Burkina Faso*, despite political instability and a challenging geopolitical environment toward some European countries, the government remains supportive of development initiatives. EFI has collaborated closely with the Ministry of Crafts and Trade, which has designated a focal point for EFI program implementation.
43. Key **partners** in Burkina Faso include the National Union of Cotton Producers (UNPCB), which supports organic cotton production, and the Chambre des Métiers de l'Artisanat du Burkina Faso (CMA-BF) under the Ministry of Industrial Development, Trade, Crafts, and Small and Medium Enterprises. With EFI's assistance, the Ministry issues professional cards for artisans, while the Maison de la Certification Professionnelle (MCP) under the Ministry of Youth, Professional Training, and Employment plays a central role in certifying artisans and establishing career pathways.
44. EFI's collaboration with MCP has facilitated the establishment of a certification process in 2022, covering both formal and informal career pathways for artisans. EFI's support has extended to training MCP's certifying officers, and testing has revealed that students from CABES often have higher skills than MCP's officers. Consequently, CABES now trains MCP officers, a collaboration supported by EFI that enables mobile certification operations within communities. Additionally, the Directorate of Coordination, Projects, and Programmes (DGA) under the Ministry of Crafts coordinates an AICS-funded project, further linking EFI's efforts with Burkina Faso's development agenda.
45. Although EFI has no MoU in Burkina Faso, CABES oversees capacity-building activities with EFI support, continually strengthening management, communication, and private-sector engagement skills. MCP also provides certified vocational and technical training recognized nationally, further advancing EFI's alignment with Burkina Faso's economic goals.
46. EFI's work *in Afghanistan* from 2017 to 2021 involved partnerships with various government ministries, including the Ministry of Industry, Ministry of Economy, Ministry of Refugees, National Saffron Association, and the Ministry of Agriculture, Irrigation, and Livestock (MAIL). EFI's collaborations focused on 11 SEs in sectors such as saffron, glass blowing, nuts, dried fruits, and silk. The Afghan government, particularly MAIL, played a critical role in designing, coordinating, and supervising projects. MAIL signed an MoU with EFI and deployed its Herat-based teams for direct field involvement. The ministry appointed focal points for the EFI project, providing essential technical support and coordination, and district-level extension officers handled data collection and distributed resources to farmers and artisans. A Project Steering Committee, which included senior representatives from MAIL, EU officials, and other ministries,

¹² The Kenyan economy is dominated by the informal sector, which counts as 90% of the economy. Of the 20 million employable Kenyans, only 3,5 million are formally employed, and of these, 1 million are employed as civil servants and 2,5 million are employed in private sectors. This means that 16,5 million Kenyans are working in the informal sector in the MSME segment.

met annually, ensuring a high level of government involvement. This structure enabled hundreds of artisans and women to engage in the production of goods like cocoons and Qazin.

47. The Afghan government recognized the significance of the ESG due diligence process implemented by EFI, closely aligning with national priorities and policies focused on sustainable development, economic growth, and social inclusion. By emphasizing ESG factors, EFI supported initiatives promoting environmental sustainability, social equity, and good governance—key government interests. This alignment ensured that EFI's projects contributed positively to broader national goals and policy frameworks.
48. The SEs that EFI collaborated with included the Women's Silk Association, Ziba Foods, ARG Saffron, a glass-blowing company, and other silk enterprises. All companies were officially registered and integrated into EFI's projects design. The interviews, assessments, and site visits conducted by EFI ensured that the selected companies met the criteria for collaboration. ITC engaged in research on various VCs, particularly the silk sector, where both SEs and government representatives participated in designing activities, selecting VCs, and shaping capacity-building programs.
49. All SEs were formally registered with the Afghan government and established contracts with their workers. EFI gathered information from companies working on saffron and nuts through the Afghanistan Chamber of Commerce and Industry (ACCI). The Rehabilitation Association and Agriculture Development for Afghanistan (RAADA) also played a supportive role in selecting SEs by introducing companies to EFI.
50. Memorandums of Understanding (MoUs) were signed with all SEs, organized based on a business plan endorsed by EFI. Numerous capacity-building trainings were provided to enhance skills tailored to each enterprise's needs, informed by detailed assessments. These assessments collected valuable information regarding the economic situation, livelihoods, the status of internally displaced persons (IDPs), returnees, and community challenges.
51. EFI operations in Afghanistan ceased in 2021 due to regime change, leading to a complete restructuring of the government and ministries. Most officials involved with EFI between 2017 and 2021 reportedly left the country after the transition.

4.1.3. How does the EFI's programmatic model harmonise with and add value to ITC's mandate, business operations, organisational culture, and systems?

52. EFI projects are well-aligned with ITC's corporate mandate and mission, contributing to corporate results and key performance indicators (KPIs) such as "Clients that rate ITC services positively," "Percentage of UN-SWAP 2.0 indicators met or exceeded," "Total value of projects under development and in discussion with funders," and "Growth in ITC audience through social media followership."¹³ However, these corporate KPIs fall short in systematically capturing all program-level results, as well as the direct and indirect impacts EFI has achieved over the years with communities, donors, and the public (see 4.3.4).
53. The Strategic Planning, Performance, and Governance (SPPG) unit ensures compliance with ITC's formal strategic and project-based planning and reporting processes, following standard guidelines so that all projects align with ITC's corporate strategies (Strategic Plan 2022-2025) and KPIs through due diligence procedures. Following this, project proposals and concept notes are reviewed and approved by ITC's Senior Management Committee (SMC), which includes directors from the legal, finance, and procurement departments.
54. EFI has been positioned in various sections within ITC over time and is currently part of the Women, Youth, and Vulnerable Communities (WYVC) section of ITC's Sustainable and Inclusive Trade Division (DSIT).¹⁴ The WYVC prioritizes "inclusion" by addressing issues that affect women, refugees, and youth, making it a highly relevant placement for EFI given its priorities. Delivering prosperity to all through inclusive trade and enhanced SME competitiveness is a common theme across WYVC programs, ensuring that EFI is well-integrated within ITC's structure.
55. EFI's **business methodology** has enabled capacity building at the community level to deliver high-quality products through a market-driven approach. This approach is based on a realistic selection of

¹³ ITC Operational Plan 2024, page 26.

¹⁴ DSIT was established two years ago as part of an institutional re-structuring at ITC.

community partners, capacity development, business management support, and income generation to enable transformation and improve lives. A unique aspect of EFI's methodology is that demand is generated in the market first, after which communities and social enterprises (SEs) are engaged in the production cycle. Strong market linkages and the demand-driven nature of EFI's methodology fully leverage its unique access to high-end couture brands such as Armani, Vivienne Westwood, Gucci, Dior, and Max Mara.

56. EFI defines its "lifestyle" market segment as products that fall just below high-end luxury but above everyday items in terms of perceived value. These brands appeal to target customers who use the products to express their identity, choosing them not only for their functionality but also for how they fit into their lifestyle, making these products essential elements of their lives. This segment represents a significant portion of the international market for fashion, interiors, and fine and organic foods.¹⁵
57. The **demand-driven value chain model** focuses on artisanal production (small volumes) and creative industries. EFI's direct engagement with clients and industry, along with its collaboration with SEs, is uncommon among other ITC divisions. Other ITC programs using similar methodologies include SheTrades and ACP Business-Friendly. EFI's approach, especially its access to clients in the high fashion segment, is unique to its capacities. This methodology is designed to build a commercially viable value chain (VC), and this is a direct output of the EFI approach. The business methodology, encompassing a distributed supply chain, SEs, sales channels, and market access, becomes the outcome (for details, see Theory of Change – ToC in Annex 3).
58. EFI's methodology sometimes requires swift responses to practical issues like recruitment processes or procurement needs, which can cause a 'culture clash' between EFI and ITC's operational units regarding business requirements. For example, lengthy procurement processes have been reported to delay business processes of the SEs. Similarly, the agreement with Don Bosco in Kenya faced delays. As of October 2024, a non-financial MoU between ITC (EFI) and Don Bosco HQ has been finalized, securing the partnership and allowing the free use of shared production facilities and office space, equivalent to approximately USD 2,500 per month. Under the MoU, EFI will train 80 students (70% women) over two years in business management and production techniques, with connections to the E4Impact accelerator, with which EFI also has an MoU.
59. To ensure legal compliance while arranging a partially commercial ownership for Don Bosco in TEFI, a Special Purpose Vehicle (SPV) agreement was signed between Don Bosco and TEFI, allowing Don Bosco to hold a 10% share in TEFI. CM Advocates, a local legal firm contracted by EFI, fully supported the process to ensure all legal aspects were considered, crucial as Don Bosco holds non-profit status as a religious organization under Kenyan law¹⁶.
60. Interviews revealed that the legal processes needed to facilitate EFI's specific program requirements could be strengthened. Although ITC's core mandate supports business processes, MSMEs, and income generation, project-related objectives, legal and contractual requirements (financial agreements and MoUs), and related ITC business processes remain insufficiently comprehensive. The delays surrounding the SPV and MoU with Don Bosco were mainly due to limited communication and consultation between EFI and the legal department (see 6.3.2 c).
61. Despite these delays, EFI's operations in Kenya have not faced major setbacks, thanks to its strong relationship with Don Bosco. For instance, EFI was invited to use Don Bosco's office space and production facilities before formal agreements with ITC were finalized, allowing free access during this interim period.

4.1.4. Are the series of EFI's projects instrumentally defined to maximize both the successful implementation of the EFI model and the funding opportunities?

62. The **sectors** that EFI projects focus depend on several factors including donor interests in certain regions and sectors, partner capacities and EFI's vision. While fashion-related themes (such as textile, beadwork, bags, etc.) dominate the operations in Africa, the model has been adapted in Afghanistan to include the food VC as well, encompassing saffron, premium spices, dried food and nuts), alongside silk, glass blowing and cashmere VCs, which together has been branded as "ethical lifestyle". Although this aligns

¹⁵ EFI DoA Designing the Future: A Green and Inclusive Fashion Ecosystem for Kenya. (C242)

¹⁶ The SPV and the MoU are different instruments. The SPV is a commercial arrangement between Don Bosco and TEFI and does not involve EFI. The MoU between EFI and Don Bosco is a project management arrangement for development purposes.

well with Afghanistan's existing capacities, it also indicates that "fashion" is not a strict priority within EFI's "business model". EFI's adaptable coverage allows expansion into other sectors when there is donor interest and job creation potential.

63. *In Burkina Faso*, the EFI project has extended through collaboration with another ITC project "ACP Business Friendly" (ACP-BF), focusing on organic cotton producers within the agricultural VC. Integrating this element into the EFI portfolio has worked well, creating natural synergies that connect producers with CABES production facilities and supply chains. The collaboration with ACP-BF has also fostered a strong partnership with UNPCB, the agency responsible for building capacity within the organic cotton VC. Project design stages are highly participatory, ensuring the inclusion and buy-in of key stakeholders.
64. However, EFI's **design stages** often lack sufficient involvement from relevant ITC sections, such as finance, procurement, HR and legal departments. While EFI projects align with the general framework of Theory of Change (ToC) and adapt to donor expectations, they are primarily guided by principles of creating collective value for the vulnerable communities.
65. The **geographical selection** for EFI projects is largely shaped by the donor strategies and political priorities. For example, Italy prioritises East Africa, particularly Kenya. Similarly, received funding approaches from the EU for projects in in Afghanistan and Burkina Faso.

Summary of Findings – Relevance

EFI's work and business model directly meet the priorities of host countries', donors' and ITC's strategies. Target groups' needs and capacities are well integrated in design with strong needs assessment and engagement.

Governments were/are highly supportive and committed. Don Bosco is the main partner in Kenya, supporting EFI with its vocational training centre, with high ownership. All key stakeholders involved in EFI programmes have adequate capacities and mandates to implement the programme activities with high commitment and support.

EFI's business methodology is conducive, yet, it included value chains other than fashion (branded as "lifestyle") when there is demand and funding, while fashion activities can be part of other ITC units' portfolio at times. Hence, there is room to improve sectoral coherence at ITC in general and for EFI moving forward. Design processes are mainly driven by donors' interests at ITC, and to a less extent by sectoral expertise and missions of different units.

EFI's business methodology requires fine tuning and better communication to ITC. Demand-driven business model requires quick reactions to clients' demands, hence creates delays with the ITC's operational requirements at times. Generally weak communication and consultation between EFI and ITC operational units at design and implementation stages, adds to the challenges and delays.

4.2. What are the EFI's main intended and unintended results and contributions to the development of target groups? [Effectiveness and Impact]

4.2.1. Does the EFI adequately increase the skills and capacities of workers, cooperatives and social enterprises under the expected outcomes?

66. Overall, EFI has supported institutions through either creating or supporting SEs in different regions. Engaging with artisans and micro entrepreneurs has led to an increase in the quality of goods produced, which was essential to meet the demands of international brands upon orders placed with the SEs.
67. *In Kenya*, the EFI have produced considerable **results** since 2009 within the following topics:
 - a) *Skills and capacities*
68. EFI's training and capacity-building initiatives have significantly benefited beneficiaries and communities, evident in upskilling efforts for quality control, market requirements, and order fulfilment. Managed through social enterprises (SEs) with support from EFI, this process includes direct engagement by technicians upon receiving orders to enhance skills and ensure quality standards are met throughout the supply chain.

69. Since its start in 2009 with nine community groups, EFI, in collaboration with SEs, has built a supply chain that now includes over 40 community self-help groups (SHGs), encompassing artisans skilled in crafts like sewing, beading, horn, metal and brass hardware, weaving, engraving, and leatherwork. Approximately 2,700 master craftspeople have been trained, of whom over 2,550 are women. This supply chain can expand to involve nearly 13,000 artisans across all expertise areas.

b) Supply chain and quality of production

70. The supply chain is market-oriented, with SEs primarily focusing on international markets and clients, meaning production depends on the orders received. This approach also applies to quality upskilling, capacity building, and quality management throughout the supply chain and production processes. To strengthen research and development (R&D) capabilities, EFI is in the process of procuring CAD/CAM technology, which will greatly enhance product development.

71. The quality of production within the EFI-created supply chain has now surpassed local market standards. As a result, Don Bosco in Nairobi has requested EFI to train six of its teachers in meeting the quality and technical requirements needed at the TEFI production line. These trained teachers will then be deployed to communities to provide training to SHGs.

c) The accelerator scheme

72. EFI's accelerator scheme has supported emerging creatives, helping them grow their businesses and attract investment. The accelerator program, alongside the "Opportunities Are Here" (OAH) talent show under the EU-funded multi-country Identity Building and Sharing Business Initiative (IBSBI – "Culture Project" 2018-2023), were initially pilot activities introduced through adaptive management. Within the "Culture Project" context, the OAH talent show has played a significant role in skill development for young entrepreneurs. Activities have included expert-led masterclasses, mentorships, and courses involving international experts, and the accelerator scheme also engaged local partners.

73. The accelerator component concluded in mid-2023, and an MoU was signed with E4Impact¹⁷, a Kenyan accelerator funded by AICS. The OAH component was transferred to the WYVC unit in 2023, which has built on EFI's success, expanding its private partnerships to include Mastercard, with an additional \$30 million USD in funding.

74. Kenyan brands that have benefited directly from the accelerator and OAH include Hamaji, Katush, and Suave. These brands have established effective businesses and supply chains within Kenyan artisan communities and women's groups, as well as through the SE Artisan Fashion. All three brands have developed professional websites with e-commerce platforms, as highlighted in a BBC report.¹⁸

d) ESG Due Diligence and supply chain

75. EFI's Environmental, Social, and Governance Due Diligence (ESG DD) framework is a central component of its methodology. Developed in 2020 in collaboration with Camera Nazionale della Moda Italiana (CNMI), this framework includes a reporting system enabling SEs and the supply chain to comply with the EU Due Diligence Directive, which takes effect in 2025—essential for EU market access.¹⁹ SEs such as Artisan Fashion, CABES, and TEFI have received multiple trainings to meet these requirements, with capacity-building activities extended to CABES and TEFI owners and supply chain actors.

76. *In Burkina Faso*, the business model created by the EFI methodology is operated by CABES, and its focus, apart from the fulfilment centre role (distribution), is on production, quality control and training or upskilling (capacity). EFI's contributions have resulted in the following achievements:

a) Training and SEs/cooperatives formalization

77. Established by EFI in 2014, CABES²⁰ provides training for a cooperative network of 91 enterprises involving over 2,000 people from diverse regions (approximately 80% women, aged 16-35). Through

¹⁷ <https://e4iaccelerator.org>

¹⁸ [Kenya fashion: The designers giving Nairobi a fashionable name \(bbc.com\)](https://www.bbc.com/news/kenya-56888888)

¹⁹ EFI has a dedicated staff for ESG in the project team.

²⁰ CABES stands for "Trade and Craft for Well-being".

EFI's support, 91 MSMEs have formal registrations and bank accounts, and the productive capacity of more than 3,700 organic cotton producers and artisans has been enhanced. EFI helped develop a production and marketing network for products made from Burkina cotton, providing ongoing training in organic cotton production techniques, spinning, weaving, sewing, and management to align with market demands.

b) Institutional capacities

78. Since becoming an independent commercial entity in 2022, CABES employs 17 staff members, linking cooperatives to international markets. With a highly educated team leading to new opportunities,²¹ CABES has signed a three-month, \$45,000 USD contract with the Municipality for capacity building, collaborates with national universities, and is actively pursuing government certification as a higher educational institution.
79. Operating as a regional hub, CABES manages the supply chain across Burkina Faso, Ivory Coast, Mali, and Benin, acting as a fulfilment centre with significant marketing and sales capacity developed over eight years of EFI investment.

c) Certified training

80. CABES' artisan training programs are officially recognized by the Government of Burkina Faso (GoBF). Over 600 artisans have received training from CABES, and 254 have obtained government certification. EFI, through CABES, collaborated with the Ministry of Sports, Youth, and Employment to establish the certification process, with the inaugural examination held in 2022, conducted by CABES and the Ministry. This certification is important, as it provides official recognition, allowing cooperatives access to government support and programs. EFI was also asked to train certifying officers at the Maison de la Certification Professionnelle (MCP), the agency responsible for government certification.

d) Access to market

81. CABES facilitates links to international markets and operates a distributed supply chain supported by sales, quality control, and capacity-building efforts. Cooperatives retain the freedom to engage with local markets to boost sales. Thanks to CABES' training, cooperatives can offer higher-quality products at competitive prices within local markets. Additionally, the GoBF supports local market development by mandating that Faso Dan Fani textiles and designs be worn by civil servants at least once a week.
82. *In Afghanistan*, the EFI project has produced significant results across the value chains (VCs) for saffron, silk, fruits, vegetables, glass-blowing, and garments. These efforts have helped establish crucial market links for these products, sustainably boosting family incomes. Key achievements are as follows:

a) SEs training and support

83. EFI implemented extensive training programs that enhanced the skills of local artisans and farmers, improving product quality and market competitiveness. By promoting their products internationally, EFI helped secure large-scale contracts for silk companies, benefiting 5,000 individuals in rural areas, with a primary focus on the silk and saffron VCs. EFI provided substantial support to social enterprises (SEs), aiding partner companies and women's associations in developing business plans during the project. Beneficiaries received fair wages, coverage of transportation costs, and valuable skills through training programs. Additionally, EFI provided free resources to silk producers, including silkworm seed boxes, fertilizers, tool kits, looms, and spinning wheels for weaving scarves and silk materials, which collectively boosted production volume and quality. Beneficiaries reported gaining essential vocational skills, resulting in increased confidence in business and quality management, enabling them to identify profitable markets for their products.

b) Quality and access to markets

84. EFI facilitated market access in Afghanistan through direct market research, exhibitions, marketing campaigns, and promotional materials. This multi-faceted approach enabled saffron companies to

²¹ One of these is the engagement with the Ouagadougou Municipality in support of the Greater Ouaga Metropolitan Governance Support Project (PAGO). PAGO is funded by the European Union (EU) with 5 M EUR.

expand into new markets effectively while steadily increasing their production and export capacities. For details on the supported VCs, refer to [Table 4](#).

Table 4. Results at the different value chains, Afghanistan

Saffron - SEs continue to provide training and support to farmers and workers in the saffron VC, enabling them to consistently deliver high-quality products. Strong engagement with lead farmers includes direct support on production, quality control, and marketing. This relationship, strengthened over the years, has allowed lead farmers to benefit from essential equipment and facilities provided or facilitated by the saffron SEs. Increased market access continues to benefit these farmers today.

Silk - The silk companies retain their capacity to produce high-quality scarves using natural dyes, a product in demand both nationally and internationally. With robust market connections, they continue to receive orders from the U.S. and other countries. Local trainers, specializing in scarf weaving and other aspects of the silk VC, have played a key role thanks to EFI's significant contributions to the project.

Food - Trainings covered topics such as international quality standards, food safety, environmental practices, re-cycling, packaging, marketing, COVID-19 protocols, code of conduct, business planning, and organic and neutral products. Approximately 600 farmers received harvest and post-harvest trainings via EFI. Staff of food processing centres also increased capacities, supporting permanent job prospects.

Glassblowing - ITC's support in marketing has led to increased international orders and stronger market connections for glassblowing enterprises.

85. The EFI's focus on product improvement, strengthened marketing links, and enhanced teams' capacity—along with the skills of producers and lead farmers—has increased their **competitiveness and resilience in the market**, leading to a broader customer base and higher demand for their products. Participation in national and international exhibitions further expanded their customer base. EFI also hired consultants specializing in HR, organic production, and financial assistance to support the companies' day-to-day operations.
86. Overall, the EFI has effectively addressed **informality** by aligning initiatives with legal frameworks and providing essential support for MSMEs transitioning to the formal economy. Through targeted capacity building and training, EFI has helped MSMEs recognize the benefits of formalization and navigate the formal economy's complexities. This has enabled informal enterprises to access broader markets and formalize their operations.

4.2.2. To what extent does the EFI programme increase employment/livelihood potential and income for the workers and families in vulnerable communities?

87. **In Kenya**, EFI has made a careful selection of communities to work with, has been reactive and dynamic enough in its approach to capitalise on their capacities.
88. Minimum **wage** is around 15,000 KES in Kenya (2024) per month; however, a living wage ranges between 32 – 40,000 KES adjusted towards inflation. Artisan Fashion pays its employees an average of 38,000 KES per month depending on their positions and skills. The **income** of the various SHGs varies depending on orders, individual skill sets and production capacity. In the case of SATUBO, currently formalised and 10% shareholder of TEFI, the annual average income between 2016-2024 was between 1,000,000 to 1,500,000 KES (10,000 to 15,000 USD). The group sets aside 30% of all its income for business re-investment. The Naboisho group is an off-shoot SHG that started in 2016. The group has 20 members (17 W) and the average income is 6-8,000 KES per month.
89. EFI is currently in the process of registering the Hands of Fashion (HoF) trademark in Kenya. The owner of the trademark will be TEFI. HoF is a brand which will provide a sales platform for the B2C segment. It is anticipated that the brand will increase profit margins, ensure continuity of orders and production, create greater independence, encourage R&D integrated with the CAD/CAM capacity, and improve the visibility in the international market.
90. **In Burkina Faso**, the total **sales** to international clients generated through CABES in the period 2019-2024 is 575,158,210 CFA (922,897 USD). The sales in 2024 (November) alone are 97,819,588 CFA (149,125 USD) and for the period 2019 to 2023 it was 482,256,440 CFA (773,626 USD).²² The wage

²² XE currency converter 26 November 2024

paid by CABES to their crafts people is between 100 to 130 USD per month. The average monthly salary is 89,576 CFA (151 USD).²³

91. The [Table 5](#) below shows the average income per cooperative:

Table 5. CABES, average income per cooperative (in USD/month)

Cooperative	Income	Average
Association des Femmes Tisseuses de Ponsomtenga (AFEPO)	50-80	65
Association Zodo por la Promotion de la Femme (AZPF)	50	50
Association Pour la Protection de l'Enfance et la Promotion de la Femme (APEPF)	50-135	93
Anmid – hal (Crafts Village Ouagadougou)	150	150
Cooperation Faso Textile (COFATEX)	30-120	75
MASATEX	25-80	65
Association Mirya Gnouma Gala Bobo-Dioulasso (AMGGB)	40	40
Innovation en Textile Artisanal (INOVATEX)	65-170	118
Teel Taaba	40-110	75
Grace Devine	15-170	93
Siniassigui Association	60-85	73
Total average = 897	(82 USD per member per month)	

92. The average **income** data shown above was collected from 11 cooperatives located in Ouagadougou and Bobo Dioulasso, in the Hauts Bassin district (southwest) through interviews. Average income varies based on skills, quality, and quantity, ranging from 15 to 170 USD per month per member. The official minimum wage in Burkina Faso is 75 USD and the living wage is 92 USD.
93. The associations primarily focus on the local market, with CABES and, to some extent, COFATEX handling international market demands. Currently, around 75% of production is targeted toward local markets, a trend likely to continue and possibly increase due to government policies aimed at strengthening local value chains and supporting producers. The associations also diversify beyond cotton textile production. Many women work in additional value chains, such as soap production and agriculture. Each association has dedicated members focused on market access, as well as accountants who ensure tax compliance and sound business management.
94. *In Afghanistan*, the EFI has contributed to the **economic empowerment** of local communities by providing essential tools, training, and market access to over 3,500 women, resulting in an average income of 250 USD per season. The project connected Afghan artisans and farmers with international markets, allowing them to sell products at higher prices and reach a broader customer base. Numerous employment opportunities were created in rural areas, particularly for women and marginalized communities, contributing to economic stability and improved living standards.
95. Results were achieved in various sectors including food and fashion. All beneficiaries, including women, have received formal employment contracts with insurance and other benefits. EFI also assisted artisans, silk weavers, farmers and businesses in registering their operations with the government, helping informal workers transition to the formal economy, which boosted their economic security and productivity.
96. Within the “Women Silk Development Association,” 750 beneficiaries received support, generating income primarily from cocoon production,²⁴ particularly important for women in rural areas.
97. Saffron sales increased significantly as EFI introduced saffron to new international markets. EFI's support in branding, marketing, technical assistance, certifications, and procedural improvements had lasting effects. Enhanced branding and marketing efforts have strengthened the companies' presence in new markets. Technical support and quality-focused training facilitated certifications, such as FSSC 22000, and opened doors to premium markets. Collectively, these contributions have increased income and production volume.

²³ CABES has 17 full time employees and additional 20 qualified trainers on consultancy basis.

²⁴ Additionally, they diversified the products to include scarves, yarn, and fruits, all contributing to a stable income stream.

98. In the food VC, competitive salaries have provided financial stability and satisfaction among employees. International certifications have also helped improve operations and retain customers, even amid political changes. Increased sales and job security were confirmed by interviewed company staff.

4.2.3. Are there any other positive/negative unintended results derived from the EFI interventions?

99. An overarching trend observed across all three countries is that the EFI's capacity-building, business management training and shift in beneficiaries' mindset have facilitated market diversification and reduced dependence on EFI and SEs for sales, marketing, quality control and training. This has led to the emergence of 'supply-chain ecosystems' within communities, empowering them to enter local markets and raise consumer awareness of local crafts and artisanship, quality and pricing.
100. The ecosystem is progressively shifting away from dependence on the SEs and international market access, benefitting instead from sales in the local market. Consumers awareness is also evolving, with greater acceptance of local crafts and positive change in price sensitivity, i.e. growing willingness to pay a higher price for quality products.
101. Socially, there is an observable **change in mindset** among beneficiaries and communities regarding core values like peace and education, women's empowerment through employment and income, and an intergenerational shift (see [Table 6](#)).²⁵

The SATUBO group (Kenya)

Empowered women had a significant influence on ending violence and restoring peace in their communities.

The group initially started with women from three tribes during the times of post-election violence and drought in Kenya.

Because of the EFI engagement, the group received an order which provided income for the women. Most of the income was invested back into the group, but many women also bought cattle for their men, which restored dignity and status, reduced the need for cattle rustling and indirectly violence.

Table 6. Unintended and/or indirect effects, country cases

In Kenya

- Collective values of peace and education were created and/or enhanced as the transition from informal to formal economy under the SEs took place for the individual micro-entrepreneurs in SHGs.²⁶
- Lasting effects on the education of generations brought up by empowered women via employment.
- The generational transfer and shift as result of 15 years of engagement since EFI started in Kenya in 2009. The children of the women beneficiaries are now young adults that grew up with their mothers as the breadwinners in the family. Women were able to enrol children to school, a standard transformational in nature. The youth has now formed groups of their own and are eager to engage and to establish themselves in the supply chain.

In Burkina Faso

- Spaces created for women's weaving activities included areas for children, which enabled mothers to watch their kids while working. This informal childcare system facilitated women's capacity and availability for work.
- EFI facilitated a generational shift (slightly different than in Kenya). Most cooperatives started out as purely women groups, nevertheless, the new generation have seen their mothers develop into capable business managers, which indirectly improved family and community living conditions. As result, the members of the cooperatives often include the children of the founders. In Grace Divine group, son of the president is part of the cooperative as the only young man. He received training on the large loom and is now conducting training and product development for the cooperative.

102. The changes observed can be attributed to the longevity of the projects' involvement and the personal networks EFI has fostered and activated over the years. This accumulation of factors reflects the endurance, relevance and sustainability of the projects implemented under the EFI methodology. This contribution remains even in geographies where EFI had to withdraw, such as Afghanistan.

Summary of Findings – Effectiveness and Impact

EFI's results on the increased vocational capacities for the partners and beneficiaries have been significant. Trainings have been useful and long lasting, with positive effects on employability, market

²⁵ See [Annex 4](#) for human stories, details and other examples of empowerment and social change.

²⁶ Transition to formal economy is a critical indicator for EFI's long term success and is part of ITC's corporate indicators.

access and income. EFI helped expose local talents to international markets and their supply chains have improved their capacities to respond to local and international orders with quality. In Kenya, since 2009, with 9 community groups, EFI and SEs have capacitated a supply chain comprising over 40 self-help groups, with 2,700 master craftsmen trained. In Burkina Faso, CABES - a network of over 90 associations and 2,400 artisans, the majority being women - operates as a fulfilment centre and hub that has reached a considerable marketing and sales capacity, owing to eight years of EFI investment. In Afghanistan, EFI yielded significant results in the value chains of saffron, silk, fruits, vegetables, glassblowing, and garments, as well as in establishing marketing links. Sustainable, high quality artisanal products are marketed to the targeted clients, although not in high volumes, as the SEs' business models are not based on industrial but on artisanal production, focusing mostly on niche markets rather than fast fashion. There is agreement among the interviewees about the excellent quality of the delivered outputs.²⁷

EFI's long-term effects on increased employment opportunities and income generation have been high in all 3 country studies. A high number of beneficiaries (mostly women) were successfully employed in the formal economy with fair wages, and marginalised communities gained sustainable jobs with increased productivity. EFI support provided a monthly income for the beneficiaries which was essential to cover basic expenses. Artisans, silk weavers, farmers and businesses were assisted in officially registering their businesses, hence, informal workers were integrated into the formal economy, boosting their economic security and productivity. There were also several intangible and indirect positive ripple effects created beyond job creation. The communities' social resilience levels have significantly increased, mostly owing to the empowered women, which had spill-over effects for the younger generations raised. Collective values of peace and education were enhanced for the society as the transition from informal to formal economy took place. Education levels of younger generations increased while they are brought up by empowered women via employment. Empowered women have had an influence on ending violence in their communities. The mindset change and social transition are evident in the entire community eco-system.

4.3. What are the major internal and external factors influencing the achievement of results? [Efficiency and Coordination]

4.3.1. Are the EFI's activities implemented through adequate collaboration with national authorities and sector CSOs, and do they demonstrate political will and ownership with active participation?

103. The ongoing projects in *Kenya* and *Burkina Faso* have strong **steering committee (SC)** structures and governance, with government actors committed and supportive. As an exception, governance has been a weakness in the large-scale multi-country "Culture project", where the SC meetings have not adequately provided a platform for stakeholders to come together and make decisions on important issues. This stemmed from the multi-country nature of the programme, difficulties to bring actors from different countries together, and to harmonize the various country-related aspects in a holistic manner.
104. **Coordination structures** are efficiently established between EFI and other UN agencies working in the sustainable fashion via UN Alliance for Sustainable Fashion (UNASF), where 11 UN agencies working with the fashion sector are participating.²⁸ UNASF SC is headed by the EFI's CTA on behalf of ITC.
105. On the operational side, EFI has established efficient collaboration with the relevant UN agencies to support in operations, for example UNOPS and UNDP systems are used (instead of tendering) if/when there is a support need for procurement matters.

²⁷ In addition, the beneficiaries interviewed as part of a previous Results-Oriented Monitoring (ROM) review also confirmed high satisfaction levels in Ivory Coast and Uzbekistan. Source: ROM for the EU funded EFI Project *EU Identity Building and Sharing Business Initiative: An Ethical and "global" Approach to Job Creation and Sustainable Development* (February 2023).

²⁸ The **UNASF** aims to strengthen collaboration, harmonization and synergies, and foster more effective knowledge sharing and advocacy with a unified UN voice to promote a sustainable fashion industry and advance the SDGs. Participating organizations are the International Labour Organization (ILO), International Trade Centre/Ethical Fashion Initiative (ITC/EFI), United Nations Conference on Trade and Development (UNCTAD), United Nations Economic Commission for Europe (UNECE), United Nations Development Programme (UNDP), United Nations Environment Programme (UNEP), United Nations Framework Convention on Climate Change (UNFCCC), United Nations Global Compact, United Nations Office for Partnerships (UNOP), and the World Bank Group/Connect4Climate.

106. With a global-wide effect and strong focus on Italy, EFI has established a **private sector**-based partnership with CNMI.²⁹ As result, the annual CNMI Sustainable Fashion Awards³⁰ is organised in collaboration with EFI.³¹ Another example is the partnership with Nuova Accademia di Belle Arti (NABA) to promote the application of good ESG practices in fashion at an academic and industry level, with a view of jointly strengthen the sustainability in the fashion industry.³²
107. At the country level, EFI has established efficient collaboration mechanisms and productive dialogue with its external stakeholders in the three countries case studies covered by the evaluation.
108. **In Kenya**, EFI is enjoying high ownership and support from its partners and the key stakeholders have generally been highly committed. This includes the following:
- a) Beneficiaries SHGs such as Ushindi and SATUBO (now independent, registered commercial entities) are highly committed and involved in the EFI process, and as the shareholders of the new SE TEFI.
 - b) The main cooperating partner is Don Bosco (DB), where TEFI is co-located and where the technical trainings and internship will be provided for 80 students in 2024-2025. (70% W)- The interns will then be trained and tested in different techniques and VCs according to an agreed curriculum in the DB TVET Centre. This leads up to a final exam which is approved by the GoK. The fee is 80 USD per student and will be covered by TEFI under the commercial agreement with DB. During the internship, the students will receive compensation for the items they will produce for the clients.
 - c) EFI's relations with the UN Resident Coordinator and the GoK are very strong. GoK is very supportive and Export Promotion Council of Kenya is actively guiding EFI in the selection of communities to work with, extending its full commitment. Even though there is no HCA in place between the GoK and ITC yet, it is under preparation as part of the plans to establish an ITC Country Office in Nairobi. A new Service Level Agreement was signed with UNDP in April 2024 after the old agreement had expired for ITC to operate under the UN umbrella in Kenya. Both the MoCMSME and Ministry of Livestock are part of the SC for the on-going programme.
 - d) The donor AICS is also a member of the SC, which is highly relevant in determining the strategic direction of the project providing important guidance.
 - e) New partnerships with academia are opening new and innovative opportunities such as with the Tangaza University and University of Nairobi, Department of Art and Design which have expressed a wish to collaborate with EFI. The partnership may involve internships at TEFI production hub at Don Bosco TVET, and the development of curriculums focusing on fashion industry and sustainability.
109. **In Burkina Faso**, where the EU is currently funding the on-going EFI project, the geopolitical environment has affected the relations with some European countries, especially France. Nevertheless, this may open opportunities for other European countries. The GoBF takes a very pragmatic approach and is willing to engage on equal terms, and to the benefit of the people. This may provide increased opportunities for EFI, as expressed during discussions, for bi-lateral engagements.
110. As for the collaboration with and ownership of the Government bodies:
- a) The most important Government partner is the National Union of Cotton Producers of Burkina Faso (UNPCB), strongly involved in implementation with high support and commitment.³³ The partnership includes another ITC programme *ACP Business Friendly* and the *WAP project* which links the organic cotton producers to the EFI and CABES supply chain. UNPCB has expressed significant interest in expanding the partnership with EFI and ITC.

²⁹ The Camera Nazionale della Moda Italiana is a non-profit making association which disciplines, co-ordinates and promotes the development of Italian fashion.

³⁰ The awards acclaim personalities and organizations that have stood out for their vision, innovation, devotion to craft, recognition of differences, circular economy, human rights, environmental justice and biodiversity.

³¹ The seventh edition took place on 22 September 2024 in Italy.

³² NABA is hosting an EFI Showroom featuring skills and materials from EFI's network in their Milan campus. EFI's showroom is open on appointments only for industry professionals.

³³ UNPCB oversees and coordinates government policies and initiatives targeting the organic cotton production.

- b) Another key government partner is the *Chambre des Metiers de l'Artisanat du Burkina Faso* (CMA-BF) under the Ministry of Industrial Development (MoID). CMA has directly collaborated with EFI in issuing official artisanal and crafts government ID cards to the members of CABES.³⁴
- c) Directorate of Coordination, Projects and Programmes (DGA)³⁵, under the MoID, has been closely collaborating with EFI since 2020.
- d) *Maison de la Certification Professionnelle* (MCP), under the Ministry of Youth, Professional Training, and Employment (MoYPTE) is the principal EFI partner regarding official government certification of artisans, creating an educational and career pathway, including informal and formal education. The initiative is EFI driven and started in 2020.³⁶
111. An example of the increasing relevance of EFI/CABES is the recent contract signed with the Ouagadougou Municipality for an EU funded project.³⁷ CABES has signed a three-month contract worth 45,000 USD to conduct capacity building with three CABES technicians and a mapping exercise. CABES also works with national universities and receives three students as interns annually. These engagements align well with CABES strategy to become a significant actor in the educational sector in Burkina Faso.
112. Other key partners include United Nations High Commission for Refugees (UNHCR), through a collaboration in 2019, targeting refugees from Mali. UNHCR intends to expand its partnership with CABES in 2024. CABES also partners with the International Organisation for Migration (IOM) on resettlement and employment activities targeting returnees making up to four internship positions available at CABES on a regular basis.
113. *In Afghanistan*, the government partners and the donor (EU) were highly engaged and supportive, ensuring a high-level effective participation in the SC. EFI successfully collaborated with a local NGO (RADAA) based in Herat province, sub-contracted by ITC to provide silk seed boxes to 3500 beneficiaries and to provide trainings. Through community meetings, collaboration was made with local organizations and government bodies, through formal agreements, and active participation to ensure the project's success. EFI signed MoU with MAIL and Herat University for close collaboration. Herat University provided training to farmers and conducted several assessments on seed banks, soil testing, silk development, etc. EFI organized community meetings, consultations, and collaborated with local organizations to ensure appropriate selections. They engaged with MAIL and ACCI with active participation in planning. EFI also engaged with the Saffron Union, the Agriculture Department, and Export Promotion Office to identify the SEs to collaborate with.

4.3.2. Do the projects benefit from good management (technical expertise, leadership, supervision), good collaboration with other ITC programmes and sections, and communication / visibility?

a) *Management and technical expertise*

114. EFI has experienced, committed and professional staff in its management and implementation structure. EFI is led by a Chief Technical Advisor (CTA) with strong vision and skills in marketing, fundraising and communication. Coming from the fashion industry and bringing the advantage of having access to several important industry actors, markets, and networks, the CTA has been a critical figure in the journey and success of EFI. He has brought the dynamism and adaptability of his private sector background to the UN arena.
115. In-team relations have been open and based on trust, despite the need for improved systematic coordination among different country teams within EFI. The current EFI country teams in Kenya and

³⁴ The ID cards provide membership in the GoBF social security scheme including insurance coverage. Artisans provide one third of Burkina Faso economy via a minimum of two-to four million workers. The issuance of the cards is an important step in formalising the MSMEs and encouraging artisans to join cooperatives.

³⁵ DGA is the focal point for all projects funded by international donors and is also an implementation directorate for government funded projects. DGA is currently implementing a textile project jointly financed by the government and AICS, targeting youth and women, including the establishment of a TVET educational centre in Bobo for 1,600 students.

³⁶ Certification is divided in two categories: Basic level for non-educated or illiterate artisans, and Advanced level for educated and literate ones. If an artisan passes the Basic level category, they become eligible to apply for Advance level certification after receiving training in their local language.

³⁷ *Projet d'appui à la croissance économique urbaine et à la gouvernance métropolitaine du Grand Ouaga (PAGO)*

Burkina Faso are all professionals in their fields and national coordinators have well established relations with the local stakeholders as well as private sector partners and clients.

116. The shortcoming in the EFI workforce is that there is only one administrative/operations staff based in Geneva, who is also handling the coordination of legal aspects with ITC's legal unit (such as MoUs with partners). Furthermore, the team does not include any staff dedicated to procurement, M&E, and/or communications functions, except for one communications staff in the Burkina/Benin team.

b) Collaboration with other ITC programmes

117. Efficient communication within the WYVC is ensured via monthly section meetings, where the heads/staff of EFI, She Trades (ST), Youth and Trade and Refugees and Trade (RTP) programmes provide updates. However, interaction and collaboration between EFI and other ITC programmes is generally limited, and this is hampering the opportunities to establish synergies among projects that operate within similar target groups and objectives.
118. *In Kenya*, exploration of collaboration opportunities with the closely related ST and RTP³⁸ have been limited so far. This also has a negative impact on coordinated donor relations and exploration of further funding opportunities for thematic sectors where ITC has strong mandates for.
119. Even though EFI and ST work with different business models, as both programmes work with women artisans/micro producers, there may be potential areas of collaboration. RTP has components implemented in Kenya, related to enhancing commercial links and marketing for refugees, focusing on the supply part. RTP has connections with EFI's work, as they work with refugees on weaving baskets and other artisanal products. Yet, while EFI operates in Nairobi, RTP operates in the refugee camp in Dadab (bordering Somalia). Even though some dialogue exists between the programmes, it is not systematic. The potential limitations to collaboration stem from the fact that RTP's beneficiaries have very low production capacity compared to EFI's partners, and Dadab is geographically far from Nairobi. Furthermore, EFI's work include bigger buyers, therefore it is more commercial and more quality focused compared to RTP.
120. As an exception, strong synergies and collaboration were established in the past, between EFI and ITC's parallel project "Alliances for Action" (A4A) *in Afghanistan*. This was highly relevant as the EFI project included strong elements from the agriculture VC (saffron and dried food). Another example of successful collaboration between EFI and ACP Business Friendly (ACP BF / A4A) is the WAP project *in Burkina Faso* where the EFI project team is funded by ACP BF (see 4.1.4).

c) Coordination and communication with other ITC sections

121. EFI's **internal coordination** with other ITC units (including operational ones) has been limited (see more on 6.1.3). ITC's Trade for Sustainable Development (TSD) division has not been contacted by EFI, even though TSD is intensely working on topics highly relevant, such as international sustainability standards, transparency, safety practices in production, code of conduct for environmental and social standards in trade, and agricultural standards. All these themes are important for EFI due to the ESG scheme adopted for their operations.
122. For instance, TSD unit is working on formalising ESG processes for all VCs. While TSD's is a general tool, which may not be fully adaptive to the fashion sector, it can be useful as a general framework. However, EFI has worked in parallel on an ESG scheme for their own operations, for the fashion industry. Additionally, the TSD unit is not contacted or invited by EFI to join UNASF, even though the EFI Chief Technical Advisor (CTA) is the Chair of the Alliance.
123. There is generally room for improvement for EFI to **communicate** its programmes and needs better to the ITC's operational units. ITC divisions interviewed are not fully informed on and/or understand EFI's business model, partners, and the concept of SEs. An example of this is the concern raised by the legal division in terms of possible income generation by EFI in breach of UN rules and regulations. This concern stems from the weak communication and understanding of the EFI business model. The model is in fact the programme methodology that creates the commercial SEs' business model as part of EFI projects'

³⁸ They are being funded by different donors.

outcomes. Hence, there is a clear separation between EFI's technical assistance development model and the "business model" which is created through the project methodology.

124. Such misunderstandings also extend to risk perceptions on its partnerships such as Don Bosco and the establishment of TEFI.³⁹ Another example is regarding EFI's arrangement with CM Advocates for provision of legal services in Kenya. While there are relevant programmatic reasons necessitating this engagement, the rationale behind the use of such local capacities is not communicated well to ITC (legal and procurement units). For this engagement, EFI is repeatedly using low value acquisition tool to pay for services, approved by the Certifying Officer locally. This practice is not fully in line with the UN procurement regulations.

d) Institutional umbrella for synergies and cross-collaboration among units and programmes

125. The interviews conducted with various departments and projects of ITC revealed limited **programmatic collaboration**. Main reason behind is the project-based funding structure of ITC and the fact that collaborations are not sufficiently encouraged by the overall institutional policies or management.
126. This situation is not exclusive to EFI, and most programmes operate independently with inadequate coordination. This is perceived as a structural issue related to the competition among various departments for funding.⁴⁰ Hence, inter-operability and natural cohesions are not sufficiently exploited between programmes, as all the programme managers prioritise maintaining control over their own operations and with their own donors. Having said that, perception of EFI as a programme operating in silo is higher, compared to some other programmes.
127. On the other hand, the **cross-cutting nature of the methodologies** applied by the various programmes highlights several areas of alignment, indicating that the programmes are naturally aligned. There is no indication that design, technical issues, VC differences, or engagement strategies are not conducive to collaboration. In this respect, the lack of collaboration between EFI and other programmes due to ITC structural issues can be mitigated by senior management involvement and encouragement, project management decisions through a practical and hands-on approach, and positive interpersonal relations between project managers.
128. Apart from DSIT (the thematic lens), there is the Division of Country Programmes (DCP), under which an Office for Africa is positioned. A Country Manager (CM) for Kenya is part of this office (the geographic-country lens). Interviews revealed that the CM is not systematically involved in the discussions and developments concerning Kenya and she is not sufficiently included in discussions with the UN actors, donors and GoK on the EFI plans and operations in the country.
129. These consultation mechanisms are not regulated, with roles between the geographic (country) division and technical placed depending on arrangements between managers, rather than on institutional guidelines. For instance, EFI managers meet the UN officials directly without including any other ITC officials from other related departments, or it is not mandatory to consult with the CMs when it comes to taking important decisions. This problem either does not exist or is experienced to a less extent in some other programmes operating in Kenya (e.g. She Trades), where the CM is involved to a higher extent in the stakeholder discussions. It is important to note that Kenya CM is not visiting Kenya to follow up or monitor any of the projects or current discussions with stakeholders.

e) EFI external communication and visibility

130. EFI has a very strong **visibility** in the press and social media. In Kenya, visibility is very high.⁴¹ CABES and Artisan Fashion also have their own social media sites and strong visibility. This increases their

³⁹ TEFI is currently being developed and business processed, and capacities established with support from EFI. Nevertheless, as a commercial entity TEFI has a separate structure. The partnership with Don Bosco is also two-layered which includes a development dimension and a commercial dimension. The EFI's MoU stipulates a shared production facility which will be used by EFI for capacity building and product R&D. TEFI is the commercial aspect of this arrangement, which is also using the Don Bosco facilities for commercial activities in which Don Bosco has a 10% shareholding through a financial instrument called a Special Purpose Vehicle (SPV). EFI has no shareholding in TEFI and is only involved in the development dimension.

⁴⁰ The jobs of most staff depend on the continuation of funding, and fund-raising is handled individually by the project managers through their personal networks, without sufficient HQ support, with weak strategic considerations. The structure thus creates redundancies and fosters a relatively isolationist culture.

⁴¹ The opening of TEFI at the Don Bosco complex in April 2024 was covered by eight media houses, televisions, and newspapers. The guests in the opening ceremony included the UN Resident Coordinator, Secretary to the Cabinet of the Republic of Kenya, the

popularity with the young and independent designers all around the world who wish to work with ethical business model. Artisan Fashion has 5,841, EFI (ethicalfashion) has 75,600, CABES (cabes_official) has 2,174 followers on Instagram.

131. ITC has a **communication** team in place, although mostly focusing on corporate communication rather than project-based communication. This unit is supportive of EFI's communication needs to some extent, yet it is not sufficient. There is no professional communication expert in the EFI team, except for one expert in Burkina Faso. Therefore, majority of the communication functions are performed by the programme manager for partnerships.

4.3.3. Are the EFI projects monitored through a robust structure and methodology as a useful instrument to support accountability and to inform the decision-making processes?

132. Since its establishment, EFI team has built significant experience in developing **project proposals** with solid formulation of result-chain frameworks/log-frame and key performance indicators. However, there is still room for improvement on a) shortcomings in the formulation of the results statements and indicators⁴²; b) reflecting the qualitative achievements, as most indicators are formulated as quantitative indicators; and c) setting proper baselines and justifying targets. Some multi-country projects such as the "Culture project", do not have country-specific log-frames which prevents reporting on the achievements of specific countries individually. Furthermore, significant adjustments made to activities and outputs during and after the COVID-19 pandemic were not all reflected in updated log-frames.

133. This prevents effective **monitoring and reporting**, which is done at different layers:

- The progress on results is internally reported within the ITC portal system, done on a quarterly basis since 2023. This targets the senior management and ITC units. Internal reporting is timely.
- The second layer is for the donors, including progress reports prepared periodically due to contractual requirements.
- In addition, ESG reporting targets the clients and is prepared based on orders, in a way to include details on the items produced, the producers, labour conditions, materials used etc. (see 6.4.3.) However, the rich content of ESG Impact Assessment Reports is not reflected in programme-level wider reporting in an integrated manner.

134. The teams do not include dedicated M&E experts, causing difficulties for monitoring and reporting of the EFI's individual projects and as an ITC programme (both in terms of aggregation and at outcome / long-term direct and indirect effects). Thus, the reporting is facing the following **sequential challenges**:

- At project level: Reports are mainly focus on quantitative outputs, and do not adequately include indirect results, spill-over or intangible effects of the programmes on the transformation of lives of the communities.
- At EFI programme level: Key results of the EFI programme are not well captured via the indicators formulated in the project-based log-frames and not communicated in their full potential in a holistic manner by ITC to implementing and national partners, the wider public and to the UN family.
- At corporate/management level: Therefore, ITC senior management has a weak understanding of achievements and of EFI as a whole, which is limiting the potential for EFI model's scalability and alignment with other programmes and methodologies used in ITC.

4.3.4. Are the implementing timelines and spending processes in line with the allocated budgets and cost-effective? What are the main challenges and how are they mitigated?

a) *Implementing timelines*

Permanent Secretary of the MoCMSME, Head of AICS, Ambassador of Italy; Superior, Salesians of Don Bosco East Africa, the co-founder of Africa Collect Textiles, Director of Ushindi, Director of SATUBO, as well as other dignitaries representing the high level of the UN system, donor, GoK and supply and value chain actors.

⁴² For instance, there are some technical weaknesses in the form of two different levels co-existing at the same result-chain (i.e. by using the words "contribute" or "through" in result formulations).

135. Majority of the EFI projects covered by this evaluation have been completed on time, without major delays. Some delays occurred with the interventions mentioned below, which were mitigated well, and with the no-cost extension (NCE) arrangements, all planned activities were completed in good quality.
136. *In Kenya*, with the “Culture Project”, originally planned to be implemented between December 2018 – December 2022, delays occurred due to COVID-19 pandemic. Yet, the Intervention has efficiently adopted means to address this issue, NCE was agreed to by the European Commission, extending the completion date by eight months (totalising 56 months), until the end of July 2023. The current project (DFGIF) on-going since November 2022 is planned to be completed in November 2026.
137. Some delays were experienced related to the legal process of finalisation of an MoU between ITC and Don Bosco (DB) HQ. EFI was able to move in and start operations at Don Bosco TVET in January 2024, however, this was owed due to the excellent partnership relations EFI previously had with Don Bosco, which resulted in Don Bosco HQ allowing access and use despite the MoU not being signed yet. EFI had challenges in adequately communicating the nature of the MoUs to the legal unit in an effective manner. The procedural risk evaluation falls under the Legal unit’s mandate and responsibility, which necessitates to inform and consult them in a timely manner for programmatic requirements and to balance them with the organisational operational procedures to be followed (see 6.1.3.) Both MoUs have been concluded as of October 2024.
138. *In Burkina Faso*, the on-going project (C108) was originally planned to be implemented between May 2022 – May 2024. However, due to the political instability and insecurity situation in the country, the project has been extended one year and is planned to be completed in May 2025. The situation led to delays, as the beneficiary communities/artisans living on the border areas and national reserves had to be displaced to move away from violence. Identifying their new locations and engaging them in activities again has taken some time, yet the activities have successfully resumed. No delays have been reported regarding the intervention *in Afghanistan*.

b) Spending processes

139. EFI staff based in Geneva requires travel and DSA funds to be able to travel to Kenya frequently for a hands-on and efficient management, as there is no ITC country office in the country. These funds are met by the project budget, proving a costly arrangement.
140. EFI’s local partner in Kenya, Don Bosco, has been provided a free-of-rent office space at its vocational school for EFI staff since January 2024, an efficient and economic arrangement. If/when Kenya ITC office is operational, there will be a smaller team in Geneva and more staff in Nairobi. This is also the preferred team structure by the main donor for EFI operations in Kenya, AICS, as having the team on the field is a more efficient. AICS is keen on ITC’s institutional transformation plans to have a country office in Kenya and having the EFI team on the ground.
141. Budget management over the project portfolios for the *Kenya* portfolio does not expose any major issues regarding spending. The total budget amount received targeting Kenya projects and other countries (multi-country programmes) over 15 years is 19,280,000 million USD, with Kenya receiving approximately 11,000,000 million USD. The multi-country programme budgets do not indicate the activities and spending per each country, and they are not disaggregated as per activities.⁴³

c) Cost-efficiency analysis

142. The cost-efficiency analysis detailed in the [Table 7](#) below for the Kenya case is based on a non-systematic method. This calculation can be tailored to the specific development context, value chain (VC), socio-economic conditions, and other relevant factors. While several parameters could be applied, the example below does not incorporate the ITC’s standard analytical approach, if one exists.

Table 7. Cost-efficiency analysis (investment by beneficiary), the Kenya case

An estimation of the cost per beneficiary for EFI work in Kenya over a 15-year period provides the following result: **5 USD per month per beneficiary**.

⁴³ As one exception to timely budget management - the financial closure of the “Culture project” was delayed due to issues with a contractor (Lai Momo). The issues have been resolved in September 2024, and the project has been financially closed.

Estimation process - Initially, 9 SHGs were targeted in Kenya, and 8 of these are still operational, supporting approximately 267 trained artisans who receive regular income. Additionally, 28 more SHGs have been engaged over time, all of which are currently operational and reaching better income generation and life improvement. The total number of direct beneficiaries has grown to 2,226. The total number of beneficiaries within the supply chain network is 12,649. This results in a displaced moving average (DMA) of approximately 166 direct beneficiaries reached per year.⁴⁴

Based on a rudimentary DMA, the return on invested development funding is calculated as follows:

- Total funding: 11,000,000 USD over 15 years = 730,000 USD per annum.
- Divided by the number of direct beneficiaries per annum (DMA): 730,000 USD / 166 = 4,400 USD per annum or 370 USD per month per direct beneficiary.
- This calculation does not account for the extended network of beneficiaries, which is a crucial part of the supply chain.
- When considering the wider network of beneficiaries, the cost-benefit ratio is as follows:
 - 730,000 USD / 12,649 beneficiaries = 58 USD per annum, or
 - 5 USD per month per beneficiary.

143. The interviews with EFI staff reveal that there are delays in the procurement and spending processes. While the reasons and details were not sufficiently triangulated,⁴⁵ it is reported that some expenditure requests submitted by the EFI's budget holder are not responded timely and/or positively. It is also reported that ITC has not commissioned any audit of EFI since 2009.⁴⁶
144. *In Burkina Faso*, the spending has been cost-effective, with adequate spending rates and in line with allocated budgets. The project team consists of national experts and maintains an office in one of the UN compounds in the capital Ouagadougou.
145. *For Afghanistan* operations, which came to an end in 2021, budget management, financial reporting and/or cost-effectiveness is not covered by the evaluation due country case study limitations.

4.3.5. Has EFI adapted operations to changing external context and managed associated risks?

146. Over 15 years, political instability in several countries caused EFI to cease its activities due to operational difficulties created by turmoil and violence.⁴⁷ As a design weakness, these issues were not part of project's risks plans or mitigation strategies. The decision to target many of these countries were driven by donor interests and priorities, and as the least developed regions are prioritised, there is always a risk for political instability, volatile context and institutional violence.
147. *In Kenya*, there has been a continued ripple effect from the post-election violence in 2007 to 2008 which still affects the communities. Many are affected by displacement and are still in the process of re-integration, in some cases, with certain success (e.g. USHINDI and SATUBO women's groups). The East-African drought in 2011 also affected the communities severely as some tribes are pastoralist. Sales were heavily affected during the global COVID-19 pandemic too, hampering the operations of Artisan Fashion in 2020 and 2021. Nevertheless, the majority of SHGs continued to survive and create income owing to masks and other products for the local markets, replacing the usual beading and textile items for international sales.
148. *In Burkina Faso*, security continues to be the main challenge since 2022 coup d'état and the current military regime and political turmoil continue to create safety issues for travelling and access to domestic markets in unsafe areas. This is affecting some of the communities CABES is working with, as orders cannot be sent to places where displacement is likely. Some clients have issues in processing the payments as it is difficult to send money where banks cannot do transactions.

⁴⁴ It is important to note that major funding, specifically from the Culture Project, was only received in December 2019. Prior to this, the portfolio was marginally funded compared to the following allocations.

⁴⁵ The evaluation team could not arrange a meeting with the finance department of ITC.

⁴⁶ It is worth noting that the evaluation ToR are not covering these elements. If existing, any potential issue needs to be clarified via commissioning an audit.

⁴⁷ Ethiopia, Haiti, Iran, Mali and Central Asia and Afghanistan.

149. Furthermore, it is becoming increasingly difficult to create demand, as the international clients (especially from the U.S. and Europe) cannot travel to Burkina Faso to see the products due to security risks. CABES cannot export products to the U.S. any longer. On the other hand, interviews with the European companies revealed that, even though travel is not safe, they continue to buy from CABES. The field visit to several regions within the country showed that the communities continue to produce income through local markets.
150. *In Afghanistan*, EFI operations had to be entirely ceased since the end of 2021. Nevertheless, the situation is now conducive to re-start activities and re-engage with previous target groups, if/when there is willingness and available funding. Even though the security problem persists since Taliban take-over, it is significantly improving, which allows relatively safe travel within the country.

Summary of Findings – Efficiency and Coordination

EFI provides the planned outputs and services to the beneficiaries in a timely and quality manner, owing to the high-quality resources, professionalism of the team and good management. High support of national Government partners, donors, UN partners, Don Bosco and academia leads to efficient coordination structures. Spending is efficient, although no audit has been commissioned for EFI since the beginning of its operations. Frequent travel requirements of EFI staff to Kenya prove to be a costly arrangement. Risks were managed well but not formally anticipated in design (risks analysis). EFI operations ceased in Afghanistan and Central Asia due to changing geo-political conditions. The situation in Afghanistan is becoming conducive to re-engage in activities, where the needs and SE capacities are still strong.

Insufficient coordination and collaboration between EFI, ITC Kenya Country Manager, operational units and close-related programmes (particularly in Kenya) lead to disconnect, instead of enhancing cross-units cooperation. ITC's project-based institutional funding structure stimulates a sort of competition among units that need to fundraise to maintain their teams. Senior ITC management's involvement to encourage collaboration among programmes also remains limited. Hence, the organizational environment is not fully conducive to maximize partnerships and lessons learned across thematically and geographically concerned units and similar-in-purpose programmes. Operationally, EFI's activities implementation clashes to some extent, with standardized operational requirements on spending and procurement due to deficient communication and differences in working cultures. EFI is successful in fundraising and communication functions.

EFI staff structure is competent, yet, insufficient. It does not include staff dedicated to procurement, M&E or communications functions. There is room to improve M&E and reporting, particularly in aggregated manner and at outcomes level. The intervention logic of most EFI projects present shortcomings, preventing effective monitoring and accurate assessment of the achievements (particularly wider, indirect and qualitative results such as behavioural change, empowerment and effects on generations). The ESG Impact Assessment reports include valuable data on aspects such as the number of artisans/women involved in production, specifications of products sold, fair wage/labour conditions, environmental considerations and income generated, etc., a rich content not sufficiently reflected in programme-level wider reporting in an integrated manner.

4.4. How do EFI initiatives consider and contribute to gender, human rights and environment related cross-cutting issues? [Cross-cutting effects]

4.4.1. Does the EFI consider and contribute to empowering women/youth and to gender equality?

151. The EFI interventions strongly support **gender mainstreaming**. By integrating gender concerns into the interventions, EFI helped to promote gender equality and the empowerment of women, leading to more inclusive outcomes. EFI projects have a high impact working with women and changing their lives for the better, partnering with brands, some of which particularly choose to work with women and purchase products produced by women, contributing to their livelihoods, as part of their corporate policies.⁴⁸

⁴⁸ For example, Zazi Vintage and Andrea Lennon work exclusively with women producers to support them and they communicate this social aspect to their customers, as part of their "brand".

152. **In Kenya**, EFI's work with women has led to several effects, beyond job creation, including contribution to conflict reduction owing to empowered women in the communities. In the Kenya/Laikipia and SATUBO women group, for example, as women became more economically independent, they formed some sort of collective soft power and voice in the community, which led to behaviour change in men who were affected by the post-election violence and being pastoralist societies involved in the practice of cattle-rustling. Over time, men tend to consult them more for their ideas on important decisions (see 4.2.3).
153. Similarly, in the SATUBO women group, the first financial earnings of women in their lives were realised through EFI support, which is enabling women to become landowners, to send their daughters to school, and to effectively transforming societal behaviours with women taking the lead.⁴⁹
154. Women SHGs such as SATUBO and Ushindi are transformed into limited liability corporate structures through a legal process supported by EFI. The corporate structure now owns 10% of TEFI shares. EFI's agreement with Don Bosco includes training of 80 students (70% girls) within the on-going project. To strengthen the business management elements of the emerging women businesses, EFI has partnered with the E4Impact accelerator, which is linking accelerators across 53 countries in Africa over 450 hubs.
155. **In Burkina Faso**, effects on women empowerment are similar to those in Kenya. EFI successfully organised gender specific activities to enforce the equality messages.⁵⁰ Building on experiences from the region to strengthen the involvement of women businesses, CABES is owned by four women cooperatives each with a 25% shareholding.
156. As in Kenya, the longevity of the engagements with women-led communities resulted in various transformative processes for a generational shift. The children of the women entrepreneurs are now engaged in the communities. Most of them have attended school and became contributing members of the communities and the businesses or corporations. This process is also causing a shift in gender perceptions and women are seen as the head of the family. The shift in mindset is an important factor in the process of empowering women and girls. Young men are becoming adults being surrounded by strong and independent women which shapes and changes their perception of women away from traditional gender roles to a much more dynamic and respectful reality.
157. The women cooperatives are increasingly engaging in a training/capacity building role for displaced persons, especially young girls. For example, Innovation en Textile Artisanal (INOVATEX) is an association (member of CABES) and a weaving centre headed by three young men and has 18 members (10W). The association now has four young girls as interns who are being trained. The Siniassigui Association is another group that hired displaced young girls as interns.
158. **In Afghanistan**, almost all the beneficiaries in the silk VC SEs were women (refugees and/or IDPs, and Afghan returnees from Iran and Pakistan). At "Women Silk Association", 750 women suppliers are still employed, actively engaged scarf weaving and cocoon production. These products predominantly involve women in their production processes. Notably, women can work both at their farms (saffron) and at home, in weaving and other handicrafts. Scarf weavers, spinners, and farmer women were officially contracted by the SEs within the project, while currently, due to the regime change, their social position has completely changed. Not only their education rights are taken away, but they are also not allowed to the go to markets and sell products.
159. On the other hand, there are women actively working in the SEs. They can also have shops in women markets (where only women are allowed entry) and sell products to other women. In saffron VC, the SE continues to work with women suppliers, although many prefer to have their male family members handle communications. Despite this, most of the SE's processing staff are women, and they can still hire more women, with official contracts, by providing separate working spaces. The food SEs maintain contact with women suppliers and several women are still employed in the food processing centre, receiving fair salaries and benefits.

⁴⁹ EFI due diligence unit has plans to further assess the SATUBO and Masai youth groups from Naboisho community for possible future engagements, as the youth segment has not been effectively addressed yet by EFI.

⁵⁰ For example, a 1-day "He for She" workshop/retreat was organised where men from communities joined and cooked/cleaned all day. Examples of women empowerment are further detailed in [Annex 4](#) with stories from Kenya and Burkina Faso.

4.4.2. Do the EFI consider and contribute to the UN related-SDGs and ensure human rights approach, and inclusivity for persons with disabilities, refugees and other disadvantaged populations?

a) At the interventions level

160. The **EFI interventions** strongly support a rights-based approach by integrating human rights into the interventions. This has led to more inclusive and sustainable outcomes and helped to address the root causes of poverty and social exclusion. Displaced people are one of the main beneficiary groups targeted by EFI in Burkina Faso. Similarly in Kenya, some of the SHGs include displaced people. On the other hand, as a weakness, the inclusion of persons with disabilities has not been considered in the projects.

a) At the standards level

161. The EFI's **ESG framework** covers the entire supply chain, including communities, artisans, and the wider network of beneficiaries, with strong due diligence criteria for fraud prevention, governance, circularity, safety and child labour. Through its ESG Due Diligence Framework (DDF) EFI assess supply chain actors' transparency, social performance, and sustainability progress. The DDF incorporates corporate sustainability due diligence, monitoring and reporting tools aligned with international standards like the UN Guiding Principles, OECD and ILO. It helps track suppliers' ESG progress where performance monitoring tools address areas of concern, while reporting tools ensure traceability and transparency.

162. EFI's ESG due diligence system has been extensively discussed with the fashion industry actors over the years and provide the main tool to ensure fair wage/labour practices in all countries,⁵¹ which directly contributes to decreasing poverty and inequalities in the society. As part of capacity building strategies, EFI beneficiaries in targeted countries receive Code of Conduct trainings on human rights principles, fair wages, ethical labour practices, and child labour prevention, reinforcing the commitment for responsible business practices.

163. EFI strives to contribute to establishing **industrial standards** in the sustainable fashion sector. As much as the company values are aligned with principles on fair labour, fair wage and accountability aspects, higher the compatibility with ESG standards. While EFI cannot impose its criteria, it contributes to a soft and slow change by encouraging the buyers to work ethically with fair practices, and with reduced profit margins, adapting their business models to support the development of the supply chains. This has currently been achieved with several clients working with EFI network (e.g. Karl Lagerfeld, CONAD).

164. EFI is lately moving towards applying **Global Reporting Initiative (GRI)** model for addressing European and U.S. corporate sustainability requirements across all SEs and advocating with its clients to adapt their business models and profit margins to enable increased support for the supply chain actors in sustainable fashion. This entails a comprehensive and recognized due diligence framework addressing the risks and concerns on labour exploitation. The expected European legislation and the GRI reporting standards reflect the logic behind EFI's ESG framework, aiming to spot, mitigate and to eliminate risks of labour exploitation.

165. **GRI Standards**⁵² remain the most widely used sustainability reporting standards globally. The ESG framework has embedded the GRI standards in all aspects of its reporting templates, taking into consideration the cooperation with CNMI, and educational institutions such as European Institute of Innovation for Sustainability (EIS), where the EFI CTA is a member of the faculty, along with a high number of ESG and sustainability directors from global companies and governments. CNMI develops and validates EFI's ESG due diligence framework as part of their cooperation.

c) At the SDGs level

166. EFI programmes and the achieved results directly contribute to the following **UN SDGs**: SDG1 (No poverty), SDG5 (gender equality), SDG8 (decent work and economic growth), SDG10 (reduced inequalities), and SDG12 (responsible consumption and production). In addition, via employment and

⁵¹ For example, in Afghanistan, EFI conducted an assessment on living wages, calculating all the expenses involved in production processes, based on which the wages were determined.

⁵² The GRI Sustainability Reporting Standards help organizations increase their transparency and communicate their sustainability contributions. This enables companies to demonstrate their contributions towards environmental stewardship and societal wellbeing. GRI works with businesses, investors, policymakers, civil society and labour organizations. Used by more than 10,000 organizations in over 100 countries, the standards are advancing the practice of sustainability reporting and enabling organizations and stakeholders to take action that creates economic, environmental and social benefits for everyone.

income generation for vulnerable communities, the interventions indirectly contribute to the goals of zero hunger (SDG2); good health (SDG3), and quality education (SDG4). The work and income provided through the EFI projects and the impact in the communities (particularly in Africa) result in improved access to clean water, better health, education for the girls, and improved relations in the families, especially between husbands and wives. The men see the benefits of the women earning income and providing for the family. As a result, communities and families' living standards improve.

167. The project currently being implemented *in Kenya* aligns well with the intended objectives of UNSDCF,⁵³ and the project contributes 1% of the budget to this initiative, which falls under the mandate and authority of the UN Resident Coordinator's Office (RCO). The initiative is particularly important as it envisions wide and coordinated operational support to UN country programming through the use of UNOPS facilities and capacities. The framework is laid out in detail as an operational framework presented in the UNSDC document published in June 2019.⁵⁴

4.4.3. Does the EFI consider and contribute to the protection of environment via climate-smart practices?

168. EFI has been pivotal in addressing environmental and social challenges across three countries. It organized capacity-building activities, focusing on environmental sustainability, fair labour, and circular economy strategies. ESG-related training is systematically integrated into EFI projects, and regular ESG impact assessments are shared publicly, covering topics like the number of artisans involved, fabric sold, women's employment, income generated, and labour conditions. These efforts have bolstered EFI's credibility and encouraged productive dialogue with partners.
169. SEs implement high ESG standards in their production processes, including green methods, fair wages, and no child labour. However, this ESG information and the human stories behind compliance are not well communicated to consumers. Embedding QR codes on products to trace the supply chain and convey ESG compliance could enhance product value and visibility. EFI has used QR codes for several years, but there is potential for better storytelling and advocacy with clients. Some companies may withhold supply chain details to protect valuable artisanal materials, but others could benefit from increased transparency and improved social reputation.
170. The ESG framework holds considerable potential for future funding. AICS has shown interest in financing a \$2 million digital ESG platform that would be publicly accessible and aligned with the EU's ESG Due Diligence Directive set for 2025.⁵⁵ This system, already validated by the UNASF and tested by CNMI, would be a significant resource for businesses and value chains.
171. *In Kenya*, the due diligence framework involves self-assessments for Artisan Fashion, TEFI, and other stakeholders, extending across 37 communities and impacting over 370 artisans and 13,000 beneficiaries. These self-assessments offer a snapshot of a company's ESG standing, identifying areas for improvement and preparing for independent audits. EFI does not intervene unless specifically requested. SEs in the region have adapted to EFI's ESG standards and provide related training to their workers and stakeholders.
172. *In Burkina Faso*, ESG reporting is well established at CABES and extends to cooperatives. A dyeing factory supported by Ferragamo and the EU is being built in Ouagadougou to meet market demand for organic cotton dyed with natural methods. This factory will help ensure colour consistency and quality when using natural dyes.
173. *In Afghanistan*, the EFI project provided Good Agriculture Practice (GAP) training to farmers, covering harvest and post-harvest techniques, ESG frameworks, and integrated pest management. Beneficiaries also received environmental training, learning to repurpose waste cocoons into Qazin for additional income and to avoid plastic packaging. EFI's environmental engineer conducted technical assessments of silk workshops, resulting in improvements such as septic tanks and drainage systems. Approximately

⁵³ UN General Assembly resolution 72/279 elevates the United Nations Sustainable Development Cooperation Framework (UNSDC) as "the most important instrument for planning and implementation of the UN development activities at country level in support of the implementation of the 2030 Agenda for Sustainable Development (2030 Agenda)." The Cooperation Framework guides the entire programme cycle, driving planning, implementation, monitoring, reporting and evaluation of collective UN support for achieving the 2030 Agenda. The Cooperation Framework determines and reflects the UN development system's contributions in the country and shapes the configuration of UN assets required inside and outside the country.

⁵⁴ See [United Nations Sustainable Development Cooperation Framework, Internal guidance](#), UNSDG, 2019

⁵⁵ New environment regulations are expected to be announced by EU in 2025 regarding traceability and compliance, which will be essential for the European market. Companies also need to prepare themselves to apply these standards thoroughly.

500 farmers adopted sustainable farming practices, reducing their reliance on chemical fertilizers and pesticides, ensuring that products remain natural.

174. Food SEs continue to adhere to ESG policies, operating without waste and using septic tank systems for washing, ensuring environmentally safe workplaces. EFI conducted comprehensive assessments of the food processing centres, addressing water sources, drainage, and waste management systems to maintain sustainability.
175. EFI also identified environmental challenges in glassblowing activities and developed a business plan focusing on capacity building and marketing. The glassblowing SE now specializes in recycling window glass and bottles, contributing to environmental sustainability. Silk SEs received training on environmental conservation, code of conduct, gender awareness, COVID-19 precautions, and hygiene practices.
176. EFI's demo plots served as hands-on training grounds, educating the community on environmental protection and intercropping techniques with saffron, mulberry, vegetables, and fruit trees. Some farmers expanded their plots, contributing to both environmental sustainability and income generation. In Herat province, the introduction of climate-resistant crops and water-efficient irrigation techniques led to increased agricultural productivity and improved income for farmers.

Summary of Findings – Cross Cutting Effects

The EFI interventions strongly support women empowerment, gender equality, inclusiveness and a rights-based environment. By integrating gender concerns and human rights into the interventions, EFI helped empower women via economic independency and protect the rights of individuals, through applying fair wages, inclusive and ethical labour practices. This led to a mindset change, generational and sustainable outcomes, and helped address the root causes of poverty and inequality. EFI's work with women has contributed to conflict reduction in communities owing to empowered women. In Afghanistan, despite the Taliban regime, women still have formal employment owing to previous capacities built by EFI. Outcomes include contributions to SDGs 1, 5, 8, 10 and 12, mainly by improving living standards.

EFI has addressed environmental and social challenges, by building capacities of the beneficiaries and stakeholders on environment and fair labour and motivating them to implement circular economy strategies, minimizing waste and enhancing resource utilization. EFI operations ensured fair compensation and equitable treatment for the SE's employees. The focus on robust governance and transparency enabled the enterprises to uphold high ethical standards. ESG due diligence frameworks are strictly applied to the SEs and SHGs, in a way to include refugees and displaced populations. ESG impact assessment reports contribute to EFI's credibility and create productive dialogue with private partners. However, despite the strong consideration of gender, environment, refugee inclusion and human rights aspects, inclusion of people with disabilities in programme activities remain limited.

ESG framework expands to the entire supply chain of communities, artisans, including the wider network of beneficiaries. The framework includes strong criteria for due diligence for supply chain actors, in terms of fraud prevention, governance, circularity, safety and child labour. Considering the "ethical" emphasis of EFI as an organisation using public funds, EFI is moving towards applying GRI model for addressing corporate sustainability requirements and advocating with its clients to adapt their business models to enable increased support for the supply chain actors in sustainable fashion.

4.5. What are the sustainability prospects for the EFI's effects? [Sustainability]

4.5.1. Will the institutional and human capacities be retained and transfer conditions to artisans and social enterprises be conducive for ITC to withdraw from the supply/value chain management?

177. The **intensive capacity building** provided to the SEs is directly aimed at economic sustainability of these commercial vehicles. Communities and SHGs are transforming into independent business units. The employability skills gained are safeguarding the sustainable job and income prospects for the beneficiaries. EFI is not only supporting but also creating institutions and building their capacities.

178. *In Kenya*, the capacities of the previous SE Artisan Fashion and current SE TEFI are increased to the point that they operate as independent commercial entities.⁵⁶ The transformation from aid dependency to independent income generation and life improvement happened organically with the women groups (see Annex 6). SHGs have gained financial literacy over the years, having bank accounts even if 90% of the women are illiterate, with EFI successfully linking these groups with banks and helped them register their businesses formally with the government system (even the illiterate women can have accounts using thumb signature).
179. Some women formed corporate bodies like limited companies (such as Ushindi⁵⁷ and Satubo groups), or semi-formal structures as SHGs or cooperatives. Ushindi and Satubo have reached a self-sustainable level where they do not only produce with their own means but also improve their capacities regularly by using their own trainings resources.⁵⁸
180. Apart from the jobs created for thousands of artisans, the employability aspect is more important, which makes the employment sustainable for long term, as the communities are now equipped with valuable vocational skills, which increase their capacity to produce quality products, hence, find employment either under the current SEs or elsewhere.
181. **Artisan Fashion** is a completely independent entity since 2017, with its own production facilities. Even though it does not receive project funds from ITC any longer, ITC continues to support them with small grants when relevant. In terms of infrastructure, the TEFI production facility is located in the Don Bosco Training School, where capacity building and industry aspects are integrated.
182. Despite these positive facts, the legislative framework in Kenya makes access to affordable financing difficult for MSMEs. This requires a legal reform, and the GoK is developing an action plan, involving public private partnerships (PPP), focusing on MSMEs.⁵⁹ There are improvements in the simplification of registration of businesses and access to Government services for the MSMEs. There is also a simplified licensing regime being rolled out that will enable a single permit and inspection regime.
183. *In Burkina Faso*, unlike TEFI, there is no production taking place in CABES facilities, as all the production is handled by the supply chain (cooperatives). EFI has been instrumental in providing financial literacy training for women to motivate them to open bank accounts and be more independent. All 91 cooperatives now have formal status with capacities established for invoice preparation and shipping items, even though the member artisans do not all have bank accounts.⁶⁰ They usually receive payments in cash from the cooperatives, depending on the orders, which is not on a regular basis.
184. There are two main challenges in terms of sustainability:
- a) The cotton producer communities in the slums/villages are not educated (most do not speak French either). CABES decides how to direct the orders according to the capacity of the communities/cooperatives and on the client requirements. They are not experienced in preparing project proposals or managing cooperatives. Their potential to access other donors' funds is low.
 - b) Most cooperatives are not based in the capital, and access to some are currently not safe, due to the fragile political situation.
185. *In Afghanistan*, most of the 11 SEs are still active and manage to sell products internationally, though at a reduced level compared to the past. After the 2021 regime change, companies faced financial challenges, losing clients and connections abroad. Sanctions on Afghan banks made fund transfers impossible, while high workshop costs and the pandemic led to closures. The first two years were particularly difficult as international flights were suspended, halting product shipments. Recently, the situation has improved with some shipping companies resuming services, enabling the export of silk, saffron, and nuts. With improved security, supplier networks have expanded, and most SEs feel confident about growth, citing increased income and quality products. Their organizational structures remain solid,

⁵⁶ TEFI was officially registered in Kenya as a limited liability company in June 2024. It currently has four shareholders (Don Bosco, Africa Collect Textiles, and Ushindi and Satubo groups with 10% each), and six more are expected to join the structure

⁵⁷ The Ushindi group is fully incorporated as a limited liability company named Virtuous Ltd., being a 10% shareholder of TEFI.

⁵⁸ For example, they receive trainings from a consultant on machinery, technical production processes and quality management, independently of EFI, and cost is covered by Ushindi.

⁵⁹ Which includes partnerships with the EU and the U.S. Government to improve global trade opportunities for the MSMEs.

⁶⁰ Some keep their money in mobile phone applications.

with business licenses intact. A few SEs in the saffron and silk value chains are inactive but retain their equipment after halting operations post-regime change.

186. Silk SEs continue to operate in local markets with strong community engagement, employing women and farmers. Despite restrictions on women, many still work from home or designated spaces, following mahram rules. However, they require marketing and technical support. The EFI project has significantly impacted silk weavers (mainly women), but low local market prices and banking sanctions pose challenges, creating a need for ongoing external support.
187. In the food value chain, women remain employed, applying skills learned from EFI. SEs are operational, with professional processing centres, offering fair wages and social benefits. EFI's capacity-building has allowed beneficiaries to work with trained farmers, follow solid business plans, and produce high-quality products, leading to increased sales. Participation in exhibitions and receiving international certifications has expanded market reach.⁶¹
188. Most of the saffron SEs still benefit from EFI's marketing support, retaining their quality certifications and strong market presence. They operate efficiently and maintain collaboration with farmers and the Saffron Union. The glass-blowing SE operates with a small team but struggles with limited production and external demand, requiring ongoing donor support for marketing.
189. Overall, EFI has created a significant capacity shift within SEs, with some companies receiving further funding from UN agencies post-EFI. However, without continued NGO or international community support, Afghan SEs face difficulties gaining trust from international buyers. Government ministries remain functional, and RAADA continues to support women in the silk value chain.

4.5.2. Does the EFI influence the longer-term agenda in the fashion/textile and creative industries through networking among key actors and trade partners at national and international levels?

190. EFI's capacity to attract **donors** is still high, owing to the successful results and good communication. The EU represents almost 75% of funding for overall EFI portfolio and its added value as comprehensive long-term support for the sustainable fashion and employment is notable.⁶² Future funding prospects by the EU is expected to continue for future projects in Burkina Faso, Ghana and Benin, focusing on circular fashion and sustainability. USAID has interest in collaborating with EFI in Laos and West Africa, and AICS has plans to continue its support to EFI in Kenya, Burkina Faso and Ghana.
191. EFI has strong partnerships with **private actors**, particularly in Europe. For example, Lineapelle sponsored EFI's and SEs participation to Milan Fashion Week in September 2024 and Don Bosco in Kenya institutionalises the key aspects of sustainability.
192. **SEs** have a solid international client base and market, owing to successful introduction by EFI and their increased capacity to maintain client relations and marketing independently. CABES receives orders from a wide range of African countries as well, such as Ivory Coast, Kenya, Ghana and Nigeria. As one weakness, collaboration between the SEs in Burkina Faso and Kenya is insufficient. While they are competitive commercial entities that prioritise profit, the clients of CABES are not informed about the products in Kenya (and vice versa). The brands that buy from either of the SEs are all potential clients for the other, therefore these opportunities need to be explored by holistic marketing efforts.
193. The **clients** of products created by the EFI's target are keen on working with disadvantaged communities and women producers directly, as opposed to intermediaries such as factories or sub-contractors. Furthermore, the social and environmental impact they contribute to often comes out as their primary motive to collaborate with EFI/SEs and collaborations are proving to be long-lasting.⁶³ The natural dyes used in the fabrics, traditional canvas, as well as hand-dyed and hand-woven production cycles are the special and attractive aspects of products, even if they are more costly⁶⁴ and lengthy compared to most of the other suppliers they work with, who are using industrial-spinning and tools. The volumes ordered

⁶¹ In 2023, Ziba Foods recorded high volume of sales, with 90% of their shipments going to the USA and 10% to Denmark and Gulf countries. They collaborate with farmer groups in various districts to supply nuts and dried fruits. They also provide training on harvest and post-harvest techniques and work closely with the farming community, with strong support and partnerships. International demand and product quality remain high.

⁶² Approximately half of ITC projects portfolio is also funded by the EU.

⁶³ Some companies have been supporting EFI since 2011 (such as Vivienne Westwood) every year buying from SEs.

⁶⁴ Some clients sell niche products such as luxury cushions and home textile, hence, they are prepared to pay more for special hand-made products and artisanal fabrics that are essential for their brand.

are generally reported to be small (compared to other products they buy from different suppliers), as the SEs' production capacity is rather small to scale the operations of global brands such as Camper.

194. In terms of EFI's role in **sustainable fashion sector**, fashion companies are increasingly hiring sustainability officers as integral part of their management team, as the awareness on the importance of environmentally and socially sustainable practices is increasing particularly in the last decade. While it is not possible to measure to what extent EFI contributed to this awareness at the global industry scale, it is likely that its activities and successful communication on ESG standards have made some difference as EFI convinced several of its big brand partners to follow these standards over the years with strong advocacy and communication, via panels, talks and meetings with CEOs. Brands also benefit from using these stories as part of their social responsibility reporting, which is part of their communication and marketing efforts. The private partners interviewed all expressed that they convey these stories to their clients via websites and social media accounts, specifically mentioning EFI, and educate their customers about the products in the shops.
195. *In Afghanistan*, companies in the silk VC have received significant support from organizations such as USAID, UNDP, DRC, DAI, Roots of Peace and others over the past three years, benefitting women.⁶⁵ Some of EFI's private partners (e.g. Zazi Vintage) also continue to work with women artisan groups in Afghanistan through partnerships with European NGOs that help setting up the networks and bank accounts. The high willingness of stakeholders from previous projects and the presence of several UN and other development agencies, INGOs, donors and European countries in the country are conducive to resuming activities and to create new links between Afghan artisans and international markets.

4.5.3. Will EFI be able to sustain its thought & managerial leadership and business model & networks?

196. EFI capacity to sustain itself depends on three critical factors: staff capacities and managing turnover; autonomy of the SEs; and a closer working relationships with key actors in Kenya as regional hub.

a) EFI staff capacities and turnover

197. EFI staff are being mentored and trained by the CTA since many years and programme managers and field officers demonstrate high capacities to act independently when it comes to managing the projects in their own countries, particularly Kenya and Burkina Faso. EFI Programme Manager for Partnerships is highly experienced and committed and is ready to take over all managerial aspects in case the CTA steps down/retires. She has extensive knowledge on the fashion industry, and good relations with private partners, donors etc. Hence, continuation of her presence would be essential to maintain the networks, memory and success.

b) SEs autonomy

198. The SEs in Kenya and Burkina Faso are now capable of receiving orders and establishing business partnerships regardless of the personal contacts of CTA or EFI staff. For example, some representatives of the private companies (interviewed) that buy from CABES have not heard of the name of CTA, and their orders are based on the quality of products they buy for several years. They consider their partnerships with the SEs staff professional and sustainable.

c) A permanent presence in Kenya as a hub

199. The current EFI project in Kenya requires intense travel by the CTA and key Geneva-based EFI staff, which has incurred a high cost to the project budget and created a team fatigue. Relocation of key EFI staff to Kenya necessitates the completion of the host-country agreement (HCA) process to open a permanent ITC Country Office (CO). This is crucial for a more cost-efficient spending and more efficient management, and the donor AICS is keen on this transition for the continuation of funding for TEFI. UN

⁶⁵ Women can still have official employment contracts in Afghanistan, even though the working conditions need to adapt to new rules on mahram.

Permanent Representation in Kenya⁶⁶ and the GoK are highly supportive of this transition.⁶⁷ However, challenges remain for ITC in identifying the funding source to cover the operational costs.

200. ITC's intention to open a CO in Nairobi has been voiced in 2023, since when the preparations are on-going. The decision has been officially made by the SMC. On the other hand, the current progress is not clear on the strategic direction of EFI and its presence/positioning within the potential CO. HCA with the GoK is yet to be signed as a first step and this process is on-going with negotiations. Even though EFI has its presence, networks and recognition by the GoK to function under the CO, ITC needs to sign the HCA as a first step. The completion of this process implies that EFI will come under a more direct and engaged CO management structure, not from a technical programmatic perspective, but in terms of representation, networks, organisational and structural considerations.
201. This structural transition would necessitate new ways of working between units, donor relations, as well as a careful planning of procedures and resources to cover the expenses of the CO, including the recruitment of a senior level P-5 professional as the Head of ITC Office. These aspects have not been fully decided yet, however it is estimated that a total of 18 ITC staff will permanently be based in the CO and the annual cost is estimated to be approximately 530,000 USD (excluding the staff costs, including office rent to be paid to UN). This needs to be covered by the core budget resources, and not from the donors' ear-marked project funds. It is still not clear how to find resources for this purpose, which is reported to be the main bottleneck that delays the CO process.⁶⁸
202. Establishing a CO is likely to create several **advantages** for ITC:
- a) Several operational support functions (finance, security, procurement, M&E, communications) can be streamlined in a decentralized and efficient way.⁶⁹
 - b) Relations with donors and national partners can be coordinated more efficiently.⁷⁰
 - c) The potential of a regional hub presence. Being close to the African markets is likely to enhance ITC's work in other VCs, harmony to ITC projects country, and presence in the region. This, in turn, is likely to make ITC more attractive for donors and consolidate its presence. It would also strengthen the potential to coordinate ITC's relations with all institutions and companies from one centre, close to the markets and buyers.
 - d) Facilitating synergies and internal coordination between ITC's Kenya projects: Currently, Mark-up, She Trades, EFI, Youth and Trade programmes are operational in Kenya in different offices. GoK agencies (e.g. Kenya Export Promotion Agency) cooperate with several of them, yet they are contacted by different ITC representatives for each programme. The CO would be useful in coordinating these actions and present a more solid institutional image to the stakeholders.

4.5.4. Is the EFI business model suitable for wider replication by ITC in other high value markets?

203. Replication potential for EFI's business model is high for all ITC units that work with micro businesses including agri-business, as the model is based on establishing SEs, that are small initiatives transforming into formal companies in time with intensive capacity building.
204. The replicability is strong particularly for culturally rooted high VCs such as jewellery, homeware, handicrafts, cocoa, coffee, organic health food etc. Several projects under WYVC are conducive for this

⁶⁶ Permanent institutional enlargement of the UN in Kenya is also underway. The building mass at Gigiri UN HQ is being enlarged on a 72-hectare land and it is anticipated that over 20,000 UN staff will relocate from the HQs in New York and Geneva to Nairobi, from various Africa divisions. This includes UNOPS which has relocated its Africa division from Copenhagen to Nairobi.

⁶⁷ ITC enjoys a strong relationship with the UN through the relationship built by EFI management with the UN Resident Coordinator (RC) for Kenya, being the highest UN official in country. This creates practical and operational opportunities for EFI/ITC in Kenya.

⁶⁸ UNDP and UNOPS systems can be temporarily used to facilitate the transition until the lengthy procedural requirements are completed. In April 2024, ITC and UNDP signed a new service level agreement for Kenya which allows ITC to start operating with a CO without waiting for the HCA, with a small office. However, ITC prefers to have the HCA first, and make sure all arrangements are in place.

⁶⁹ For example, Youth and Trade Programme under WYVC is operational in 17 African countries funded by different donors. The CO would provide a central coordination point for their operations being instrumental in sharing resources and collaboration.

⁷⁰ For example, different ITC programmes operate in Kenya are funded via different donors, yet they do not introduce each other to the donors to promote each other's work and share resources. Instead, each programme maintains their own territory and resources to secure their funding and staff structure for the future as long as possible.

business model. On the other hand, every VC carries a unique set of specific circumstances, such as supply chain, fulfilment, logistical requirements (e.g. agri-business), geographical context and seasonal issues. This would need careful study, and a cut and paste approach is not recommended.

205. The success of the model's replication would depend on several factors and a high sustainable commitment. Those identified by the evaluation are:
- a) Multi-factored demand-driven supply chain is at the core of SEs business model, which is a dynamic model that prioritizes customer demand as the primary driver for decision-making processes. The model associated factors required are strong visibility, dynamic inventory management, agile and flexible production mechanisms, and customer centric strategies. Additionally, workforce competency is at the core of the demand driven model, as it drives revenue growth through increased customer satisfaction, loyalty, and enables businesses to navigate market volatility with resilience.
 - b) The entrepreneurship spirit, commitment, patience and determination of the CTA, as well as a strong team and their long-term vision to create sustainable institutions in most marginalised settings, starting with very limited capacities. Hence, the model will be better replicated with the right and strong industrial networks, marketing skills, and an efficient and sustained transfer of these capacities to the SEs. Hands-on management model and conducive and sustainable partnerships with strong vocational capacities will result in independent SEs in the long-term.
 - c) One of the keys to replication and scalability lies in the partnerships. Most important of these partnerships so far has been Don Bosco for EFI. This has a potential for upscaling and replication with other Don Bosco TVET institutions. EFI is already exploring further partnership opportunities with Don Bosco Regional Centre in South Africa. Don Bosco has centres in 134 countries across six continents, which provides an opportunity for EFI to diversify its operations geographically. A pilot model of replication would benefit from partnerships with similarly strong educational institutions and/or accelerators (such as AfriLabs), as the model necessitates intensive vocational training for unskilled (or low-skilled) artisans/producers.
 - d) Partnerships and support within ITC itself and collaborations with other programmes would be equally important for learning, experience and success. Lessons learned from EFI would also benefit the replication process.
 - e) Assuming that ITC Kenya CO would have a regional reach in Africa, the piloting would work best in this region, to facilitate efficient team management and operational support functions.

Summary of Findings – Sustainability

Sustainability prospects are strong. The SE capacities built by EFI are being retained, even in Afghanistan where the operations ceased. With EFI's withdrawal, Artisan Fashion and CABES have already been transformed into independent commercial entities with stable income generating potential, which can handle sales and marketing functions on their own and have access to a large network of private partners to collaborate, independent from EFI guidance. Trained artisans gained long-term employability/income generation skills. Private partners/clients are positive on the quality of products, collaboration schemes, and continuation of their partnerships.

Artisan Fashion, CABES and some women groups gained important capacity benefits and systems that enable them to continue their operations beyond EFI support. TEFI is being capacitated and over time it is likely that it will increase its production capacity and transform into an independent commercial entity. SHGs gained financial literacy and are registered as part of formal economies. The vocational skills of artisans have been increased to create long term employment opportunities for them. EFI's partnerships with private actors, particularly with Don Bosco improves sustainability prospects and can be extended to other regions. Policy support from the governments is high, although with some challenges and travel safety issues in Afghanistan due to the regime change and in Burkina Faso due to political instability. Donor dependency is decreasing, and SEs are increasingly sustaining their capacities and networks. Security situation in Afghanistan is improving to enable continuation of activities, particularly to empower women and increase livelihoods/economic resilience. The Afghan SEs continue operations with challenges reaching international markets.

There are strong prospects for EFI to sustain its model and networks beyond the current managerial structure, as the staff is competent and experienced, and SEs have been able to create strong sectoral networks, with minimal dependency. However, there is room to improve collaboration for the SEs. If/when ITC Kenya CO is operational, it is likely to streamline several operational functions of ITC, hence, improve EFI's management capacity with stronger support. However, the HCA process to establish the CO is delayed and there is little clarity on the funding structure of CO. Relations with donors are strong, particularly with the EU, USAID and AICS, who have willingness and plans to extend further funding. Projects need to be sensitive to the requirement to support the cost of the CO.

Replication potential for EFI's business model is high for ITC units that work with micro businesses as it is based on establishing SEs, that are small initiatives transforming into formal companies in time with intensive capacity building. The replicability is strong particularly for culturally rooted high VCs. The replication would require strong commitment over a long period to build capacities with strong entrepreneurship mindset, solid partnerships with vocational education institutions, market connections and high collaboration, trust and strategic partnerships within ITC units.

5. Conclusions

206. The conclusions derived from the analysis and findings above. For each conclusion, a reference is made [in brackets] to the relevant Analysis and Findings sections.
207. **C1. EFI's work and business model directly meet the priorities of host countries and ITC strategies.** Target groups' needs and capacities are well integrated in design with strong engagement. All beneficiaries contacted are satisfied with capacity and income increase. Governments were/are highly supportive and committed. [Findings section 4.1.]
208. **C2. Business model is conducive, yet, it includes value chains other than fashion** (food, spices, culture/entertainment), while fashion activities can be part of other ITC units' portfolio (e.g. SEC). Projects design is mainly driven by donors' interests at ITC, and to a less extent by sectoral expertise and missions of different units. Business model requires fine tuning and better communication to ITC. [Findings sections 4.1.2, 4.1.3., 4.1.4.]
209. **C3. EFI's results on the increased vocational capacities for the partners and beneficiaries has been significant.** All beneficiaries have confirmed the usefulness and lasting effects of the trainings and its positive impact on their employability, market access and income. EFI helped train, mentor and expose local talents to international markets and their corresponding supply chains have improved their capacities to respond to local and international orders with quality products. In Kenya, since 2009, with nine community groups, EFI and SEs have capacitated a supply chain comprising over 40 self-help groups. The number of master craftsmen trained is 2,700 (2,550 W). The supply chain can be mobilised to include almost 13,000 artisans and craftsmen in all areas of expertise. In Burkina Faso, CABES operates as a fulfilment centre and hub that has reached a considerable marketing and sales capacity, owing to eight years of EFI investment, capacity building and upskilling. CABES is an integrated network of over 90 associations and 2,400 artisans, the majority being women. Currently over 600 artisans have received training by CABES. In Afghanistan, the EFI project yielded significant results in the value chains of saffron, silk, fruits, vegetables, glassblowing, and garments, as well as in establishing marketing links for those products, which improved the family incomes. [Findings section 4.2.1.]
210. **C4. EFI's contribution on increased employment opportunities and income generation has been high in all three countries.** A high number of beneficiaries, mostly women, have successfully been employed as part of formal economy with fair wages, poverty was decreased in targeted regions, and marginalised communities gained sustainable jobs with increased skills and productivity levels. This has taken a considerable time and investment. The programmes accomplished good results for the target groups by creating VCs through capacity-building schemes, production hubs and Social Enterprises (SE) using recycled materials and natural dyes while creating sales and marketing channels and opportunities in the up-scale markets for artisans in various parts of the world. In Burkina Faso; the total sales to international clients generated through CABES involving the supply chain between 2019-2024 is more than 900,000 USD. Through its various projects, EFI made it possible to formalize 91 SMEs, increase the productive capacity of 3,721 organic cotton producers and craftsmen, and create a production and marketing network. EFI support provided a monthly income for the beneficiaries which was essential to cover basic expenses. Artisans, silk weavers, farmers and businesses were assisted in officially registering their businesses, hence, informal workers were integrated into the formal economy, boosting their economic security and productivity. In Afghanistan, EFI Project directly benefited 5,000 individuals mostly in the silk and saffron VCs, by providing silkworm seed boxes and training. The contribution to the economic empowerment of local communities was achieved by providing essential tools, training, and market access. Over 3,500 women received training and resources to rear silkworms and produce silk, resulting in an average income. Increased market access is still benefitting the farmers today, despite the drastic political change. [Findings section 4.2.2]
211. **C5. There were several intangible and indirect positive ripple effects created beyond job creation. The communities' social resilience levels have significantly increased, mostly owing to the empowered women, which had spill-over effects for the younger generations raised.** Collective values of peace and education were enhanced for the society as the transition from informal to formal economy took place. Education levels of younger generations increased while they are brought up by empowered women via employment. Empowered women in some community groups had a significant influence on ending violence and restoring peace in their communities. Children of initial beneficiaries themselves are involved in new trainings in some cases. The mindset's change and social transition is evident in the entire eco-system. [Findings section 4.2.3.]

212. **C6. Timely and high-quality inputs and resources, professionalism of the team, good management and high donor support** enabled timely implementation with quality outputs, with strong coordination structures and high ownership/satisfaction. Spending was efficient, and cost-effective. Cost per beneficiary is 5 USD per month in Kenya. Risks were managed well, yet operations ceased in Afghanistan and Central Asia due to changing geo-political conditions. [Findings sections 4.3.2., 4.3.4., 4.3.5.]
213. **C7. EFI's working model clashes with some operational units/requirements, due to difference in organisational cultures. Insufficient collaboration, dialogue and synergies between EFI and ITC units and programmes lead to disconnect.** There are problems with the finance department and weak coordination with Kenya Country Manager as well as operational units. ITC's project-based institutional funding structure creates competition between units that need to fundraise on their own to maintain their teams, hence, is not fully conducive to maximize the synergies and partnerships. EFI is successful in its fundraising and communication functions, yet, has low collaboration with related ITC programmes. There are several ITC programmes operational in Kenya, with little collaboration from EFI. Some good examples of collaboration exist in the past (Afghanistan – A4A, current cooperation with ACP Business Friendly in Burkina Faso) and there are current plans to collaborate with A4A in South Africa. [Findings section 4.3.2.]
214. **C8. The monitoring system is not entirely in place. Competent, yet insufficient number of staff at EFI, as it does not include procurement, M&E or communications staff**, except for one admin staff and one communication expert in the BF/Benin team. The intervention logic of most EFI projects present shortcomings in the formulation of the results statements and indicators. This prevents effective monitoring/reporting and accurate assessment of the achievements (particularly wider and qualitative results such as behavioural change, empowerment and effects on generations). Multi country projects (e.g. Culture project) have no individual log-frames or country-disaggregated indicators to reflect country specific achievements. The rich content of ESG Impact Assessment Reports prepared for each order regularly by EFI is not sufficiently reflected in programme-level wider reporting in an integrated manner. These reports include valuable information on aspects such as the number of artisans/women involved in production, specifications of products sold, fair wage/labour conditions, environmental considerations and income generated. [Findings section 4.3.3.]
215. **C9. EFI and SEs have strong visibility in the press and social media, particularly in Kenya. On the other hand, ITC's institutional image does not adequately benefit from EFI's high visibility**, innovative and exciting results achieved via its successful programmes. [Findings section 4.3.2.]
216. **C10. The EFI interventions strongly support gender mainstreaming and a rights-based environment.** By integrating gender concerns and human rights into all aspects of the interventions, EFI helped to empower women and protect the rights of all individuals, through applying fair wages, inclusive and ethical labour practices. This led to sustainable outcomes and helped to address the root causes of poverty and inequality. EFI's activities and work with women have led to several indirect effects, other than job and income creation, such as the contribution to conflict reduction in communities owing to empowered women. In Afghanistan, despite the Taliban regime, women still have formal employment owing to previous capacities built by EFI. [Findings sections 4.4.1., 4.4.2.]
217. **C11. EFI has addressed environmental and social challenges**, by building capacities of the beneficiaries and stakeholders on environment and fair labour and motivating them to implement circular economy strategies, minimizing waste and enhancing resource utilization. EFI operations ensured fair compensation and equitable treatment for the SE's employees, promoting positive social impact and generating valuable employment opportunities. The focus on robust governance and transparency enabled the enterprises to uphold high ethical standards. ESG due diligence frameworks are strictly applied to the SEs and self-help groups, ensuring fair labour conditions for the workers, and in a way to include refugees and displaced populations. ESG impact assessment reports contribute to EFI's credibility and create productive dialogue with partners around ESG related topics. Despite the strong consideration of gender, environment, refugee inclusion and human rights aspects, inclusion of people with disabilities in programme activities remain limited. [Findings sections 4.4.2., 4.4.3.]
218. **C12. ESG framework expands to the entire supply chain of communities, artisans, including the wider network of beneficiaries.** The framework includes strong criteria for due diligence for supply chain actors, in terms of fraud prevention, governance, circularity, safety and child labour. Considering the "ethical" emphasis of EFI as an organisation using public funds, EFI is moving towards applying Global Reporting Initiative (GRI) model for addressing corporate sustainability requirements and advocating with its clients to adapt their business models to enable increased support for the supply chain actors in sustainable fashion. [Findings section 4.4.2.]

219. **C13. The SE's capacities built by EFI are being retained, even in Afghanistan** where the operations ceased. SEs gained valuable resources via EFI, both human and technical. With EFI's withdrawal, Artisan Fashion and CABES have already been transformed into independent commercial entities with stable income generating potential, which can handle sales and marketing functions on their own and have access to a large network of private partners to collaborate, independent from EFI leadership's guidance. Trained artisans gained long-term employability/income generation skills. Private partners are positive on the quality of products purchased, collaboration schemes, and continuation prospects of their partnerships. [Findings section 4.5.1.]
220. **C14. Replication potential for EFI's business model is high**, particularly for culturally rooted high value chains and micro-businesses such as jewellery, homeware, handicrafts, cocoa, coffee, organic health food etc. The success of the model would depend on several factors and a high commitment. Demand-driven supply chain is at the core of SEs business model, which is a dynamic model that prioritizes customer demand as the primary driver for decision-making processes. The model requires strong visibility, dynamic inventory management, agile and flexible production mechanisms, and customer centric strategies. Workforce competency is at the core of the demand driven model, as it drives revenue growth through increased customer satisfaction, loyalty, and enables businesses to navigate market volatility with resilience. The success of EFI heavily depends on the commitment, entrepreneurship spirit and determination of the CTA, as well as his strong team and their long-term vision to create sustainable institutions in most marginalised settings, starting with very limited capacities. The model also owes its success to the strong industrial networks of the CTA, his marketing skills, efficient transfer of these capacities to the SEs, hands-on management model and conducive and sustainable partnerships created with Don Bosco, with strong vocational capacities this triggered, resulting in independent SEs. [Findings section 4.5.4.]
- C15. EFI projects in Kenya requires intense travel by the key EFI staff, with high-cost impact in the projects budget. Relocation of key EFI staff to Kenya necessitates the completion of the host-country agreement (HCA) process** to open a permanent ITC Country Office. This is crucial for a more cost-efficient spending, and AICS is keen on this transition for the continuation of funding for TEFI. AICS is also interested in further funding EFI operations in Burkina Faso and Ghana. Operational functions such as M&E, fundraising and communication are mostly covered through individual project funds, and therefore not optimised and sufficiently linked to ITC strategies. The UN Permanent Representation and the Government of Kenya are highly supportive of this transition. However, challenges remain for ITC in identifying the funding source to cover the operational costs. Among other factors, projects are not fully sensitive to the requirement to support the cost of the CO and may need to be tailored to this requirement. [Findings sections 4.3.4., 4.5.3.]
221. **C16. In Afghanistan, there is high willingness and capacity with majority of the previous stakeholders to continue working with ITC.** The results of the previous work have been largely sustainable; the security situation in the country has improved, several UN and other development agencies, as well as European countries' & EU representations are still active on the ground and the needs are still there, especially to empower women (even more than before). Women can still have official employment contracts in Afghanistan, even though the working conditions need to adapt to new rules on mahram. There is potential to continue programmes especially in the silk value chain with women, as a follow up and consolidation of the work done previously. [Findings sections 4.3.5., 4.4.1., 4.5.1.]
222. **C17. The partnership with the Don Bosco in Kenya institutionalises key sustainability aspects.** This includes formalised vocational skills training for the Don Bosco students and members of the TEFI supply chain, the establishment of shared production capacities available to the supply chain (to be expanded to ten centres) aligning it with the empowerment of MSMEs, the establishment of technological capacities linking it to product research and development, reflecting green transitioning, and by providing potential for upscaling and replication with other DB TVET institutions. EFI is already exploring further partnership opportunities with Don Bosco Regional Centre in South Africa. [Findings section 4.5.4.]
223. **C18. Despite the good sales volumes reached by the SEs, there are some risks for the future.** Majority of SEs' orders are being received from U.S, Japan or Europe, where the fashion sector sales are steadily declining since years. Furthermore, the SEs are competing independent commercial entities, hence, cooperation between different the SEs is not sufficient to enable integrated customer information sharing and for client referrals. Some buyers of CABES have not heard of EFI or are not informed of other items of interest produced in Kenya (and vice versa). [Findings section 4.5.2.]

6. Recommendations

224. Recommendations are addressed to EFI programme's management and staff, and to ITC management and Divisions. In both cases, they are presented in order of **priority** and with reference to conclusions they are related to by using a code number (e.g. C7, C10). When relevant, the evaluation team provides sub-recommendations as operational pathways for the recommendation's implementation, as suggested in the validation workshop (September 2024).

6.1. For EFI Management/Staff

225. **R1. Maximizing the EFI working model would require more compliance and better communication from EFI, with extended efforts to strategically work in a coordinated manner and increased dialogue with related ITC units** [C7]. Operationally, this would require to:

- a) Establish stronger collaboration with the TSD unit, discussing the ESG framework, and refraining from working in parallel on topics covered by ITC's relevant departments.
- b) Define and explain the concept of SE and business model better internally to ITC and to donors.
- c) Involve Kenya Country Manager and operational units in the design and implementation of programmes to a higher extent to discuss needs, shape the specific programmatic requirements and to avoid inefficiency issues.
- d) Increase coordination with different project teams; particularly with SheTrades, Refugees and Trade and ACP Business Friendly (Alliances for Action A4A); to discuss and explore possible areas of synergies/collaboration.

226. **R2. Strive to stick to its mission on fashion to maintain sectoral coherence and refer identified opportunities in other sectors to other ITC units with more expertise.** [C2] This would improve sectoral coherence at ITC by ensuring that units work with the most relevant value chains in line with their experience and mandates. Existing sectoral networks need to be maximized via efficient referral mechanisms between units. Senior Management Committee and SPPG Section have crucial roles in referrals and to encourage exchanges/experience sharing.

227. **R3. Explore of further collaboration opportunities for potential projects with Don Bosco Institute in Burkina Faso and other Don Bosco institutions in other countries, particularly East and West Africa and Asia, and/or with new regional partnerships such as AfriLabs** [C17]. This could be coordinated by the ITC Kenya Country Office once it is operational. Operationally, this would require:

- a) Initiate discussions with the Don Bosco Headquarters in Nairobi, and other potential donors, most importantly AICS.
- b) Along with the efforts to diversify markets, partnerships with Don Bosco institutions in other countries (particularly Asia) can also be considered (DB has centres in 134 countries across six continents).
- c) Other collaboration opportunities need to be explored with regional partners such as AfriLabs, to diversify partnerships.

228. **R4. It is recommended for the SEs to strategically consider production for the local and regional (Africa) markets** as well as international, for a more regular and sustainable flow of work and income for the beneficiaries [C18]. Operationally this would require:

- a) **Market diversification** needs to be considered via extending marketing efforts to other countries. EFI could guide these efforts with TEFI being a young SE still with limited marketing capacity. It is worth considering establishment of other SEs in Asia for the future, such as politically stable geographies of culturally rich textile traditions, with high income needs, target groups and funding opportunities to create employment for the vulnerable communities (such as Turkey or India).
- b) EFI needs to encourage more links between the SEs for client referrals and information sharing. Preparing specific marketing tools (catalogues, digital information etc.) for all potential clients,

demonstrating the complete set of products available from all regions in different segments and countries with product specifications would support marketing efforts in a holistic manner.

229. **R5. M&E systems, impact reporting, communications and reporting need to be improved, allocating the necessary resources** [C8]. Operationally, this would require:
- a) EFI should strive to include full time or consultant level staff in project budgets for M&E/reporting, communications and procurement. Additional staff needs need to be fed into the plans for the establishment of Kenya Country Office. If/when ITC Kenya Office is operational, some of these functions can be cost-shared between various programmes.
 - b) EFI achievements and challenges need to be classified according to the countries in log-frames and reports in the future (for the multi-country projects), with results being communicated systematically and holistically to relevant ITC Divisions and units to inform the policies and decision-making processes accordingly.
 - c) Content of the ESG Impact Assessment Reports (ESG reporting) can be linked with the M&E work for each programme (donor reporting) with achievements being reflected in the programme and ITC level indicators (corporate reporting) to improve visibility and holistic reporting on results.
 - d) SPPG Section needs to support EFI in strengthening the monitoring & reporting tools to enable the reporting of impact stories at the institutional level in a more systematic and corporate way.
230. **R6. Generate a strategy or action plan on the inclusion of disadvantaged communities and people with disabilities in the programmes** would help increase inclusivity and to embrace different dimensions of fragility with a rights-based approach. [C11]
231. **R7. Explore resuming operations in Afghanistan.** Resume talks with potential donors (particularly with EU and USAID) on funding a new programme for women empowerment and livelihoods sectors. In terms of operational feasibility, utilising the UNDP system can be an option to be discussed. [C16]
232. **R8. EFI and SEs need to consider specific marketing activities to trace the products' stories and supply chain back to the communities.** Consumer-oriented stories can connect the end users to the makers of the products, to enhance the market values and increase ITC/EFI/SE visibility. Establishing dialogue with other ITC programmes can be considered to discuss their work on this and its operational/financial feasibility. [C18]

6.2. For ITC Management/Divisions

233. **R1. Maximizing the EFI working model requires more dynamism and flexibility from ITC.** ITC's disconnect and isolationist programme structures should be minimised despite the competition between units, and more bridges need to be built even if programmes work with different business models. This needs to be established by policies and encouraged by higher management with concrete plans to enable a holistic collaboration [C7]. Operationally, this would require:
- a) WYVC Unit needs to facilitate increased coordination between different project teams; particularly between EFI, SheTrades, Refugees and Trade and ACP Business Friendly (Alliances for Action A4A) to discuss and explore possible areas of synergies/collaboration.
 - b) Kenya Country Manager and operational units need to be involved in the design and implementation of programmes to a higher extent to discuss needs, shape the specific programmatic requirements and to avoid inefficiency issues.
 - c) In case there are doubts on EFI's financial accountability, an audit needs to be commissioned.
234. **R2. Provided that ITC can attract entrepreneurial industry profiles with high commitment to UN values from the relevant value chains, who can tap into the business networks, creation of SEs in other value chains/regions can be piloted as a method to allow both capacity building for small enterprises and secure strong market access** (in the long run), hence, (pre)secured demand for the products. [C14]

235. Ideally within the next Strategic Plan, piloting the EFI model's replication would require the consideration of the following **conditions**:
- a) Identify a value chain and (ideally) a politically stable country to pilot the model, bearing in mind that witnessing change may take years.
 - b) Strong experience sharing needs to be encouraged between EFI and the new pilot to be implemented.
 - c) Selection/recruitment of the industry profile (entrepreneur) to kick-start the process is of vital importance and should be informed by the lessons learned from EFI experience.
 - d) The closeness to the industry actors as well as the ability to connect to the grass-root beneficiaries in the marginalised communities is required for the model to succeed in the long run.
236. Additionally, the EFI's replication (pilot) would require the following **institutional approach and resources**:
- a) A significant commitment (from both ITC and the new entrepreneur/team) to long-term change through prioritisation of capacity building for small initiatives, and provision of seed money from ITC core funding.
 - b) Region, communities and sector selection is of vital importance. While each VC is unique and one model cannot be copy-pasted to each context, the lessons learned from EFI experience need to be studied thoroughly and embedded in the new ways of working.
 - c) A long-term investment strategy to prioritise the empowerment of teams (target groups), particularly considering the low skills and existing vulnerabilities to begin with.
 - d) Once operational, utilising the Kenya Country Office (CO) to maximize operational support to the pilot project would be critical. The project team needs to be field based for an efficient and hands-on management style, in close coordination with the stakeholders. Selection of a pilot country located in East Africa would facilitate operational support from the CO once it is operational, assuming it will have a regional coverage and act as a catalyst for regional collaborations.
237. **R3. Accelerate and clarify the decisions and procedures for the establishment of ITC Country Office in Kenya.** HCA, HR, ITC representation and office/organisational arrangements need to be speeded up. UNDP and UNOPS systems can be temporarily used to facilitate the transition until the - lengthy- procedural requirements are completed. An initial ITC HQ coordination mechanism to ensure harmony and mutual support among all projects in Kenya/regionally should be considered. A shared cost arrangement may be considered which takes into account project contributions. Establishing a CO is expected to create the following **advantages**: a) Streamlining several operational aspects in a more decentralized and efficient way: procurement, M&E, donors' and national partners' relationships; b) Bringing harmony to ITC projects in the region, facilitating synergies and internal coordination; c) Increasing donors' interests for funding; d) Being close to the African markets is likely to enhance ITC's work in other value chains and presence in the region. [C15]
238. **R4. Take better advantage of EFI's strong visibility, to enhance ITC image, by using storytelling in the institutional communication efforts.** Communication strategies can be revisited to integrate EFI's results with ITC's mission. The results and wider impact stories can be promoted better to the wider public, donors and to the UN system in general, regarding SME competitiveness in creative industries, and building skills in vulnerable, marginalised and poor communities. [C9]

Annexes

Annex 1. Summary of the Evaluation Terms of Reference

Background. The Ethical Fashion Initiative (EFI) is an ITC program aimed at helping marginalised workers in vulnerable communities to benefit from globalization and thrive in the international fashion market. Since its inception in 2009, EFI has implemented 13 projects across Africa, Central Asia, Asia, and the Pacific

EFI business model revolves around the idea of Social Enterprise (SE), the management body for production units and cooperatives employing and training craftswomen(men) from the informal economy. EFI supports SEs in mastering operational procedures and ethical standards and accessing foreign markets. The SEs assist workers by providing access to social welfare and healthcare networks.

The evaluation takes place at a transition moment where EFI is proposing to launch a new business model to consolidate the SEs network as an autonomous and sustainable commercial and development system.

Evaluation purpose and objectives. The purpose of the evaluation is to assess the EFI's model and achievements and to guide ITC about the use of EFI's business model in terms of its future support to vulnerable communities and informal workers in developing countries.

Specific objectives are:

- Ensure accountability towards partners and funders by reviewing EFI's performance, value, and effects.
- Offer strategic recommendations to consolidate EFI's achievements and potentially scale the initiative.
- Suggest ways to enhance its sustainability, improve engagement with market partners, and support the development of a green and inclusive international fashion ecosystem.

Key questions and assessment criteria. Five key questions represent the accountability and learning needs of EFI's key actors.

- EQ1: To what extent does the EFI address the right needs in the right way? [relevance]
- EQ2: What are the EFI's main intended and unintended results and contributions to the economic/social development of target groups? [Effectiveness & Impact]
- EQ3: What are the major internal and external factors influencing the achievement of results, negatively and positively? [Efficiency & Coordination]
- EQ4: How do EFI initiatives consider and contribute to gender, human rights, and environment-related cross-cutting issues? [Cross-cutting effects]
- EQ5: What are the sustainability prospects for the EFI programmes' effects? [Sustainability]

Methodology. Data collection methods have three pillars: (a) in-depth desk review of the EFI and related projects, including quantitative performance data and qualitative insights reported; (b) 3 countries-case studies (Kenya, Burkina Faso, and Afghanistan) which includes individual or group interviews with EFI staff, beneficiaries, partners at national level and in the fashion industry, and additional desk review; and (c) overarching interviews with EFI-related units and colleagues at ITC.

Phases and timeline

- Inception/design phase (March-May) to clarify the scope, evaluability conditions, data and informants available, and field data collection missions. These elements shall be reflected in the Inception Note.
- Data collection. ITC/EFI-related units in Geneva and Kenya (June); Burkina Faso and Afghanistan (July).
- Analysing & reporting. Data analysis (Aug./Sep.); preliminary findings validation workshop with EFI key stakeholders (mid-Sept.); evaluation report, first draft (end-Sept.); final draft of the evaluation report (Oct.).
- Management response to the recommendations prepared by EFI managers and EFI-related units (Nov.)

Assumptions

- All requested documents and contact details of the relevant stakeholders are provided by EFI on time.
- EFI continues the efficient cooperation with the evaluation external team to facilitate timely and effective communication with the stakeholders and ensure the smooth flow of the evaluation work plan.
- Relevant national and international stakeholders willing to contribute and are available at the requested time for the technical interviews.

Annex 2. Detailed Methodology

Annex 2.1 Evaluation Matrix

KEY EVALUATION QUESTIONS and SUB-QUESTIONS	INDICATORS	SOURCES OF DATA / INFORMANTS	DATA COLLECTION TOOLS
1. To what extent does the EFI programme address the right needs in the right way?			Criteria: Relevance
1.1. Does the EFI programme address the relevant priorities and needs of the workers in marginalized communities and all parties involved across the years?	1.1.1 EFI's work matches with the priorities outlined in the national development/action plans and policies and ITC corporate strategies 1.1.2 Presence and quality of pre-design needs assessments 1.1.3 The needs of the workers are clearly addressed in the needs assessment/baseline or similar studies conducted by EFI 1.1.4 The stakeholders and target groups are aware of their needs, and these are sufficiently considered for the design processes with a participatory approach 1.1.5 The beneficiaries are satisfied with the content of EFI projects and capacity-building activities	ITC 2022-2025 Strategic plan, Annual Operational Plans and Annual Reports National development/action plans EFI needs assessment studies ITC/EFI staff End beneficiaries EFI Planning/design documents	Document review Interviews with ITC/EFI and donors Interviews/FGDs with target groups/beneficiaries
1.2 Are EFI model and specific interventions adapted to the capacities of the social enterprises, partner governments and/or other key stakeholders during their design and implementation?	1.2.1 Geographical selection for EFI activities is based on consistent ITC corporate and EFI ad hoc criteria for intervention in relevant countries 1.2.2 Stakeholder capacities are assessed before the design phase of the projects 1.2.3 EFI activities benefit from strong political will, country-wide support and ownership from the key institutions and governments 1.2.4 Government entities and beneficiaries were included in the design of the projects	ITC Country Engagement Strategy ITC Strategic Plan EFI needs/capacity assessment/baseline studies ITC/EFI staff EFI SC meeting minutes/ National stakeholders	Document review Interviews with ITC/EFI Interviews with national (country) stakeholders
1.3 How does the EFI's programmatic model harmonise with and add value to ITC's mandate, business operations, organisational culture, and systems?	1.3.1. Roles and coordination structures are clearly defined/in place/recognized as useful on both EFI and ITC side 1.3.2. Synergies/complementarities are established among EFI activities and other relevant programmes and technical units of ITC 1.3.3 KPIs and monitoring structures at ITC enable EFI's accountability 1.3.4. ITC provides adequate capacity to coordinate, monitor and support EFI functions 1.3.5. EFI business processes, commercial/entrepreneurial mindset and practices are well aligned with the UN/ITC corporate practices 1.3.6. EFI contributes to transformation/ innovation within ITC	EFI/ITC strategy documents Senior Management Committee meeting notes Business models EFI/ITC managers/staff ITC/EFI Monitoring systems	Document review Interviews with ITC/EFI
1.4 Are the series of EFI's projects instrumentally defined to maximize both the successful implementation	1.4.1 EFI works on a solid programme identity/mission/vision and ToC	Project planning documents SMC meeting notes	Document review Interviews with ITC/EFI

KEY EVALUATION QUESTIONS and SUB-QUESTIONS	INDICATORS	SOURCES OF DATA / INFORMANTS	DATA COLLECTION TOOLS
of the EFI model and the funding opportunities?	1.4.2 Project result frameworks serve as useful tools for monitoring and reporting results, aligning with ITC's M&E systems 1.4.3 Fair global/geographical coverage is considered while identifying the main regions and target groups with the needs at the highest level. 1.4.4 The result frameworks include clear links between inputs, results and overall goals of EFI 1.4.5 High quality in the design of intervention logic frameworks, with SMART targets and RACER indicators with appropriate disaggregation (sex, age, region etc.)	EFI strategy/business model/ToC EFI Log-frames ITC M&E systems Needs assessment studies EFI/ITC managers/staff	
2. What are the EFI's main intended and unintended results and contributions to the development of target groups?		Criteria: Effectiveness and Impact	
2.1 Does the EFI adequately increase the skills and capacities of workers, cooperatives and social enterprises under the expected outcomes?	2.1.1 Training participants confirm the employability benefits of trainings and feel <u>confident to apply</u> the newly acquired knowledge and skills while performing their jobs 2.1.2 Local artisans/SMEs increased vocational, entrepreneurial, business management and creative <u>skills via EFI training activities</u> 2.1.3 Local artisans/small brands have increased market <u>access</u> owing to new capacities 2.1.4 Local designers/micro-producers/talents are <u>promoted</u> at the international scale and become more visible 2.1.5 Emerging young designers are <u>mentored and exposed</u> to new markets 2.1.6 Social enterprises have the <u>capacity to respond</u> to incoming orders, including from international markets	Trainees/trainers Project reports Training reports Target groups/end beneficiaries Private partners/donors Social enterprises' staff ITC/EFI managers / consultants	Document review Interviews with ITC/EFI staff and consultant Interviews and FGDs with target groups/beneficiaries, private partners and donors
2.2 To what extent does the EFI programme increase employment/livelihood potential and income for the workers and families in vulnerable communities?	2.2.1 Significant number of crafts(wo)men are <u>employed, transitioning</u> from informal to formal economy. 2.2.2 Number of community members living under the <u>poverty line</u> decreased, in line with fair wage system standards/insurance/benefits etc. 2.2.3 Significant number of good quality and sustainable <u>jobs</u> are created for the refugees, marginalised/vulnerable communities and women/youth. 2.2.4 Social enterprises/self-help groups have significantly increased <u>competitiveness/business productivity/ profitability</u> (with concrete examples)	Target groups/end beneficiaries Project reports Social security and enterprise registries for the beneficiaries Formal employment contracts Target groups/end beneficiaries	Review of official documents on employment & social security Interviews with ITC/EFI staff and consultants Interviews and FGDs with target groups/beneficiaries and national partners
2.3 Are there any other positive/negative unintended results derived from the EFI interventions?	2.3.1 Social resilience and collective values of the communities have increased 2.3.2 Intangible results such as resilience and women/youth empowerment are captured, effectively reported to ITC/donors and communicated well to the donors/public 2.3.3 Application of new skills is not hindered by social, political, legal barriers and by geographical development level differences	Target groups/end beneficiaries ITC/EFI managers / consultants Social enterprises' staff Project reports	Document review Interviews with ITC/EFI staff and consultants Interviews and FGDs with target beneficiaries and national partners

KEY EVALUATION QUESTIONS and SUB-QUESTIONS	INDICATORS	SOURCES OF DATA / INFORMANTS	DATA COLLECTION TOOLS
	2.3.4 Intangible and/or unintended results inform and influence the programmatic cycles and management decisions		
3. What are the major internal and external factors influencing the achievement of results?		Criteria: Efficiency and Coordination	
3.1 Are the EFI's activities implemented through adequate collaboration with national authorities and sector CSOs? Do the key stakeholders demonstrate political will and ownership with active participation in coordination platforms?	<p>3.1.1 EFI projects are effectively steered with functional coordination mechanisms</p> <p>3.1.2 Projects are built on past experiences in the sector, complemented by parallel efforts of other actors/synergies are created</p> <p>3.1.3 Sector CSOs are involved in EFI's activities and coordination platforms / events where relevant</p> <p>3.1.4 Stakeholders/donors actively take place in projects' coordination platforms and events</p>	<p>Steering Committee meetings' minutes</p> <p>Project reports</p> <p>Project evaluation reports</p> <p>ITC/EFI managers / consultants</p> <p>Donors/sector CSOs/national stakeholders</p>	<p>Document review</p> <p>Interviews with ITC/EFI managers</p> <p>Interviews with donor/CSO/national authority representatives</p>
3.2 Do the projects benefit from good management (technical expertise, leadership, supervision) good collaboration with other ITC programmes and sections and communication- / visibility?	<p>3.2.1 Management, supervision and coordination structures are conducive at ITC/EFI for smooth implementation</p> <p>3.2.2 ITC/EFI internal decision-making processes are practical and participatory</p> <p>3.2.3 EFI staff and consultants are technically knowledgeable, committed and experienced in their lines of work</p> <p>3.2.4 EFI's work and outreach are supported by thorough communication plans and teams</p> <p>3.2.5 Communication/visibility plans are in line with ITC and donors' visibility guidelines</p> <p>3.2.6 Communication/dialogue between EFI, ITC, donors and partners is supporting smooth implementation</p>	<p>ITC/EFI managers / staff/ consultants</p> <p>Communication/visibility plans</p> <p>SC meetings minutes</p> <p>ITC/donors communication/visibility guidelines</p>	<p>Document review</p> <p>Interviews with ITC/EFI managers and staff</p>
3.3 Are the EFI projects monitored through a robust structure and methodology as a useful instrument to support accountability and inform the decision-making processes?	<p>3.3.1 M&E plans, procedures and teams are in place and utilized</p> <p>3.3.2 Log-frames serve as living tools for monitoring with progress reports including monitoring data/information as necessary for output and outcome levels, with reference to log-frames and indicators</p> <p>3.3.3 Quality and timeliness of progress reports (to donors) are high</p>	<p>Internal M&E reports/plans</p> <p>Progress reports</p> <p>Log-frames</p> <p>EFI staff</p> <p>Donors</p>	<p>Document review</p> <p>Interviews with ITC/EFI managers and staff</p> <p>Interviews with donors</p>
3.4 Are the implementing timelines and spending processes in line with the allocated budgets and cost-effective? What are the main challenges and how are they mitigated?	<p>3.4.1 The allocated budget amounts for projects are sufficient for EFI to deliver the planned outputs in good quality</p> <p>3.4.2 The funds available are spent fully, and cost efficiently</p> <p>3.4.3 Financial audit procedures are in place and conducted regularly for EFI operations</p> <p>3.4.4 Quality and regularity of financial reporting by EFI to ITC and donors is sufficient to support accountability</p> <p>3.4.5 Projects are implemented in a timely manner; delays justified and mitigated</p>	<p>Budget reports / financial data</p> <p>Progress/project reports</p> <p>Donors</p> <p>ITC/EFI managers</p>	<p>Document review</p> <p>Interviews with ITC/EFI managers and staff</p> <p>Interviews with donors</p>

KEY EVALUATION QUESTIONS and SUB-QUESTIONS	INDICATORS	SOURCES OF DATA / INFORMANTS	DATA COLLECTION TOOLS
3.5 Has EFI adapted operations to changing external context and managed associated risks?	3.5.1 Programme design documents appropriately identify risks and mitigation/management plans and formulate strategies 3.5.2 EFI activities are not significantly hampered by political circumstances and conflicts 3.5.3 Beneficiaries confirm EFI’s benefits in mitigating negative impacts of COVID-19 on their businesses and application of innovative strategies/business models	Programming documents Risk mitigation plans Progress/project reports Target groups/beneficiaries EFI/ITC staff/managers	Document review Interviews with ITC/EFI managers and staff Interviews with target groups/beneficiaries
4. How do EFI initiatives consider and contribute to gender, human rights and environment related cross-cutting issues?			Criteria: Cross-cutting effects
4.1 Does EFI consider and contribute to empowering women/youth and to gender equality?	4.1.1 Existence of EFI strategies to address gender issues and inclusiveness for women/youth in the activities 4.1.2 EFI interventions are aligned with donors’ (e.g. EU) gender action strategies. 4.1.3 Activities welcome and facilitate active participation by both women and men in a balanced and gender-empowered manner, addressing pre-existing gender inequalities. 4.1.4 Social enterprise/SME representatives confirm balanced employment and new job creation for women and men, addressing pre-existing gender inequalities. 4.1.5 Women beneficiaries’ and young people’s satisfaction with their involvement in the projects and benefits to their lives 4.1.6 Gender and youth (age) disaggregated indicators exist in result frameworks, are regularly reported and used for decision-making on cross-cutting priorities	Planning documents Project/progress reports Log-frames/indicators Baseline studies ITC/EFI gender strategies/policies Donors’ gender strategies/policies SE/target group/beneficiary representatives (women and youth included) EFI/ITC staff/managers	Document review Interviews with ITC/EFI managers and staff Interviews with target groups/beneficiaries Interviews with donors
4.2 Do the EFI programme consider and contribute to the UN related-SDGs, and ensure human rights approach and inclusivity for persons with disabilities, refugees and other disadvantaged populations?	4.2.1 EFI activities contribute to the inclusive trade-related goals of ITC 4.2.2 Consultation modalities allow the most disadvantaged, socially marginalized groups to participate in the implementation and to benefit from it. 4.2.3 The interventions apply the “do no harm” principle in implementation 4.2.4 The results (products and effects) of the EFI activities are accessible to the beneficiaries, without discrimination 4.2.5 EFI interventions do not worsen tensions and conflicts (competition for resources within regions / with adjacent regions / between rural and urban areas / with international neighbours; or between IDPs and host communities) 4.2.6 Results contribute to the achievements of SDGs (particularly SDG 1 – No Poverty, SDG 5 Gender Equality, SDG 8 Decent Work and Economic Growth)	Planning documents Project/progress reports Log-frames/indicators Baseline/needs assessment studies ITC/EFI strategies/policies SE/target group/beneficiary representatives (refugees and disadvantaged population included) EFI/ITC staff/managers	Document review Interviews with ITC/EFI managers and staff Interviews with target groups/beneficiaries
4.3 Does the EFI consider and contribute to the protection of environment via climate-smart practices?	4.3.1 ESG standards/practices of EFI are adopted and implemented by EFI supply chain actors 4.3.2 Local artisans/producers increased climate-smart production skills/processes 4.3.3 The projects do not create unforeseen negative environmental impacts and/or contribute to positive environmental effects	Planning documents/ Baseline / needs assessment studies Project/progress reports Log-frames/indicators	Document review Interviews with ITC/EFI managers and staff Interviews with target groups/beneficiaries

KEY EVALUATION QUESTIONS and SUB-QUESTIONS	INDICATORS	SOURCES OF DATA / INFORMANTS	DATA COLLECTION TOOLS
		ITC/EFI strategies/policies EFI Impact assessment reports SE/target group/beneficiary representatives (supply chain actors) EFI/ITC staff/managers	
5. What are the sustainability prospects for the EFI programmes' effects?		Evaluation criteria: Sustainability	
5.1 Will the institutional and human capacities be retained and the transfer conditions to local artisans and social enterprises be conducive for ITC to withdraw from the supply/value chain management?	5.1.1 Social enterprises/producers have access to necessary technical equipment/infrastructure/systems to continue production beyond EFI support 5.1.2 Social enterprises/networks supported by EFI can maintain or increase their HR/production capacities 5.1.3 Local designers and artisans confirm the lasting effects of enhanced skills/business capacities gained via education/training activities 5.1.4 Relevant government authorities present strong policy support and ownership for the continuation of services and sound financial plans to build on EFI's benefits, to extend further capacity support and grants or incentives to local artisans, small producers/social enterprises 5.1.5 EFI has exit strategies where relevant, envisaging decreased donor dependency for the future of social enterprises 5.1.6 SEs have access to consistent funding sources, public funding & private investment attraction prospects and stable income generation potential as independent commercial entities 5.1.7 Local artisans / Social enterprises have built sufficient capacities to maintain the business operations, sales negotiations etc.	EFI/ITC staff/managers SE/target group/beneficiary representatives National (country) stakeholders Training participants EFI exit strategies	Document review Interviews with EFI/ITC staff/managers Interviews with national (country) stakeholders Interviews & FGDs with SE/target group/beneficiary representatives and training participants
5.2 Does the EFI influence the longer-term agenda in the fashion/textile and creative industries through networking among key actors and trade partners at national and international levels?	5.2.1 Stakeholders confirm increased collaboration between sector actors, leading to increased trade opportunities 5.2.2 Donors have willingness and plans to fund follow-up projects at a larger geographical scale 5.2.3 Local and international supply chain networks/partnerships are strengthened between the national actors, social enterprises, local artisans and international fashion brands to collaborate and facilitate knowledge sharing and learning from experiences 5.2.4 Partners in the fashion/textile sector confirm increased awareness of environmental and social impact their work implies and changes to their business processes towards environment-friendly practices	EFI/ITC staff/managers SE/target group representatives National (country) stakeholders International fashion sector partners Trade partners/clients Donors	Interviews (with all sources of information)

KEY EVALUATION QUESTIONS and SUB-QUESTIONS	INDICATORS	SOURCES OF DATA / INFORMANTS	DATA COLLECTION TOOLS
5.3 Will EFI be able to sustain its thought & managerial leadership and business model & networks?	<p>5.3.1 EFI/ITC are prepared to start identification of new EFI managers and handover processes, with strong mentorship and guidance</p> <p>5.3.2 A majority of the active market partners are informed and comfortably transitioned to new (potential future) management contacts at EFI</p> <p>5.3.3 Private sector partners are willing to continue collaboration and dialogue with EFI, with high commitment, regardless of the engagement of current EFI managers.</p> <p>5.3.4 Effective thought leadership and strategic learning systems are in place at EFI and applied in internal capacity building and organisational development processes.</p> <p>5.3.5 Decisions regarding the future of EFI, its structure and decentralisation of various functions (i.e. Kenya hub) are discussed/decided with active participation of all relevant bodies and ITC sections</p> <p>5.3.6 EFI structure includes sufficiently experienced, high-level and well-connected staff with managerial capacity, to continue the existing networks with the international brands and trade actors smoothly</p>	ITC/EFI managers and staff EFI's business partners (private sector, donors, SEs etc.)	Interviews (with all sources of information)
5.4 Is the EFI business model suitable for wider replication by ITC in other high value markets?	<p>5.4.1 The suitability and replication of the EFI business model (EFI BM) is discussed and accepted by ITC's core management team, they are familiar with and support the model.</p> <p>5.4.2 Comparative analysis of Theory of Change models for EFI BM and for other/relevant ITC value chains yield positive aspects for replication of a demand-driven model</p> <p>5.4.3 ITC operations include significant trade volume (or potential volume) for other culturally rooted, marketable and relevant high value chains (jewellery, homeware, cocoa, coconut, coffee, organic health food, cotton etc.) including markets linked to blue economy</p> <p>5.4.4 Other high-value chains (potentially identified for replication) are suitable for improved production processes in terms of environmental and social sustainability</p> <p>5.4.5 ITC has the capacity to attract and hire entrepreneurial industry profiles, who are willing to collaborate with ITC and tap into the business networks for relevant sectors.</p> <p>5.4.6 ITC is able to allocate human resources/funding (from the core budget) for piloting the EFI BM in other potential value chains and ITC programs.</p> <p>5.4.7 ITC's procedures are conducive to accommodate the required human resources profiles to combine individual entrepreneurial spirit, high commitment to UN values, as well as strong access to the relevant value chain actors and markets</p>	ITC/EFI managers EFI business model/ ToC/ strategy ITC strategies / country engagement plans for other value chains and programmes	Document review Interviews with ITC/EFI managers

Annex 2.2 List of documents reviewed

Evaluation scoping and mapping actors

- EFI Evaluation ToR, ITC IEO, August 2023
- Evaluation Consultant ToR, ITC IEO, May 2024
- Stakeholders contact list, EFI, April 2024
- Draft Inception Report, Samuel Hall, March 2024, V4 & Report Summary (ppt)

EFI model and interventions

- PPT on EFI Business Model and Results, EFI, April 2023
- Theory of Change document, EFI, July 2023
- EFI Vision, Mission and Strategy 2023
- EFI 2024 Organigram
- EFI Review and Stocktake January 2024
- Presentation on Hands of Fashion, EFI, April 2023
- EFI Kenya business model presentation, EFI, July 2023
- EFI Designer Accelerator scheme information note, June 2022
- EFI and Foundation (proposal), EFI, July 2020
- List of (14) EFI projects to be covered by the evaluation
- Impact Assessments for projects according to EFI methodology
- Impact Assessments for Clients re EFI ESG framework

EFI Governance and partnerships

- Note on EFI project steering committee
- Presentation on Kenya TEFI SE Governance structure, EFI/CM Advocates LLP
- MoU between EFI and Artisan Fashion, April 2020
- EFI ESG DD Assessment Report Artisan Fashion
- CABES Consitution de Groupement d'Interet Eqonomique
- Protocole d'accord entre ITC et GIE CABES (in French), March 2017
- Protocole d'accord entre ITC et GIE CABES (in French), September 2021
- Protocole d'accord entre ITC et GIE CABES (in French), April 2020
- CABES EFI BF Presentation, Feb 2024
- Presentation du Salaire Minimum Vital, ESG CABES
- CABES Earthna presentation, Qatar Foundation
- CABES Catalogue 2019 – 2020
- CABES les activites au BF dans le monde
- CABES Plaquette formation, English
- Carte reseau de production BF
- Ensemble membres des artisans par metiers
- Repartition des artisans par metiers
- CABES production numbers 2018 – 2023
- CABES profiles of members
- Constitution de Groupement D'interet Economique, CABES (Burkina Faso), November 2014 (in French)
- Burkina Faso production network map
- UN Sustainable Development Cooperation Framework
- United Nations Sustainable Development Group
- United Alliance for Sustainable Fashion, Synthesis Report 2021
- Sandstorm Kenya Opportunity Factory Rehabilitation Plan 2022 – 2024
- Global Reporting Institute, Sustainability Reporting Standards
- McKinsey & Co. The State of Fashion 2024

EFI's reporting on impact and past evaluations

- EFI Guidelines for Impact Assessment Reporting
- ESG Order Impact Assessment, Lukhanyo Mdingi, CABES-GIE, Burkina Faso, May 2022
- EFI Investment centres and return metrics, EFI, April 2022
- Poor Communities and Trade programme (Kenya) Midterm Evaluation Report, ITC, March 2013

- ROM Report for “EU Identity Building and Sharing Business Initiative: An Ethical and "global" Approach to Job Creation and Sustainable Development”, Per Wilhelm Myhre (EC INTPA), February 2023
- Evaluation Report for EFI in Burkina Faso and Mali, SOFRECO/STANTEC, 21/12/2020 (in French)
- Mid-Term Evaluation of the Programme, “Improving Reintegration of Returnees in Afghanistan” Altair Asesores, June 2020
- Ghana EFI Project Final Evaluation, Le Groupe-conseil baastel sprl, 22/07/2012

EFI interventions and reporting

- Financial Closure Report, Haiti EFI (A922)
- Financial Closure Report, EFI Private Label, Small TRTA Project (B027)
- Financial Closure Report, Ghana: Establishing sustainable export-market links and supply chain for ethical fashion and lifestyle products (B199)
- Financial Closure Report, Burkina Faso et Mali: Création d’emplois équitables et développement durable de microentreprises dans les chaines de valeur liées au secteur du « lifestyle » (B276)
- Organigramme (B276)
- Description of Action (B276)
- Financial Report and Financial Closure (B276)
- Profiles of Cooperatives in Ougadougou and Bobo, Burkina Faso (276)
- Project Implementation Report (in French), Burkina Faso et Bénin: Création d’activités génératrices de revenu alternatives pour les communautés vivant autour du complexe w-arly-penjari (C108)
- Description of Action WAP and descriptive pamphlet (C108)
- Logframes Project WAP Burkina Faso (C108)
- Financial Report WAP (C108)
- Annual report for year 1 and half-yearly report for year 2 on EFI work in Burkina Faso and Benin (in French)
- Inception Report Afghanistan “Ethical lifestyle initiative for the economic reintegration of returnees and internally displaced people” (B439)
- Financial Closure Report, Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people (B439)
- Description of Action, Afghanistan (B439)
- Mid-Term Evaluation of the Programme, “Improving Reintegration of Returnees in Afghanistan” (439)
- EFI AFG Annual Report (B439)
- Afghanistan: Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people (B439)
- Project Implementation Report, Culture project: Identity Building and Sharing Business Initiative (B542)
- Logframe for Accelerator and with new background info 2023, and OAH Reporting (B542)
- IBSBI Final Report 2018 – 2023 (B542)
- Final Report 2019 – 2022 (B542)
- Final Financial Report M1-299 (B542)
- PCTP Programme Plan Approved 2014 – 2021 (A874)
- Mid Term Evaluation March 2013 (A874)
- NOTE PCTP (A874)
- Project Completion Report, Poor Communities and Trade Programme (A874)
- Planning Document, West Africa: Promoting climate resilient growth and a more inclusive society for women and the youth (C222)
- Planning Document, Inclusive Trade: Ethical Fashion Initiative (C267)
- Planning Document, Designing the Future: A Green and Inclusive Fashion Ecosystem for Kenya (C242)
- Kenya: Designing the Future, a Green and Inclusive Fashion Ecosystem (C242), Building the basic project infrastructure on human resource development, EFI, March 2024
- Main Communities Database (C242)
- Final signed Contribution Agreement L23-300 (C242)
- EFI Resort Creative Deck 2024 (C242)
- Tripartite Agreement MoU between ITC, Don Bosco, and TEFI (C242)
- Steering Committee Meeting June 2024 (C242)
- Presentation Tujikuze Kenya 2024 (C242)
- Financial Expenditure July 2024 (C242)
- Letter from Government of Kenya Endorsement Aug 2023 (C242)
- Memo on HR dev strategy Kenya 2024 (C242)
- ESG Assessment SATUBO and USHINDI 2024 (C242)

ITC corporate strategies

- ITC Strategic Plan 2022-2025
- ITC Operational Plan 2024
- ITC Country Engagement Strategy (CES) 2024-2030
- Key Comments from ITC CES
- List of Priority Countries
- ITC Annual Report 2023
- ITC Organisation Structure, Nov 2023
- ITC Evaluation Guidelines, Second Edition
- Lists of ITC hubs, priority countries and offices

Annex 2.3 List of interviews conducted

KII: Key informant interview; SSI: Semi-structured interview; FGD: Focus group discussion

Institution / Title	Method	Interview date - format
ITC Headquarters		
Chief of Women, Youth and Vulnerable Communities Section	KII	15/05/2024 – online 31/05/2024 – online
Head of Country Programmes Division	KII	08/07/2024 - online
Head of Youth and Trade Programme, WYVC	KII	28/06/2024 - online
Head of SheTrades Programme, WYVC	KII	05/07/2024 - online
Head of Refugees and Trade Programme, WYVC	KII	17/07/2024 - online
Chief of Enterprise and Sector Competitiveness (SEC)	KII	24/06/2024 - online
Head, Alliances for Action (A4A is in GIVC)	KII	23/07/2024 - online
Procurement, Chief of Central Support Section	KII	25/06/2024 - online
Head, Project Design Taskforce, Strategic Planning, Performance & Governance Section	KII	26/06/2024 - online
Chief of Human Resources	KII	27/06/2024 online
Senior Officer, Planning, Performance and Risk, and Programme Officer, SPPG	KII	27/06/2024 online
Head of Legal Service Legal Officer Legal Officer	KII	02/07/2024 - online
Head of Trade for Sustainable Development	KII	05/07/2024 - online
Kenya Country Manager	KII	16/07/2024 - online
Former Division Head – Sustainable and Inclusive Trade	KII	23/09/2024
EFI Programme		
EFI Chief Technical Advisor	KII	28/05/2024 – online 10/06/2024 – in person
Programme Manager/Focal Point for Evaluation	KII	06/05/2024 – online 21/05/2024 - online 31/05/2024 – online 12/09/2024 - online
Kenya		
EFI Focal Point for Kenya, Programme Manager	KII	07/05/2024 – online 10 & 11 /06/2024 – in person
EFI Consultant ESG Due Diligence Advisor	SSI	10/06/2024 – in person
EFI Consultant, Operations Manager	SSI	13/06/2024 – in person
EFI Consultant, Product development officer	SSI	13/06/2024 – in person
EFI Beneficiary, Ushindi Women's group leader - Cut Make and trim, screen printing and beadwork	FGD	17/06/2024 – in person
EFI Beneficiary, Naboishi Mbegi self-help group leader – Beadwork	FGD	17/06/2024 – in person
EFI Beneficiary, SATUBO group leader	FGD	18/06/2024 – in person
Superior, Sacred Heart Centre	SSI	19/06/2024 – in person
Artisan Fashion (SE), General Manager	KII	11/06/2024 – in person
Principle Secretary, Ministry of Co-operatives, MSMEs Development	KII	12/06/2024 – in person
Principle, Don Bosco Boys Town	SSI	10/06/2024 – in person
Tujikuze team, beneficiary, Don Bosco Boys Town, EFI Product Developer Beading, R&D Unit	SSI	12/06/2024 – in person
African collect textile, Beneficiary & Tujikuze shareholder	SSI	13/06/2024 – in person

Institution / Title	Method	Interview date - format
Travel and Procurement Unit, UNDP	SSI	12/06/2024 – in person
Senior Advocate, CM Advocates	SSI	14/06/2024 – in person
National Coordinator, Refugee Empowerment through Market Initiative (REMI) Project, ITC	SSI	14/06/2024 – in person
First & Second Year Students Don Bosco (5) part of Tujikuze production line	FGD	14/06/2024 – in person
UN Resident Coordinator	SSI	19/06/2024 – in person
Coordinator of Bega Kwa Bega Group	SSI	19/06/2024 – in person
Burkina Faso		
EFI - National Coordinator for Burkina Faso and Benin	KII	08/05/2024 – online 10/07/2024 – in person
Artisans and workshops managers / beneficiaries. Atelier 1) Assc. des Femmes Tisseuses de Ponsomtenga (AFEPO), 2) Assc. Zodo por la Promotion de la Femme (AZPF), 3) Assc. Baobab-Ramsa	FGDs (3)	10/07/2024 – in person
Artisans and workshops managers / beneficiaries. Atelier. 1) Village Artisans Oouaga (VAO) (MALI refugees' group), and 2) Assc. Pour la Protection de l'Enfance et la Promotion de la Femme (APEPF)	FGDs (2)	11/07/2024 – in person
CABES (SE) General Manager	KII	11/07/2024 – in person 15/07/2024 – in person
CABES (SE) Technical Director and CABES' technical team	KII	11/07/2024 – in person
Board of Directors and owners of CABES, 5 persons. - President of AGG - President of COFATEX - President of AFEPO - President of AZPF	FGD	11/07/2024 – in person
EFI, Administrative Officer/Programme Assistant	SSI	12/07/2024 – in person
Director General / National Coordinator L'Union Nationale des Producteurs de Coton du Burkina Faso (UNPCB) and team	KII / FGD	12/07/2024 – in person
Group (5W, 1M) / Beneficiaries Cooperation Faso Textile (COFATEX). Assc. Mirya Gnouma Gala Bobo-Dioulasso (AMGGB). GRACE DIVINE. TEEL TABA. Innovation en Textile Artisanal (INOVATEX). MASATEX /ATF	FGD	13/07/2024 – in person
Scoops Karaba beneficiary group	FGD	14/07/2024 – in person
Beneficiary	SSI	14/07/2024 – in person
Director of IT and the digital economy, Chambre des Metiers de l'Artisanat du BF (CMA-BF)	KII	15/07/2024 – in person
EFI, Communication and Marketing	SSI	15/07/2024 – in person
Maison de la Certification Professionnelle (MCP), Ministry of Youth, Professional Training, and Employment; and Ex SP CNC	SSI	15/07/2024 – in person
EFI ESG Due Diligence Officer	SSI	16/07/2024 – in person
Project officer, UNHCR	SSI	16/07/2024 – in person
Project officer, IOM	SSI	16/07/2024 – in person
Director General & Director of Coordination, Projects and Programmes (Government focal point), Ministry of Industrial Development, Trade, Craft and SMEs.	KII	17/07/2024 – in person
Technical agent, Office National des Aires Proteges (OFINAP)	SSI	17/07/2024 – in person
Afghanistan		
EFI, former project coordinator	KII	31/05/2024 - online 04/06/2024 - online 03/07/2024 - online 10/07/2024 - online 18/07/2024- online
Vice President of Amir Abas Boinamim Silk Company	KII	07/07/2024 – in person

Institution / Title	Method	Interview date - format
Ziba Food Ltd. Head and employees (5 women)	FGD	17/07/2024 – in person
General Extension Manager of DAIL Directory / Herat	KII	22/07/2024 – in person
Ex Deputy Minister and Focal point of Government to EFI Project Ministry of Irrigation and Livestock (MAIL)	KII	22/07/2024 – online
Women Silk Development company, President	SSI	01/07/2024 – in person
ARG Saffron enterprises, President	KII	10/07/2024 – in person
Gulam Herat Glass enterprise, President	SSI	08/07/2024 – in person
Sorkh wa Safid agricultural company, Vice President	SSI	06/07/2024 – in person
Saleh Mohammad Fine Silk Company, Kabul, President	KII	17/07/2024 – in person
Deputy Manager, Ziba foods Ltd.	SSI	17/07/2024 – in person
Private sector partners		
Material and Color Design Manager, CAMPER, Spain	SSI	18 /07/2024 - online
Founder, THE CORNER, Belgium	SSI	20 /08/2024 - online
Founder, Zazi Vintage, Netherlands	SSI	12/07/2024 - online
Opportunity Factory/SandStorm, General Manager, Marketing Manager, Product Development	SSI	20/06/2024 – in person
Donors		
Programme Manager - Digitalisation, Private Sector, Global Gateway, Delegation of the European Union (EUD), Burkina Faso	KII	16/07/2024 – in person
Italian Agency for Development Cooperation – AICS Kenya	KII	21/06/2024 – in person

Annex 3. Evaluation workplan

Evaluation Phase - Tasks / Deliverables	Date / Location
Desk-document review / Inception	
<ul style="list-style-type: none"> - Collection, classification, in-depth review and analysis of documents⁷¹ - Preliminary contacts/ online introduction interviews with EFI / ITC managers – Collection of basic data 	02-17 May 2024
<ul style="list-style-type: none"> - Consolidation of evaluation questions / evaluation matrix with indicators and data collection tools - Submission of an Inception Note with revised Evaluation Questions, and Evaluation Matrix with indicators 	17 - 31 May 2024
<ul style="list-style-type: none"> - Preparation of interview/field agendas in coordination with EFI HQ and project teams. 	20 May – 07 June 2024
Data Collection – Field Trips and Remote Interviews	
<ul style="list-style-type: none"> - Online technical interviews with ITC and EFI contacts in Geneva and private sector partners 	June-July 2024
<ul style="list-style-type: none"> - Interviews, focus group meetings, and other data collection with the implementing partners, target groups, stakeholders and end beneficiaries in Kenya 	10-21 June 2024 / Kenya
<ul style="list-style-type: none"> - Data collection in Afghanistan by local consultant – coordination, supervision and guidance by the evaluation expert 	01-22 July 2024 / Afghanistan
<ul style="list-style-type: none"> - Interviews, focus group meetings, and other data collection with the implementing partners, target groups, stakeholders and end beneficiaries in Burkina Faso 	10-20 July 2024 / Burkina Faso
Data validation/consolidation of findings	
<ul style="list-style-type: none"> - Preparation of preliminary findings/documents for the validation workshop 	09-20 September 2024
<ul style="list-style-type: none"> - Presentation of preliminary findings/summary of the fieldwork to ITC/EFI management in Geneva (online validation workshop) discussion/feedback session 	25 September 2024
<ul style="list-style-type: none"> - Consolidation of data and analysis of the feedback from validation workshops / preparation and submission of revised conclusions and recommendations. 	26 September – 01 October 2024
Reporting Phase	
<ul style="list-style-type: none"> - Drafting the evaluation report in line with the initial feedback from ITC and EFI on the preliminary findings/conclusions 	01 – 18 October 2024
<ul style="list-style-type: none"> - Receive comments and feedback on the draft evaluation report from ITC and other relevant partners 	18 – 31 October 2024
<ul style="list-style-type: none"> - Finalisation and submission of the final evaluation report incorporating the comments received 	November 1 st half 2024
<ul style="list-style-type: none"> - Preparation of a communication product and presentation of the key evaluation results 	November 2 nd half 2024

⁷¹ Document analysis continued throughout the evaluation exercise.

Annex 4. Stories of Women and Self-Help Groups

- a) Bega Kwa Bega Women Group (Kenya)
- b) Ushindi Women Group (Kenya)
- c) Rangau Brass Casters, Self-Help Group (Kenya)
- d) Jaimini Self-Help Group (Kenya)
- e) SATUBO Group (Kenya)
- f) Naboisho Mbegi Group (Kenya)
- g) Personal story (Kenya)
- h) Story of AFEPO (Burkina Faso)

a) Bega Kwa Bega Women Group (Kenya)

The Bega Kwa Bega group of women was approached by EFI in 2009 and became one of the priority self-help groups targeted by the PCTP project. This engagement is particularly interesting as it represents one of the few failures of EFI in effectively implementing its business model. This failure became a pivotal element in the learning process for EFI. The group was formed by women from the Korogocho slum in Nairobi and consisted of 15-20 women with some basic skills in 2009. The group was assessed, and engagement began, which included capacity building and the provision of six sewing machines at the community center owned by the Salesians of Don Bosco, a Catholic congregation (which still owns the facility). Electricity was connected, activities commenced, and the first order was secured for sandals to be delivered to Max Mara.

However, around 2015, the group went into recession and was more or less dissolved, with only occasional interactions remaining with the EFI team. By 2020, and with the onset of the Covid-19 pandemic, the group was no longer effective. During an evaluation visit to the location, it was found that the electricity had been disconnected and all sewing machines had been sold by the group. This experience provided a solid understanding of the importance of an in-depth assessment not only of capacities and skills but also of “mindset.” A key conclusion based on years of observation and experience by EFI is that poverty has been normalized in certain groups, and a lack of belief in social mobility is partly deterministic. Furthermore, several local and international NGOs are exploiting this fact, thus having a dysfunctional role in creating aid dependency. This situation is critical for NGOs that depend on funding from external donors who channel funds based on the continued needs of the communities, even if they are artificially maintained.

The Bega Kwa Bega group is from Korogocho slum, where the members of the group had been exposed to aid and material support from NGOs and religious entities for a long period. This exposure created an aid dependency, which is a major obstacle to transformation, leading to independence, continued innovation, a business mindset, and motivation for change. The obstacles to change due to mindset and cognitive conditioning caused by aid dependency have guided and informed EFI’s approach to assessment in the years that followed. EFI became aware of this challenge at an early stage and adjusted its assessment process to reflect this awareness. EFI currently has plans to approach the community again in the next phase of the project to see if there are opportunities to re-engage.

b) Ushindi Women Group (Kenya)

Ushindi is located in Gilgil town in the Rift Valley, about two hours from Nairobi. Gilgil was heavily affected by the post-election violence in 2008, and many IDPs were relocated there because of a nearby military barracks where an IDP camp was formed. Engagement with EFI was initiated by the community women themselves. The IDPs were in dire need of help, and women from the community volunteered to assist. EFI was invited to assess a group of now 60 women (a mix of IDPs and local women).

Initially, there were no skill sets among the group, which at that time was called “Sanata.” EFI secured a first order of 36,000 bags to be delivered to the Italian COOP cooperation in 90 days. To meet skill requirements, EFI conducted a two-week crash training course, which prepared a group of 60 women with skills, in addition to 40 unskilled workers from the IDP camp and the community. The balance between IDP and community members was important to avoid conflict. At this time, the Sanata group did not have sewing machines, so they were borrowed from around the region, and the bags were produced at a cost of 2.5 EUR each. The earnings and proceeds supported the community with basic needs and were also used to support an orphanage.

“This order opened our eyes. Before, we were dependent on aid and we just sat around; with EFI, we had our own income for the first time”. Ushindi woman.

By 2010, the Sanata group comprised 60 women with skills and 60 unskilled workers, when another order was received from Vivienne Westwood (VW) for the production of 400 canvas bags. The Sanata group had to be up-skilled to meet production requirements, which included stitching, screen printing, and beading. EFI provided a trainer to conduct a 7-day training and capacity building session. Ultimately, the entire bag delivery was rejected by VW due to quality issues, including dirty bags. Although this was a shock for the Sanata group, it served as a harsh learning experience in meeting the real world of business. EFI staff guided the group through this process of rejection to instill a sense of recovery and learning. Even though the bags were rejected, VW paid for the consignment at 2,500 KES per bag, providing important income for the group. The quality issues with the bags were corrected, and they were then prepared for sale.

Between 2011 and 2013, orders were received regularly, and in 2013, six sewing machines were delivered to the group, which are still operational today. EFI delivered training and capacity building linked to each order, thus providing “on-the-job training.” The group saw new women join and others leave; for example, 10 women left in this period to start their own businesses with their own sewing machines. Annual income between 2013 and 2024 ranged around 200,000 KES per month, providing income for the group, which now consists of 56 women and four men. The direct effect on the community has been the ability to bring food, education, and improved health to their families. The group changed its name from Sanata to Ushindi Women Group Gilgil (including the four men).

As of 2024, the Ushindi group’s client list includes the following: Mimco (beads and bags), Ubuntu (e.g., bracelets for the 2020 U.S. election), SandStorm Luxury Bags-Kenya, Chandarana Supermarket, Rock & Stones, Urban Ranch, Artisan Fashion, Manda Bay Malindi (resort), Sand at Nomads (resort), and Sofa Lounge. Additionally, clients come directly to the production site to buy from the showroom, which includes bags, belts, dog collars, accessories, and sandals. Their supply chain includes beads from the Czech Republic, leather sourced from local tanneries (Alpha Rama and Athi River), canvas sourced locally (Thika Cloth Mills), and imported. In addition, recycled material is supplied by Africa Collect Textile (ACT), which is part of the Tujikuze Ethical Fashion Initiative (TEFI) Social Enterprise (SE).

A consultant who provides capacity building services to Ushindi also manages his own self-help group, an offshoot of the initial groups engaged by EFI, called Jaimini Self-help Group. The group has recently been visited by the Italian Cooperation, which donated 40,000 USD for the refurbishment of the production line and operating space. The group plans to engage with travel agencies to make them a destination of choice for tourist groups traveling through the Rift Valley. The chair of the group will also join EFI in the upcoming Milan Fashion Week in September 2024, which will involve visits to Linea Pella leather factories. Linea Pella is sponsoring this trip in full, which will also include the chair of SATUBO, and the Permanent Secretaries of Micro, Small and Medium Enterprises and Livestock in Kenya

c) Rangau Brass Casters, Self-Help Group (Kenya)

The Rangau Group was identified early in the first PCTP project and is a family- and community-oriented group specializing in brass casting. Located in Rongai County, Nairobi, Kenya, the group is led by Benta Awuor, a skilled brass caster and family matriarch. Known for their pride in craftsmanship and dedication to ethical fashion and sustainable practices, the group has gained recognition both locally and internationally. It comprises 15 highly skilled artisans and maintains a network of nearly 80 semi-skilled workers and apprentices.

Their primary client, facilitated by EFI, is Vivienne Westwood. Rangau operates from a shared production facility managed and owned by TEFI at Don Bosco School in Nairobi. As a formally incorporated group, Rangau can engage in both domestic and international contracts. A former EFI beneficiary, Rangau continues to benefit from EFI's support through market access and capacity-building opportunities as needed.

The group's clientele also includes Sandstorm Kenya, an exclusive bag manufacturer. Rangau has a formal contract with The Opportunity Factory, a collaborative initiative between the German Cooperation Agency and Sandstorm. Sandstorm Kenya's website describes the brand as "a distinguished Kenyan luxury brand, specializing in finely crafted leather and canvas bags. With a legacy spanning over two decades, they have firmly established their presence in the retail landscape. In tandem with their growth as a Kenyan brand, Sandstorm Kenya introduced The Opportunity Factory (OF), a groundbreaking initiative established in 2021." The Opportunity Factory's mission is to leverage Sandstorm Kenya's expertise to connect with other creative businesses, creating transparent relationships and fairer market access for Kenyan artisans.

Currently, Rangau is engaged by Artisan Fashion (AF) to produce brass components for AF's bag assembly line. The current order is valued at USD 3,500. In 2023, AF placed orders totaling USD 24,000, equating to an average monthly income of KES 36,400 per member. This income aligns with the Fair Wage Network's living wage standards.

d) Jaimini Self-Help Group (Kenya)

The Jaimini Group, located near Thika, about a two-hour drive from Nairobi, is an informal but structured organization operating with a bank account. It comprises 23 members (13 women) and runs a production line specializing in brass, canvas, leather, and beading. The group benefits from full access to the EFI network of self-help groups and is managed by a former beneficiary of the EFI PCTP project. This manager, initially a trainee, is now a consultant for EFI and has become a pivotal leader and mentor for the group.

An early beneficiary of EFI's PCTP project, Jaimini was first approached in 2010, receiving six sewing machines, one stamping machine, and a manual press for printing, all of which are still in use today. At that time, 12 women were trained and upskilled. The leader/coordinator, who initially spoke Kamba, Kiswahili, and limited English, has since expanded his language proficiency to six local languages through EFI's training and exposure. This language versatility and his skills have led to him becoming a key capacity-building consultant for EFI and SandStorm. Over the years, he has personally trained and mentored over 60 beneficiaries (40 women), both through formal consultancy and personal initiative. Notably, six of his trainees now work full-time with SandStorm luxury bags, while others have become individual entrepreneurs with their own sewing machines.

The group's last direct engagement with EFI for market access was in 2013, when they produced a consignment of Stella McCartney shoes. Recently, Jaimini worked with the Tribe Hotel in Nairobi to produce 400 pouches made from recycled materials, a project valued at KES 600,000. Other clients include SandStorm and Meyelo, a U.S.-based client that ordered bags and sandals. New client opportunities are continually developed, and during a recent evaluation, the group's coordinator was meeting with a U.K. wholesale company to negotiate the production of canvas and leather bags—a connection facilitated by SandStorm, which could result in repeat orders for Jaimini.

Jaimini's coordinator has also established a network of nine other similar groups and maintains collaborative relationships with Don Bosco and TEFI. He has identified six trainees to personally mentor, who will be deployed to communities to establish similar self-help groups, explore new value chains, and conduct due diligence and ESG sensitization in alignment with ITC/EFI standards.

e) SATUBO Group (Kenya)

The SATUBO group, located in the Laikipia district about four hours outside Nairobi, consists of women from the Samburu, Turkana, and Borana tribes. These pastoralist tribes were severely impacted by the post-election violence in Kenya in 2007-2008 and the 2008-2011 Lamina drought, which devastated cattle herds and left communities in difficult circumstances. Facing increased violence, especially affecting women and children, women from the three tribes formed an informal alliance to urge men to end the violence. This led

to the creation of a "new tribe" called SATUBO, uniting the women from these tribes, despite considerable opposition from some men.

EFI's PCTP first engaged with the SATUBO group in 2009, which had recently been registered with the Ministry of Gender (now the Ministry of Cooperatives, Micro, Small, and Medium Enterprises). EFI helped the group open a bank account, as many members were illiterate, and coordinated their first order from Vivienne Westwood for 200 t-shirts at 300 KES each. EFI also provided upskilling and capacity building, enabling SATUBO to fulfill this initial order. At that time, the group consisted of 20 women, who received income for the first time in their lives. SATUBO reinvested 30% of the earnings, with the remaining funds distributed among members.

The income generated by SATUBO helped to introduce "soft power" within the community. The women used some of the money to purchase cattle, restoring dignity among the men who had lost livestock in the drought. Some even bought alcohol for their husbands, which improved acceptance of their efforts, and men began encouraging them to continue their work.

From 2010 to 2016, SATUBO received training and market access support from EFI. In 2016, the group formally separated from EFI to operate as an independent self-help group, a semi-legal structure that allowed domestic but not international contracting. To access international markets, SATUBO collaborated with Artisan Fashion. Between 2016 and 2024, the group's annual income ranged between 1,000,000 and 1,500,000 KES, with 30% reinvested each year.

In 2024, SATUBO was formally incorporated as SATUBO Ltd., a limited liability company, granting all 60 members (57 women) ownership interests. The group also holds a 10% share in the TEFI Social Enterprise. Currently, SATUBO has cash reserves of 800,000 KES, as well as ownership of land, buildings, and essential infrastructure in the community. This includes four water tanks connected to a solar-powered pump and borehole, providing clean water to 200 households, who pay between 1,000 and 1,500 KES monthly for the service. Gucci donated the distribution system, which also includes a new facility with space for 20 sewing stations. SATUBO financed the solar system for this production line, and training for the women operating it will be conducted by a Jaimini consultant, funded by SATUBO.

Most of SATUBO's clients are domestic, including Flamingo Kenya, Segara Ranch, Olpajeta Ranch, and Segara Mission, as well as individual customers. The group is currently completing a large order for Flamingo Kenya, producing 8,000 Christmas ornaments at 250 KES per piece, totaling 2 million KES. This order has mobilized all 60 members, including three men, with support from a network of over 200 unskilled laborers in the community. The near community comprises around 2,000 people, while the broader community reaches up to 5,000 people.

SATUBO joined EFI at Milan Fashion Week in September 2024, alongside members of the Ushindi group. The trip was fully sponsored by Line Pelle, an Italian luxury leather production company, and was attended by the Permanent Secretaries of Micro, Small, and Medium Enterprises and Livestock in Kenya.

f) Naboisho Mbegi Group (Kenya)

The Naboisho group is an off-shoot self-help group that was started in 2016 by the former treasurer for Ushindi Women Group. The group is independent of EFI's direct involvement but enjoys partnership through the expanded supply network which links them to both Ushindi and TEFI. There has also been some interaction with the independent EFI consultant to provide capacity building and training. The group comprises 20 people (17 W) and focuses on beading and product lines such as belts, necklaces, dog collars and similar products using combination of beads, leather and brass. The group has a network of around 150 – 250 people, mostly women, in the community that they can reach out to, if the order quantities require it. The average income generated per member per month is between 6-8,000 KES. This enables the members to improve food security and education for their family and children.

The appointment of the treasurer of this group was particularly interesting as the person (Nancy) came from the Masai tribe. Her husband was violent, opposing Nancy to get a national ID card, which was a requirement for the group to register. The women prevailed and Nancy received her ID card. Later and as a result of the engagement with Ushindi group, Nancy has been able to put six of her children through college, including

four girls. At the evaluation meeting with the Naboisho group, one of Nancy's daughters was present, who now has a Bachelor degree in HR management.

g) Personal story of Nancy Namunyak⁷² (Kenya)

Nancy is a 31-year-old woman from the Kiserian Masai community. EFI first engaged with her community 15 years ago, initiating a self-help group in which Nancy's mother participated. When Nancy was 16, she began assisting her mother with bead-making as part of the PCTP project, where she learned the foundational techniques and processes. Thanks to the income generated, Nancy was able to attend school, an opportunity previously available only to her brothers. Products from their group were supplied to Artisan Fashion, then still an EFI entity.

"My mother was earning enough money, and this helped change the attitude of my father to allow me to go to high school and later to college". Nancy Namunyak

In college, Nancy studied business management and later pursued a Bachelor of Commerce and Finance, a four-year university program. Throughout this period, she continued to contribute to the self-help group, earning her own income to support living expenses and tuition fees. After completing her degree in 2021, Nancy joined EFI as a product development consultant in the R&D unit in February 2024. She remains closely connected to her Masai community, where she leads training and capacity-building sessions, sharing her expertise to empower others.

h) Story of AFEPO (Burkina Faso)

The Association des Femmes Tisseuses de Ponsomtenga (AFEPO - Association of Women Weavers of Ponsomtenga) in Ouagadougou was founded around 30 years ago when a foreigner from the Netherlands built a house in the community and enlisted 14 local women to begin textile production on small looms. These women were later trained on larger looms, and the primary market for their textiles was in Europe. This venture was transformative for the women—prior to it, they had subsisted on collecting firewood and sand, which earned them only around 1 USD per day. As Alima, one of the group members, recalls, "Life was difficult." Through textile production, they earned a monthly income of 50–80 USD, significantly improving their livelihoods.

However, the initiative came to an end in 2004, and the women returned to their former work of gathering firewood and sand, lacking the funds needed to purchase looms or materials. In 2006, they reconnected with a local businesswoman and some welders, who facilitated the production of two small looms, allowing them to gradually resume textile production. By 2006, all 14 women were fully engaged in this work again. Despite challenges in accessing markets, they achieved independence under the name AFEPO in 2007 and managed to open a small shop. A turning point came when a Burkinabe man living in Europe purchased textiles worth 327 USD, enabling AFEPO to reinvest in materials and expand.

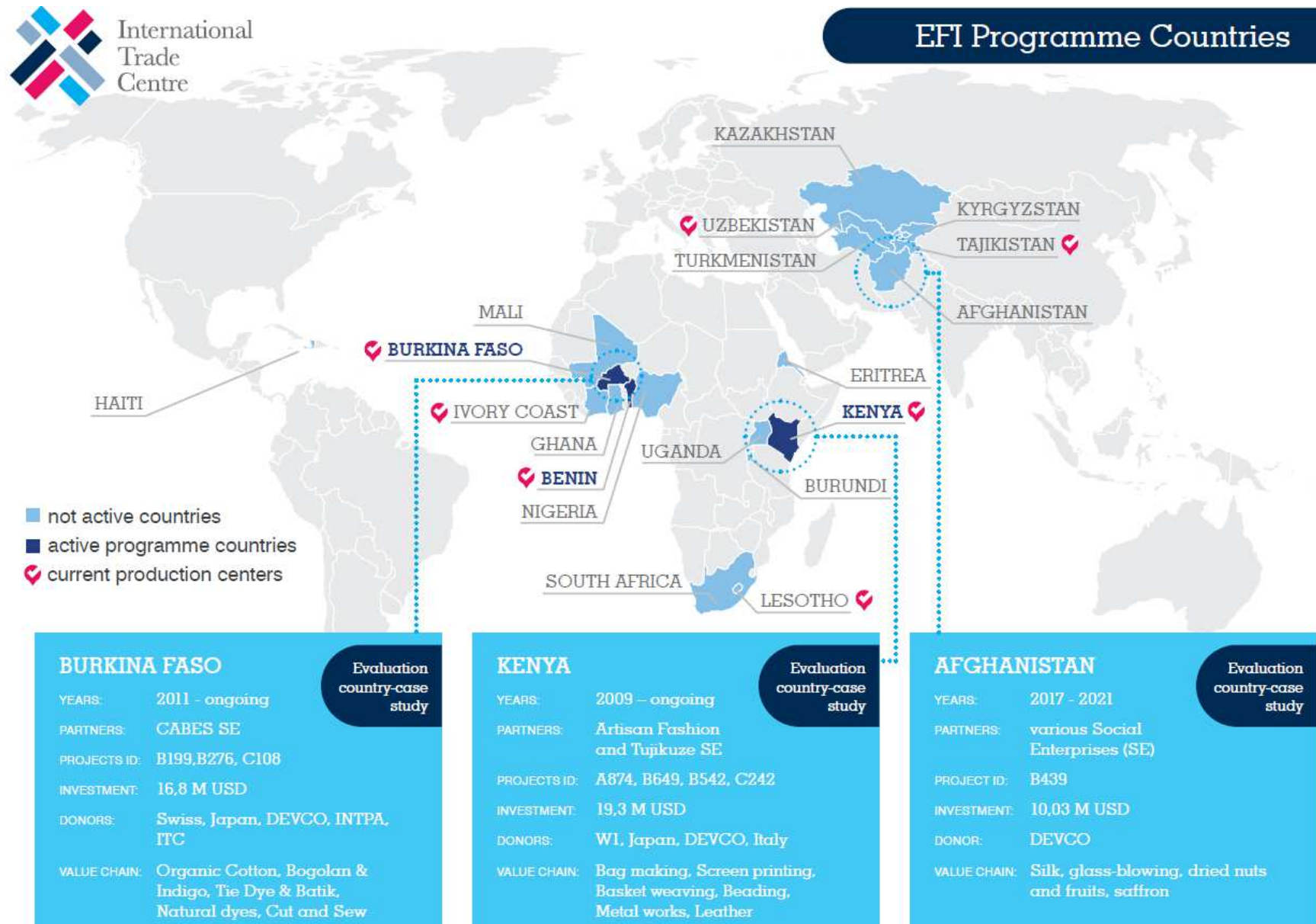
"This sale was a miracle, and it changed everything for us. Later in 2015, we also had a visit from President Kaboré with his wife and the former President of Mali. President Kaboré's wife was a regular customer, and it was a great honour. Before EFI's involvement, we would sit under a tree with our small looms, exposed to the rain and sun. Now, we have shelter, toilets, and a proper workspace, even for the large looms". Alima

EFI began working with AFEPO when they expanded operations in Burkina Faso in 2011. SE CABES was established in November 2014, and today, AFEPO holds a 25% ownership stake in CABES' shares.

⁷² Permission was received to disclose her name.

Annex 5. Map of EFI's presence over the years

Figure 3. Map of EFI's presence over the years



Annex 6. List of EFI projects

Project ID and PCR	Period	Stage	Title of project	Country(ies)	Donor(s) (including W1)	Budget
A874	Mar 2010 – Dec 2017	Closed	Poor Communities and Trade Programme	<i>In Africa:</i> Ethiopia, Kenya, Burkina Faso, Mali <i>In Asia and the Pacific:</i> Cambodia, Nepal <i>In Latin America and the Caribbean:</i> Haïti	W1	Approx. 1.8 mio USD
B199	Dec 2011 – March 2016	Closed	Establishing sustainable export market links and supply chain for ethical fashion and lifestyle products (Ethical Fashion Initiative)	Ghana and Burkina Faso	State Secretariat for Economic Affairs of Switzerland, and Japan International Cooperation Agency	4 mio USD
A922 PCR	Mar 2015 – Jul 2018	Closed	The Ethical Fashion Initiative - Haiti	Haiti	USAID	909,862 USD
B027	May 2025 – Dec 2016	Closed	Ethical Fashion Initiative: Private label (<i>Small TRTA project</i>)			300K USD
B276 PCR	Feb 2017 – Feb 2022	Closed	Création d'emplois équitables et développement durable de microentreprises dans les chaînes de valeur liées au secteur du « lifestyle »	Burkina Faso and Mali	DEVCO (now INTPA)	10.45 mio USD
B439 PCR	Dec 2017 – Dec 2021	Closed	Ethical Lifestyle Initiative for the Economic Reintegration of Returnees and Internally displaced people	Afghanistan	DEVCO (now INTPA)	10.03 mio USD
B649 PCR	Jan 2018 – Dec 2020	Closed	Poor Communities and Trade Programme	<i>In Africa:</i> Kenya, Ethiopia, Mali, Côte d'Ivoire, Uganda, Burkina Faso, Democratic Republic of the Congo <i>In Asia and the Pacific:</i> Vanuatu, Nepal, Iran (Islamic Republic of) <i>In Eastern Europe and Central Asia:</i> Uzbekistan, Tajikistan	W1 and Japan International Cooperation Agency	950K USD
B542 PCR	Dec 2018 - July 2023	Closed	Culture project: Identity Building and Sharing Business Initiative	Kenya, Ivory Coast, Uzbekistan, Tajikistan, Mali, Eritrea	DEVCO (now INTPA)	11.25 mio USD
C084 PCR	Jun 2021 – Sept 2022	Closed	Developing entrepreneurial skills and providing access to international market to lifestyle sector artisans, micro-producers (Ethical Fashion Initiative) (<i>Small TRTA project</i>)	Kyrgyzstan, Kazakhstan and Turkmenistan	UNESCO Regional Office	190K USD
C108	May 2022 – May 2024	Implementation	Création d'activités génératrices de revenu alternatives pour les communautés vivant autour du complexe w-arlypenjari	Burkina Faso and Benin	INTPA and Ferragamo	2.1 mio USD
C242	Nov 2022 – Nov 2026	Implementation	Designing the Future, a Green and Inclusive Fashion Ecosystem	Kenya	Italian Agency for Development Cooperation	5.28 mio USD
C267 PCR	Jan 2023 – Dec 2023	Operational closure	Inclusive Trade: Ethical Fashion Initiative	Burkina Faso and Kenya	ITF W1	250K USD
C233	Jul 2023 – Mar 2025	Implementation	Creation of a Production and Product Development Hub for Artisans and emerging Designers (<i>Small TRTA project</i>)	Côte d'Ivoire	ENI Côte d'Ivoire (Private sector / Foundations)	891K USD
C209	June 2024 – Jun 2031	Plan	Expanding market linkages for wool and mohair sector	Lesotho	Ministry of Agriculture and Food Security of Lesotho ⁷³	5.54 mio USD

⁷³ This is part of a larger agreement between IFAD and GoL for which the Financial Agreement is approved and ITC-EFI is the designated partner.

Evaluation of the Ethical Fashion Initiative

Report available at www.intracen.org/evaluation

Independence Evaluation Unit (IEU)

International Trade Centre

