

Independent Evaluation Division
Office for Evaluation and Internal Oversight

Independent
Country Programme Evaluation
Republic of India

Volume II - Annexes



UNITED NATIONS
INDUSTRIAL DEVELOPMENT ORGANIZATION

**INDEPENDENT EVALUATION DIVISION
OFFICE FOR EVALUATION AND INTERNAL OVERSIGHT**

**INDEPENDENT
COUNTRY PROGRAMME EVALUATION
REPUBLIC OF INDIA**

Volume II - Annexes



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INDUSTRIAL DEVELOPMENT ORGANIZATION

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Volume II – ANNEXES

(www.unido.org/resources/evaluation)

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Annex 1. Terms of Reference (Main body)

I. OBJECTIVES OF THE EVALUATION

The main objectives of the country programme evaluation (CPE) are to:

- Assess the results and performance of the UNIDO Country Programme in India; and
- Generate findings and recommendations to guide the completion of current project portfolio in an integrated and programmatic manner, and provide input into design, operationalization and implementation of a new country programme between the Government of India and UNIDO.

These findings, lessons and recommendations from the CPE will inform the preparation, implementation, management and coordination of the new UNIDO Country Programme 2018-2022 in India.

II. SCOPE AND FOCUS OF THE COUNTRY PROGRAMME EVALUATION

Following the request of the India Government to formulate the new Country Programme 2018-2022, (received on 26th May 2017) the UNIDO Asia and Pacific Division requested the UNIDO Independent Evaluation Division (IEV) to include the India CPE into its 2016/2017 Work Programme in July 2017.

The portfolio of the India Country Programme has a number of characteristics that differ from usual Country Evaluations. It is a large but young portfolio, with accordingly relatively thin project evaluative evidence (only 3 terminal project evaluations and 3 mid-term reviews) so far.

Taking the above into account, the Evaluation of the Country Programme in India (CPE) will cover the period between 2013 and 2017 and will focus on the overarching strategic issues that will be important for UNIDO to address throughout the full new programming cycle, including programme design, project development, implementation, monitoring and evaluation and coordination. To enhance evaluative evidence to the CPE, five project evaluations, either at mid-term or at completion, will be conducted in tandem with the Country Programme Evaluation and will be an integral part of the CPE. They are:

#	Project name	Project ID	Component	Type of evaluation
1	Promoting energy efficiency and renewable energy in selected micro, small and medium enterprises (MSME) clusters in India	103029	Green Industrial Development	Mid-term evaluation
2	GEF UNIDO Cleantech Programme for SMEs in India	120345	Green Industrial Development	Terminal evaluation
3	Supporting Small and Medium-sized Manufacturers in the Automotive Component Industry in India: Deepening and widening the Partnership Programme	100245	Inclusive Economic Development	Terminal evaluation

#	Project name	Project ID	Component	Type of evaluation
4	Development and adoption of appropriate technologies for enhancing productivity in the cement sector	150267	Inclusive Economic Development	Terminal evaluation
5	Development and adoption of appropriate technologies for enhancing productivity in the paper and pulp sector	150282	Inclusive Economic Development	Terminal evaluation

In addition, the CPE will also conduct a portfolio review of both two components Green Industrial Development and Inclusive Economic Development, based on the available documents.

The CPE will seek to ascertain the relevance, effectiveness, efficiency and sustainability of UNIDO's contribution to industrial development in India, recognizing though that the scale of UNIDO interventions is negligible, albeit expected to be catalytic, relative to total of policy and enabling initiatives and investments towards industrial development in the country.

A precise scope of the evaluation will be defined in the inception report, in order to focus on key activities while allowing answering the questions identified under these evaluation terms of reference (TOR).

III. KEY EVALUATION QUESTIONS

The CP evaluation will not address individual projects but analyze how the design, implementation, monitoring and evaluation of the portfolio of these projects contributed and continues to contribute to a larger objective. The overall questions to be addressed by the evaluation are the following:

1. What is UNIDO's contribution to the industrial development results in India? How effective have UNIDO's country programme been in achieving its intended results? What are the factors facilitating or hindering its achievement?
2. How is the quality of UNIDO's contribution (in terms of relevance, effectiveness, efficiency, sustainability and other cross-cutting issues)?
3. How has UNIDO strategically positioned its Country Programme to advance transformational change? (This including the role and performance of the UNIDO Regional Office in India in coordination, monitoring and evaluation of UNIDO activities in India; the extent to which the UNIDO Regional Office provides added value to the UNIDO project activities in the country; its performance in the UNDAF/UNSDF and other UN and UNCT coordinated activities).

The five projects will be evaluated independently based on the standard evaluation criteria, as indicated in the terms of reference for each project evaluation. The evaluator of each project evaluation is required to interact with the CPE evaluation team members to feed their findings into the CPE to maximize the synergy. Regarding two project evaluations under the Inclusive Economic Development component, namely the paper and cement sector projects both implemented as part of the IC-ISID, the evaluation team is also required to look into the operations of IC-ISID, along with its other activities (e.g. IC-ISID administrative component, utility and function, and leather and bicycle sector projects). This analysis will feed into the CPE's findings in the South-South cooperation section of the evaluation report.

This analysis, to the extent possible, will look into the following issues:

- Relevance of the activities and achievements of the IC-ISID for inclusive and sustainable industrialization in India, to the policies and strategies of DIPP and to the SDG9 mandate of UNIDO
- Increased capacity of the partner technical institutions (for leather, cement , pulp and paper and bicycle sectors) to support adoption of (international) best practices and new technologies in industries (particularly MSMEs) in their target sector
- Appropriateness of the organizational and steering arrangements for the IC-ISID viz-a-viz its mandate to foster inclusive and sustainable industrialization in India and elsewhere in developing countries

For some projects (e.g. Supporting Small and Medium-sized Manufacturers in the Automotive Component Industry in India: Deepening and widening the Partnership Programme) a new phase is planned from early 2018, hence a forward-looking evaluation is foreseen with an emphasis on lessons learned and practical recommendations to improve the scale, impact and sustainability of project interventions in future 2-3 years.

IV. EVALUATION APPROACH AND METHODOLOGY

The evaluation will be conducted in accordance with the UNIDO Evaluation Policy¹. It will be carried out as an independent evaluation using participatory approach whereby key stakeholders will be regularly consulted and informed throughout the evaluation process.

This evaluation TOR provides some information as regards the methodology but this should not be regarded as exhaustive. It is instead meant to guide the evaluation team in elaborating an appropriate evaluation methodology and tools that should be further detailed in the inception report.

Methodology. The evaluation will use theory of change approach and mixed methods to collect data and information from a range of sources and informants. It will pay attention to triangulating the data and information collected before forming its assessment. This is essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning

The evaluation team will reconstruct the theory of change for the actual Country Programme in India. The theory of change will identify casual and transformational pathways from the programme outputs to outcomes and longer-term impacts, and drivers as well as barriers to achieve them. While it is early to determine the actual impact of the Country Programme at this stage, the theory of change analysis will help determine the progress to impact. The learning from this analysis will be useful to feed into the design of the future programmes so that the management team can effectively manage them based on results.

Following are the main instruments for data collection and analysis:

1. **Desk and literature review** of documents related to the programme, including independent evaluation reports and performance rating of projects within the programmes, and other relevant studies. This will include portfolio review of both components of the Country Programme.
2. **Stakeholder consultations** will be conducted through structured and semi-structured interviews and focus group discussion. Key stakeholders to be interviewed include: government counterparts, private sector representatives, other UN organizations, multilateral organizations, donors, beneficiaries and UNIDO management and project staff.

¹ UNIDO. (2015). Director General's Bulletin: Evaluation Policy (UNIDO/DGB/(M).98/Rev.1)

3. **Field visit.** The evaluation team will visit India and interview national stakeholders and project staff in the country.

V. EVALUATION PROCESS AND REPORTING

The evaluation team will use a participatory approach and involve various stakeholders in the evaluation process. The responsibilities for the various evaluation stages are outlined below:

Description	IEV	PTC	Regional Office (RO)	Gov of India	Evaluation team
Terms of Reference	X		X		
Selection of consultants	X				
Self-assessment by project managers		X			
Collection of background documentation by IEV (supported by RO)	X		X		
Review of background documentation					X
Interviews at UNIDO HQ	X	X	X		X
Inception report					X
Evaluation mission	X		X	X	X
Presentation of preliminary findings in the field			X		X
Presentation of preliminary findings at HQ	X				X
Drafting of evaluation report					X
Comments on draft report	X	X	X	X	X
Final evaluation report					X

The TOR and the draft report will be shared with the Government, national counterparts, the main donors and relevant UNIDO staff members for comments and factual validation. This consultation also seeks agreement on the findings and recommendations. The evaluators will take comments into consideration when preparing the final version of the report. The final evaluation report will be submitted 8 weeks after the field mission, at the latest, to the Government, the donors and to UNIDO.

VI. TIMING AND DELIVERABLES

The country programme evaluation is scheduled to take place between December 2017 and May 2018. A field mission for the evaluation is envisaged for end of February and beginning of March 2018. The table below presents a tentative schedule to be adjusted according to prevailing circumstances.

Activity	Deliverables	Estimated date
Collection of documentation at HQ		November- December 2017
Desk review by evaluation team members		December 2017 – January 2018
Initial interviews at HQ to assess scope		22-23 January 2018
Inception report	Draft report	End January 2018
Mission to India		25 Feb – 3 March 2018
Presentation of preliminary findings in the field	Presentation (e.g., PowerPoint)	3 March 2018
Presentation of preliminary findings at HQ	PowerPoint presentation	5-6 March 2018
Drafting of report	Draft report	23 March 2018
Collection and incorporation of comments		15 April 2018
Issuance of final report	Final report	May 2018

VII. EVALUATION TEAM

The evaluation team will include:

1. Evaluation Manager: One designated ODG/EVQ/IEV staff member, who will act as evaluation manager and as focal point for the evaluation consultants. He/she will cover cross-cutting areas and the performance of the field representation.
2. A team of consultants:
 - Team Leader: One international evaluation consultant to be the team leader, with extensive experience in managing evaluations/teams who will have the overall responsibility of reviewing the strategic issues and lead the preparation of the inception and country programme evaluation report and will also be responsible to evaluate the Inclusive Economic Development component.
 - Core team member: One international evaluation consultant to be team members (under the guidance of the team leader), with extensive experience in evaluation who will lead the analysis of the Green Industrial Development component and has the responsibility of reviewing the Green Industrial Development portfolio and providing inputs to the preparation of the inception and country programme evaluation report.
 - Two national evaluation consultants who will participate in the field mission in the country and contribute to the assessment, in particular with a view to assessing the UNIDO activities in the light of national objectives, strategies and policies, cooperation priorities and institutional capacities.

The international and national consultants will be contracted by UNIDO. The tasks of the evaluation team members are specified in their respective job descriptions, attached to this TOR in annex 1.

All members of the evaluation team must not have been involved in the design and/or implementation, supervision and coordination of any intervention to be assessed by the evaluation and/or have benefited from the programmes/projects under evaluation.

Additionally, the UNIDO Regional Office in India, the respective project teams in the country, and project managers at Headquarters will support the evaluation team and will help with the planning and coordination of the evaluation field mission and local briefings.

VIII. QUALITY ASSURANCE

All UNIDO evaluations are subject to quality assessments by the UNIDO Independent Evaluation Division (ODG/EVQ/IEV). Quality control is exercised in different ways throughout the evaluation process (briefing of consultants on evaluation methodology and process, review of inception report and evaluation report). The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality (annex 2). The applied evaluation quality assessment criteria are used as a tool to provide structured feedback.

Annex 2. Evaluation phases and tools

The evaluation was implemented in six overlapping phases as outlined below²:

I. Inception phase and desk review. This included a preliminary document review and key informant interviews to support development of the methodology and preparation of an inception report.

Desk and literature review of documents related to the programme – including independent evaluation reports, performance ratings of projects, and other relevant studies – was completed across both components of the Country Programme as well as strategic documents. The desk review also supported the development of the programme’s ‘pathways to impact’, as detailed above.

II. Key informant Interviews Key informant interviews with identified programme and project management staff occurred throughout the process. Initially, information was gathered through interviews conducted with relevant staff at UNIDO Head Quarters, with key representatives of the Country Programme and other key stakeholders. Consultations were conducted through structured and semi-structured interviews and focus group discussion. Key stakeholders interviewed included: government counterparts, private sector representatives, other UN organizations, multilateral organizations, donors, beneficiaries and UNIDO management and project staff.

III. Field visit The time frame for the field visit of the five project evaluations and the country programme evaluation was limited to one month; therefore visits to project sites were based on a sample only. For this reason, it was important to rely on key informant interviews and documentary review; *supplemented* by field investigations. The evaluation team visited India and interviewed national stakeholders and counterparts, project staff and key stakeholders in the country as per the mission schedule outlined in Annex 5. During the February/March field trip, in addition to the detailed schedules for each of the five evaluations, meetings were held with the Project Teams and key stakeholders of the Solar Thermal, Waste to Energy, Medical Waste, Organic Waste, PCP Waste, and DDT Alternatives. The CPE team also conducted interviews with the project teams of Sustainable Cities, Leather, Bicycle and bicycle parts, Neem, International Centre for Inclusive and Sustainable Industrial Development (ICISID), Low Carbon Deployment, Bamboo and the former International Centre for Advancement of Manufacturing Technology (ICAMT) as well as visited Confederation of Indian Industry (CII), Federation of Indian Chambers of Commerce and Industry (FICCI), Automotive Component Manufacturers Association of India (ACMA) as well as the United Nations Resident Coordinator, UN-Habitat and Food and Agriculture Organisation (FAO) representatives.

IV. In-depth project evaluations As an input to the main CPE, six project evaluations were conducted. Each of these six project evaluation teams met individuals and institutions in different parts of the countries at micro and meso levels, who have been participating in the projects. As with the CPE, the project evaluations were based on the standard OECD-DAC evaluation criteria (relevance, effectiveness, efficiency, impact and sustainability) and followed key evaluation questions as indicated in discrete terms of reference for each project evaluation. The evaluator of each project evaluation was

² Note: The phases were adjusted slightly from the CPE approach paper to give more emphasis to the in-country work.

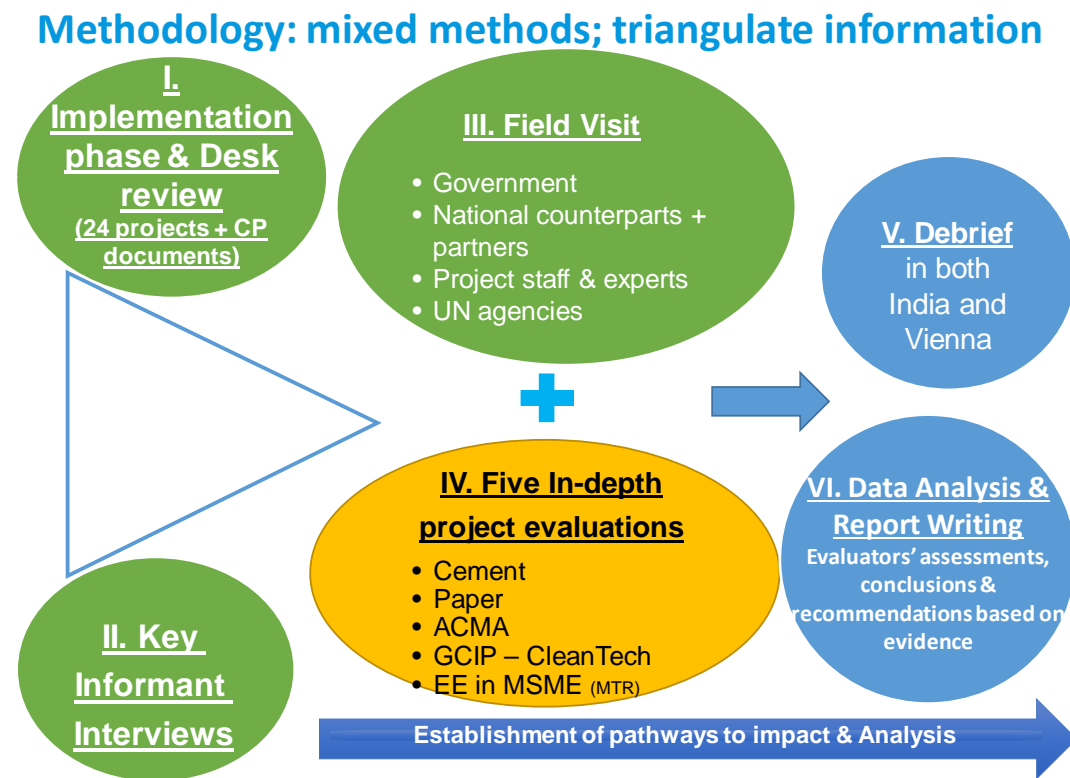
required to interact with the CPE evaluation team members to feed their findings into the CPE to maximize the synergy.

V. Debrief in both India and Vienna Following the field visits, preliminary findings were presented to stakeholders both in India and in Vienna for ground truthing and addition of further evidence. Furthermore, a final workshop was conducted in New Delhi with key stakeholders as a joint activity to present and strengthen the preliminary findings of the CPE, to consider the implications for the new country programme, and to prepare for the *implementation* of the 2018-2022 country programming framework.

VI. Data analysis and report writing The analysis paid attention to triangulating the data and information collected before forming its assessment. This was essential to ensure an evidence-based and credible evaluation, with robust analytical underpinning.

The evaluation phases, methods and evidence trail are summarised in Figure 7.

Figure 1: Summary of evaluation phases, methods and evidence trail



Source: IEV India Country Programme Evaluation Team 2018

Annex 3. 2011 Mid-Term Evaluation of India Country Programme 2008-2012 - Recommendations

Valid recommendation/addressed – green
 Recommendation not fully addressed – orange
 Recommendation pursued/not achieved – red
 Recommendation no longer relevant – purple

Recommendations	Validity checked	Recommendation addressed
Recommendations to the Government of India (GoI) and UNIDO		
1. More attention should be given to sharpen the strategic focus of the country programme in order to promote impact on sustainable industrial development and support to national policy development. In view of the changing roles of donor and technical cooperation agencies in India, UNIDO should focus on filling technology or competence gaps or brokering knowledge in priority areas.	Yes	Yes
2. Gender equality and environmental sustainability should be mainstreamed in all projects	yes	Environmental sustainability yes Gender No
3. In view of the large share of environmental projects a UNIDO environmental focal point should be appointed by the GoI and theRO reinforced with environment-related competence.		The current UR is a senior environmental expert
4. Coordination should be facilitated and encouraged between the MoEFCC and DIPP in order to foster integration and synergies between E&E and PSD projects.		Progress achieved through Steering Groups. Could be more proactive through Country Programme/Team approach
5. Reinforce the south/south cooperation aspects of the UNIDO Programme including the outbound transfer of technology.		Has continued but lesser focus than previously
6. Promote the inclusion of economic growth related themes and issues in the next UNDAF cycle.		Included in the UNSDF
7. Project steering mechanisms should be in place and cover reviews of allocations and disbursements as a standard agenda item for steering committee meetings.		

Recommendations	Validity checked	Recommendation addressed
8. Define the key roles and the most effective division of labour, in project implementation, between UNIDO and Indian partner institutions.		
9. Reinforce coordination between different projects for increased synergy effects.		
General and strategic recommendations to UNIDO		
10. The RO should increase its role in coordination and substantial monitoring of the Country Programme and its components.		Not sufficiently addressed
11. Adherence to UNIDO Evaluation Policy and the TC Guidelines should be ensured for all projects. The RO should ensure that UNIDO roles and procedures are clear and known to national stakeholders and UNIDO experts and consultants.		
12. Monitoring and reporting should be results-based and enable early warning signals.		
13. National implementation modalities should be developed for project outcomes or outputs/activities for which national implementation would be appropriate.		
14. Procurement should be further decentralized and a procurement officer assigned to the RO.		
15. The RBM work plan should be reviewed in order to increase its utility and its function as a planning and management tool. The RO should identify priority outputs for each of the outcomes and concentrate on a limited number of outputs and activities during a given year.		
16. The UNIDO RO in New Delhi should be strengthened, in view of the growing portfolio of projects and particularly in the field of environment.		
17. Better use of current programme officers at the RO should be ensured and project managers should look into possibilities of decentralizing PADs to the field.		Programme officers have been withdrawn from URO

Recommendations	Validity checked	Recommendation addressed
18. The FO should pay more attention to its advocacy function and align its promotional materials and publications to this function. For instance, there could be more advocacy in relation to UNIDO priority areas such as green industry or clean and sustainable industry.		
Recommendations related to Energy and Environment Portfolio		
General		
19. Considering the growing share of projects financed by GEF and more generally EE projects for which the counterpart is the MoEFCC: – Ensure that clear lines of communication are established between the Regional Office and the MoEF, generally and for each project. – Ensure efficient monitoring of projects in the portfolio		
20. Earlier determination of actual equipment to be procured and improved management of the procurement process. Procurement planning should include technology selection and cost assessment and enable the selected equipment to be installed during the project lifetime and be effectively used.		
21. Assess the sustainability of the Indian Cleaner Production Centre in close coordination with DIPP. If a decision is made to maintain the Centre, actively involve the Centre in upcoming projects and implement the recommendations of the previous CP-Programme evaluation.		The NCPC India discontinued its involvement in UNIDO RECP programme and RECP Network
POPs-related projects (PCBs/Medical Waste)		
22. In order to ensure effectiveness and sustainability of the projects, the identification of legislative requirements as well as effective enforcement mechanisms and incentives should be an integral part of the project's strategies		
23. Activities targeting the local population should not be limited to public information and general awareness-raising but also provide for close cooperation with local NGOs and municipalities, along with the actual participation and involvement in decision-making processes.		
24. Lessons from the NIP evaluation with regard to project implementation should be used to improve efficiency and effectiveness of post-NIP POPs projects.		

Recommendations	Validity checked	Recommendation addressed
25. Coordination of legislative tasks undertaken under the NIP implementation project and the post-NIP projects should be promoted in order to avoid duplication and overlapping.		
Medical Waste project		
26. Clarify the approach to public private partnership and assess the adequacy and effectiveness of this modality for each of the planned activities. Particular attention should be paid to commercial viability.		
27. Pursue the efforts to support the project preparation team in securing co-financing of the project.		
Recommendations related to Private Sector Development		
Consolidated project for SME		
28. Plan and prepare the finalization of remaining activities (based on the decision of the donor as regards the outstanding funding), including conducting the mandatory project evaluation (for which the required budget allocation is to be reserved under budget line 82) and prepare a detailed final report (based on the recent decision as regards the extension of the project duration, the mandatory project evaluation is now scheduled for end of 2011 or early 2012)		
Automotive components		
29. Organize a planning workshop in India with the local stakeholders to discuss the planned projects in the field of automotive components and related fields (the next phases of the partnership programme, the quality component of ICDP, industrial maintenance support), with a view to ensure that lessons from past projects are adequately reflected from the start (both in terms of “content” and “management” of these projects, including inter-linkages among these projects and with other related initiatives in India). Such discussions should be held prior to the actual start of the projects or latest during their inception phase and aim at harmonized programming of the interventions.		

Recommendations	Validity checked	Recommendation addressed
30. Resolve issues causing delays in decision-making on the funding of the current pipeline projects with Indian Government as a donor (including clarification of respective roles in implementation and related budget allocations).		
Cane and bamboo networking project		
31. A Steering Committee meeting should be held in the near future to discuss the findings of the evaluation mission and decide on necessary follow-up actions to bring the project ‘back on the rails’. Items on the agenda should include the possible preparation of a project revision cum work plan adapted to the available budget, solutions of trust deficit issues among project stakeholders, as well as definition of the most appropriate strategy as regards the proper completion of support to the first cluster (Nalbari) as well as to the remaining clusters identified.		
32. Consult with UNIDO cluster development specialists to seek their advice and involvement in the project		
Brass and bell metal project		
33. UNIDO HQ should submit, to the counterpart ministry, an updated work plan and budget proposal for the remainder of the duration of this project and after having consulted with UNIDO cluster development specialists to seek their advice and possible involvement.		
Integrated Cluster Development Project		
34. Clarify with DIPP the reasons for the delays in actual funding of this project officially launched at the end of 2009 and initiate remedial actions.		The ICDP was discontinued, with as its only tangible spin off the Kanpur Leather Development Project
35. Discuss the design of the project in the light of the risks identified by the evaluation mission and, if deemed relevant, redefine the project implementation strategy.		

Annex 4. Evaluation Questions

Key Evaluation Question	Sub questions	Main Evidence Source
4. What is UNIDO's contribution to industrial development results in India?	<ul style="list-style-type: none"> • What is the overall development portfolio for India? • What is the scope of 'Make in India' and other relevant programs in comparison to UNIDO support? • To what extent has UNIDO linked with industry institution partners? • Does UNIDO support focus more on macro, meso or micro level? • How appropriate are the recommendations provided by UNIDO for industrial development advancement? 	<ul style="list-style-type: none"> • Country data for development contributions • Make in India and other programme data • Relevant second publications on development profile in India and contribution of UNIDO and other UN agencies • UNDAF and programme progress reporting
5. What is the quality of UNIDO's contribution	- In terms of results and performance?	
<ul style="list-style-type: none"> • Relevance 	<ul style="list-style-type: none"> • What is the extent to which projects respond to national country demand (macro) • What is the extent to which projects respond to institutional demand (meso) • What is the extent to which projects respond to participant demand (micro) • Are project designs appropriate, with adequate resources approved? 	<ul style="list-style-type: none"> • Document review • Project performance document analysis • Key Informant interviews • Field visit observations and focus groups
<ul style="list-style-type: none"> • Effectiveness 	<ul style="list-style-type: none"> • Are project designs being implemented as planned, if not, why not? • To what extent are projects achieving specific targets and development results? • Have known best practice and/or new technologies been adopted as a result of UNIDO projects? • How effectively does UNIDO communicate and work with government and non-government partners? • How is UNIDO performance viewed by other UN and UNCT partners? • To what extent has UNIDO-supported South-South been effective? 	<ul style="list-style-type: none"> • Project performance document analysis • Key Informant interviews • Field visit observations and focus groups

Key Evaluation Question	Sub questions	Main Evidence Source
<ul style="list-style-type: none"> • Efficiency 	<ul style="list-style-type: none"> • Have the funding inputs been delivered efficiently? • Have there been avoidable implementation delays? • Have there been issues with financial flows for implementation? 	<ul style="list-style-type: none"> • Project budget analysis • Key Informant interviews
<ul style="list-style-type: none"> • Sustainability 	<ul style="list-style-type: none"> • Are sustainability mechanisms in place? • Have resources for on-going operation been made available (where applicable)? • Has capacity building been embedded? Is knowledge being transferred to others? 	<ul style="list-style-type: none"> • Project performance document analysis • Key Informant interviews • Focus groups
Facilitating and Hindering factors:	<ul style="list-style-type: none"> • What are the factors facilitating achievement? 	<ul style="list-style-type: none"> • Project performance document analysis • Key Informant interviews • Focus groups
	<ul style="list-style-type: none"> • What are the factors hindering its achievement? 	<ul style="list-style-type: none"> • Project performance document analysis • Key Informant interviews • Focus groups
6. How has UNIDO advanced transformational change?		
<p>Note: This includes, amongst others</p> <ul style="list-style-type: none"> • the role and performance of the UNIDO Regional Office in India in: <ul style="list-style-type: none"> ○ (i) coordination, ○ (ii) monitoring and evaluation of UNIDO activities in India; 	<ul style="list-style-type: none"> • Have UNIDO projects resulted in advancement in coordination between industry and partners? If so how? • Has UNIDO project activity resulted in added value within the Industry? If yes how? • M&E and RBM – evidence based decision making. Has Monitoring and 	<ul style="list-style-type: none"> • Document review and web search • Project performance document analysis • Key Informant interviews • Focus groups

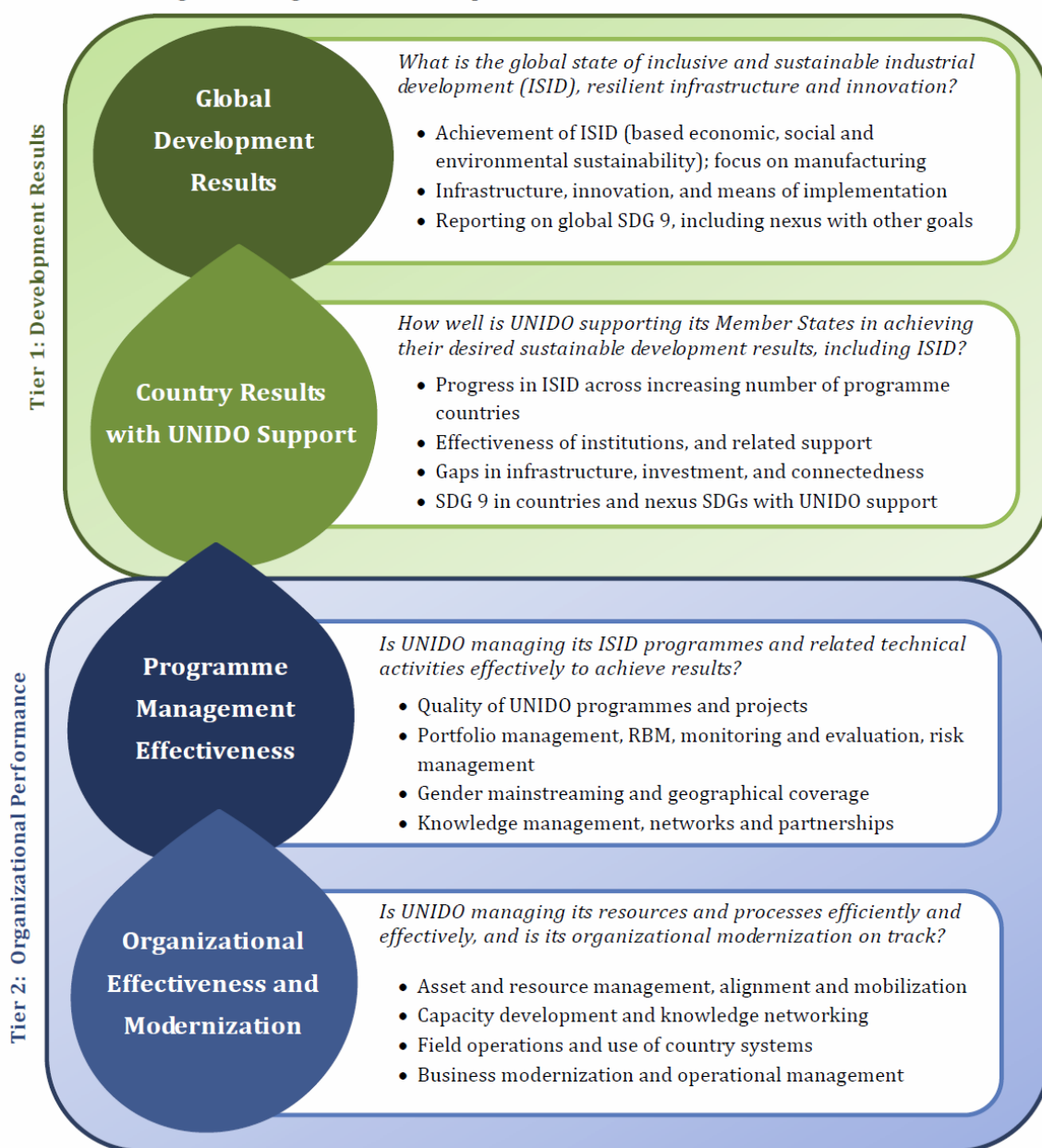
Key Evaluation Question	Sub questions	Main Evidence Source
<ul style="list-style-type: none"> ○ (iii) the extent to which the UNIDO Regional Office provides added value to the UNIDO project activities in the country; ○ (iv) its performance in the UNDAF/UNSDF and other UN and UNCT coordinated activities. 	<p>evaluation of projects improved as a result of UNIDO involvement? If so how?</p> <ul style="list-style-type: none"> ● Have UNIDO project led to positive environmental results (see specific questions below) 	
<ul style="list-style-type: none"> ● Increased capacity of the partner technical institutions in their target sector 	<ul style="list-style-type: none"> ● Have the projects increased capacity in any unexpected/ unplanned ways? ● Have UNIDO projects resulted in stronger partnerships with industry related technical institutions? ● Have UNIDO projects resulted in synergies, linkages or cooperation with the private sector, particularly in MSMEs? If so how? 	<ul style="list-style-type: none"> ● Key Informant interviews ● Focus groups ● External benchmarking
<ul style="list-style-type: none"> ● Does the programme include progress on UNIDO's cross-cutting issues 	<ul style="list-style-type: none"> ● To what extent have projects considered and are achieving specific targets in relation to: <ul style="list-style-type: none"> ○ Gender equity ○ Age diversity - Has consideration has been given to younger participants – is there an age barrier to access of the program? ○ Population diversity – local community, ethnic, status 	<ul style="list-style-type: none"> ● Document review and web search ● Project performance document analysis ● Key Informant interviews ● Focus groups
Strategic transformation		
<ul style="list-style-type: none"> ● Extent to which activities and project contribute to inclusive and sustainable industrialization in India 	<ul style="list-style-type: none"> ● Have UNIDO projects contributed to ISID in India? If so in what ways? ● Have UNIDO projects contributed towards improved policies and strategies of partner institutions? ● Is the capacity built through UNIDO support leading to incremental change towards improved practice? ● To what extent does UNIDO exercise convening power in developing strategic partnerships. 	<ul style="list-style-type: none"> ● Document review and web search ● Project performance document analysis ● Key Informant interviews ● Focus groups

Annex 5. Checklist on Evaluation Report quality

Report quality criteria	ODG/EVQ/IEV Assessment notes	Rating
A. Did the report present an assessment of relevant outcomes and achievement of programme objectives?		
B. Were the report consistent and the evidence complete and convincing?		
C. Did the report present a sound assessment of sustainability of outcomes or did it explain why this is not (yet) possible?		
D. Did the evidence presented support the lessons and recommendations?		
E. Did the report include the actual programme costs (total and per activity)?		
F. Quality of the lessons: Were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
G. Quality of the recommendations: Did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can they be implemented?		
H. Was the report well written? (Clear language and correct grammar)		
I. Were all evaluation aspects specified in the TOR adequately addressed?		
J. Was the report delivered in a timely manner?		

Annex 6. UNIDO results and performance framework

Figure 1: Integrated results and performance framework



Source: UNIDO, 2015 Medium Term programme Framework 2016-2019

Annex 7. List of projects under the 2013 – 2017 Country Programme

Key to Table:

	Evaluated: Projects with evaluative evidence available
Bold	Evaluated: Projects evaluated during the CPE
	Non-evaluated: Projects that are completed, only monitoring data available
	Recent: Ongoing projects, assessed only for relevance
	Main components

#	Title	Proj. ID	Shortened name ³	Planned Budget ⁴	Budget (USD) ⁵	Expenditure (USD)	Donor	Start date (actual)	End date (plan)	Status
	Component 1: Green Industrial Development	11 projects		448,289,888	75,186,613	32,745,244				
1	Environmentally sound management of medical wastes in India	104160	Medical Waste	40,000,000	10,000,000	5,560,701	GEF	2011	2018	Ongoing
2	Environmentally sound management and final disposal of PCBs in India	104044	PCP Waste	43,100,000	14,100,000	12,288,199	GEF	2010	2018	Ongoing
3	Promoting energy efficiency and renewable energy in selected micro, small and medium enterprises (MSME) clusters in India	103029	EE in MSMSE's	33,372,097	7,289,354	6,497,010	GEF	2011	2019	Ongoing
4	Promoting ultra-low-head micro hydropower technology to increase access to renewable energy for productive uses in rural India	120182	Micro Hydropower	1,060,000	1,235,981	1,230,990	Japan	2012	2017	Completed
5	GEF UNIDO Cleantech Programme for SMEs in India	120345	CleanTech	4,000,000	1,000,000	785,946	GEF	2013	2018	Ongoing

³ A shortened name for each project was used in the text to facilitate reading

⁴ Total budget including Project Support Costs and Co-financing at design

⁵ UNIDO Open Data Platform, 2018. <https://open.unido.org/projects/IN/projects/> [Accessed 21/03/2018]

#	Title	Proj. ID	Shortened name ³	Planned Budget ⁴	Budget (USD) ⁵	Expenditure (USD)	Donor	Start date (actual)	End date (plan)	Status
6	Promoting business models for increasing penetration and scaling up of solar energy	130149	Solar Thermal	26,191,044	4,365,174	2,737,583	GEF	2014	2019	Ongoing
7	Development and promotion of non-POPs alternative to DDT	150058	DDT Alternatives	53,147,167	8,300,000	2,775,486	GEF	2015	2020	Ongoing
8	Sustainable cities, integrated approach pilot in India	150312	Sustainable Cities	126,063,797	12,385,321	282,966	GEF	2016	2022	Ongoing
9	Promoting market transformation for energy efficiency in micro, small & medium enterprises	120262	EE in MSME's	31,325,455	4,465,455	112,210	GEF	2015	2020	Ongoing
10	Facility for Low Carbon Technology Deployment	150188	Low Carbon Deployment	68,482,328	8,712,328	199,884	GEF	2016	2020	Ongoing
11	Organic waste streams for industrial renewable energy applications in India (Main Phase)	120095	Waste to Energy	21,548,000	3,333,000	274,269	GEF	2015	2020	Ongoing
	Component 2: Inclusive Economic Development including IC-ISID portfolio	13 projects		24,726,931	11,821,800	8,003,633				
12	Forum "Thinking out of the box - Innovation for industry and industry for innovation	160018	Forum	45,500	48,743	26,234	UNIDO	2016	2016	Completed
13	Upgradation of Machine Tools Industry in India	102136	Machine Tools Industry	3,000,000	1,003,427	1,003,427	India IDF	2011	2015	Completed
14	Technology Upgradation and Productivity Enhancement of the Foundry Industry in Coimbatore	100269	Foundry	626,928	626,928	626,928	India IDF	2011	2014	Completed
15	Promoting livelihoods in North Eastern India: The cane and bamboo networking project	101064	Bamboo	2,492,226	585,513	580,872	India IDF & UNIDO	2011	2013	Completed
16	National Programme for Technology Upgradation of Brass and Bell Metal Industry / Artisan Enterprises in	102045	Brass and bell	740,000	119,068	119,068	India IDF	2011	2014	Completed

#	Title	Proj. ID	Shortened name ³	Planned Budget ⁴	Budget (USD) ⁵	Expenditure (USD)	Donor	Start date (actual)	End date (plan)	Status
	Khagra and other									
17	Plastics Manufacturing Industry in India	102046	Plastics	686,365	686,365	686,365	India IDF	2010	2014	Completed
18	Operational Phase of the International Centre for Advancement of Manufacturing Technology	102044	ICAMT	2,500,000	1,845,399	1,845,399	India IDF	2009	2014	Completed
19	Supporting Small and Medium-sized Manufacturers in the Automotive Component Industry in India: Deepening and widening the Partnership Programme	100245	ACMA	3,221,577	894,917	706,317	India IDF	2014	2018	Ongoing
20	International Centre for Inclusive and Sustainable Industrial Development (ICISID)	140377	ICISID	5,869,000	916,684	347,692	India IDF	2015	2020	Ongoing
21	Development and adoption of appropriate technologies for enhancing productivity in the cement sector	150267	Cement	1,270,685	1,124,500	546,473	India IDF	2015	2018	Ongoing
22	Development and adoption of appropriate technologies for enhancing productivity in the paper and pulp sector	150282	Paper and pulp	1,644,150	1,455,000	645,840	India IDF	2015	2018	Ongoing
23	Development and adoption of appropriate technologies for enhancing productivity in the Indian bicycle and bicycle parts	160072	Bicycle and bicycle parts	1,630,500	1,630,500	304,291	India IDF	2016	2018	Ongoing
24	<i>Kanpur leather development project 2015-2017</i>	100230	Leather	1,000,000	884,956	564,727	India IDF	2015	2018	Ongoing
	Grand Total			473,016,819	87,008,413	40,748,877				

Annex 8. List of persons interviewed

NAME	JOB TITLE/POSITION IN ORGANIZATION
UNIDO	
Mr. Rene van Berkel	Chief of Unit, Cleaner and Sustainable Production
Suresh Kennit	National Project Coordinator
Mr. Harjit Singh Chandhok	Administration, UNIDO India Regional Office
N.P. Singh	Senior Technical Adviser
Dr. S.P. Dhua	Regional Coordinator (Regional Network on Pesticides for Asia and the Pacific)
Anders Isaksson	Senior Development Officer
GOVERNMENT	
Dr. Shanti Swaroop Gupta,	Department of Industrial Policy and Promotion (DIPP) Senior Development Officer
Manoj Kumar Gangeya	Ministry of Environment, Forest and Climate Change Director
Nikunja K. Sundaray	Ministry of Environment, Forest and Climate Change Joint Secretary
Dr. D.K. Khare,	Ministry of New and Renewable Energy Director
M.A. Aravindh	Ministry of New and Renewable Energy Scientist 'B'
H.R. Khan	Ministry of New and Renewable Energy Adviser/ Scientist 'G'
FOUNDATIONS, CONFEDERATIONS AND UNITED NATION AGENCIES	
Geeta Batra	Independent Evaluation Office Global Environment Facility Deputy Director & Chief Evaluation Officer
Mr. Yuri Afanasiev	United Nations Resource Centre (UNRC) UN Resident Coordinator and UNDP Resident Representative in India
Devan Mitra Chenoy	Confederation of Indian Industry (CII) Deputy Director
Seema Arora	Confederation of Indian Industry (CII) Deputy Director General
Nisha Jayaram	Confederation of Indian Industry (CII) Counsellor
Dr. Tamal Sarkar	Foundation for Micro, Small and Medium Enterprises (FMC)

	Executive Director
Mukesh Gulati	Foundation for Micro, Small and Medium Enterprises (FMC) Executive Director
Ms. Seema Arora	CII-ITC Centre of Excellence for Sustainable Development Deputy Director General CII-ITC
Mr. Shyam Khadka	Food and Agricultural Organisation of the United Nations (FAO) FAO Representative in India
Anshuman Khanna	Federation of the Indian Chambers of Commerce and Industry (FICCI) Senior Director Economic Affairs & Financial Services
Jyoti Vij	Federation of the Indian Chambers of Commerce and Industry (FICCI) Deputy Secretary General
Hemant Seth	Federation of the Indian Chambers of Commerce and Industry (FICCI) Treasurer and Director
Mr. Hitesh Vaidya	United Nations Habitat (UN Habitat) India Country Manager UN Habitat
PROJECTS	
Mr. NP Singh	Sustainable Cities Integrated Approach Pilot in India
Ms. Karishma Kashyap	Sustainable Cities Integrated Approach Pilot in India Junior National Consultant
Mr. Sandeep Tandon	Bamboo North-East Project on Bamboo
Mr. Anil Mishra	Solar Thermal and Waste to Energy
Pratibha Rialch	Solar Thermal and Waste to Energy National Project Management Expert
Nikhil Khot	Organic Waste Project National Technical Officer
Mr. Sakti Prosad Dhua	Medical Waste, PCP Waste, DDT Alternatives
Mr. Sandeep Tandon	Low Carbon Technology Deployment Project National Project Manager
Mr. Debajit Das	Promoting Market Transformation for Energy Efficiency in MSMEs National Project Coordinator
Mr. Vinnie Mehta	Automotive Component Manufacturers Association (ACMA) Director-General
Rajeev Vjih	International Centre for Inclusive and Sustainable Industrial Development (ICISID) Director
Vikas Kumar	International Centre for Inclusive and Sustainable Industrial Development (ICISID) Deputy Director
Dr. Rakesh Kumar Jain	International Centre for Inclusive and Sustainable Industrial Development (ICISID) Technical Expert
Shradda	International Centre for Inclusive and Sustainable Industrial Development

	(ICISID)
Dr. B.P. Thapliyal	Central Power Research Institute (CPRI) Director
Mr. P.G.N. Mukundan	Indian Agro & Recycled Paper Mills Association (IARPMA) Secretary General
Mr. Vijay Kumar	Indian Newsprint Manufacturers Association (INMA) Secretary General
Mr. Rohit Pandit	Indian Paper Manufacturers Association (IPMA) Secretary General
Dr. B.P. Thapliyal	Central Pulp & Paper Research Institute (Ministry of Commerce & Industry, Government of India) Director
Dr. A.K. Dixit	Central Pulp & Paper Research Institute (Ministry of Commerce & Industry, Government of India) Scientist E-II In charge
Lalit Garg	Ramji Board and Paper Mill Pvt. Ltd. Director
A.K. Shah	Shah Paper Mills Limited Chairman
Pritesh Shah	Shah Paper Mills Limited
Gautam D. Shah	Shree Ajit Pulp and Paper Limited Chairman and Managing Director
Ashraf Nathani	Mehali Paper Pvt. Ltd.
Mr. S.K. Chaturvedi	National Council for Cement and Building Materials (NCCBM) Director & Head
Ashutosh Saxena	National Council for Cement and Building Materials (NCCBM) Director General
Kapil Kukreja	National Council for Cement and Building Materials (NCCBM) Manager Project Engineering & System Design
V. Naga Kuman	National Council for Cement and Building Materials (NCCBM)
Anupam	National Council for Cement and Building Materials (NCCBM) General Manager Process Optimisation & Productivity
Prateek Sharma	National Council for Cement and Building Materials (NCCBM)
Mr. Surrinder K. Handoo	Cement Manufacturers Association (CMA) Technical Adviser
Mr. Daniel Lemarchand	Cement Manufacturers Association (CMA) Leader of international experts engaged for the project
Mr. Ashwani Pahuja,	Dalmia Bharat Cement Executive Director Manufacturing (Former Deputy General of NCCBM)
Mr. Viswanathan	Leather Project
O.P. Pandey,	KLC Institute of Professional Studies/ Kanpur Unnao Leather cluster

	Development Co. Ltd Executive Director
O.P. Pandey	Council for Leather Exports (Ministry of Commerce & Industry, Government of India)
Mr. Bains	Bicycle and Bicycle parts Project Research and Development Centre (Ludhiana)
Dr. Ramdev	Neem Project

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